



BOARD OF DIRECTORS
FINANCE AND ADMINISTRATION COMMITTEE
November 19, 2025

COMMITTEE MEMBERS

LYNDA HOPKINS – CHAIR
NOELIA CORZO
DAVID HAUBERT

TYRONE JUE – VICE CHAIR
JUAN GONZÁLEZ III
VICKI VEENKER

**MEETING LOCATION(S) FOR IN-PERSON ATTENDANCE BY
COMMITTEE MEMBERS AND MEMBERS OF THE PUBLIC**

Bay Area Metro Center
1st Floor Board Room
375 Beale Street
San Francisco, CA 94105

Office of Alameda County Supervisor
David Haubert
Scott Haggerty House
4501 Pleasanton Avenue
Pleasanton, CA 94566

Office of the Mayor
835 E. 14th Street
2nd Floor, Room 201
San Leandro, CA 94577

THE FOLLOWING STREAMING OPTIONS WILL ALSO BE PROVIDED

These streaming options are provided for convenience only. In the event that streaming connections malfunction for any reason, the Finance and Administration Committee reserves the right to conduct the meeting without remote webcast and/or Zoom access.

The public may observe this meeting through the webcast by clicking the link available on the air district's agenda webpage at www.baaqmd.gov/bodagendas.

Members of the public may participate remotely via Zoom at <https://bayareametro.zoom.us/j/87012071158>, or may join Zoom by phone by dialing (669) 900-6833 or (408) 638-0968. The Webinar ID for this meeting is: [870 1207 1158](https://bayareametro.zoom.us/j/87012071158)

Public Comment on Agenda Items: The public may comment on each item on the agenda as the item is taken up. Members of the public who wish to speak on a matter on the agenda will have two minutes each to address the Committee on that agenda item, unless a different time limit is established by the Chair. No speaker who has already spoken on an item will be entitled to speak to that item again.

The Committee welcomes comments, including criticism, about the policies, procedures, programs, or services of the District, or of the acts or omissions of the Committee. Speakers shall not use threatening, profane, or abusive language which disrupts, disturbs, or otherwise impedes the orderly conduct of a Committee meeting. The District is committed to maintaining a workplace free of unlawful harassment and is mindful that District staff regularly attend Committee meetings. Discriminatory statements or conduct that would potentially violate the Fair Employment and Housing Act – i.e., statements or conduct that is hostile, intimidating, oppressive, or abusive – is *per se* disruptive to a meeting and will not be tolerated.

FINANCE AND ADMINISTRATION COMMITTEE MEETING AGENDA

WEDNESDAY, NOVEMBER 19, 2025

1:00 PM

Chairperson, Lynda Hopkins

1. Call to Order - Roll Call

The Committee Chair shall call the meeting to order and the Clerk of the Boards shall take roll of the Committee members.

2. Pledge of Allegiance

CONSENT CALENDAR (Items 3-7)

The Consent Calendar consists of routine items that may be approved together as a group by one action of the Committee. Any Committee member or member of the public may request that an item be removed and considered separately.

3. Approval of the Draft Minutes of the Finance and Administration Committee Meeting of October 15, 2025

The Committee will consider approving the Draft Minutes of the Finance and Administration Committee Meeting of October 15, 2025.

4. Hearing Board Quarterly Report - July to September 2025

The Committee will receive the Hearing Board Quarterly Report for the period of July through September 2025.

5. Financial Update for the First Quarter of Fiscal Year 2025-2026, Ending September 30, 2025

The Committee will receive the financial report for the first quarter of Fiscal Year 2025-2026, which ended September 30, 2025. The report provides an overview of the General Fund's financial activities for the first quarter, which covers the period from July 1, 2025, through September 30, 2025, including preliminary revenues, expenditures, and cash investment balance results for the reporting period.

6. Fiscal Year 2024-2025 Fourth Quarter Reporting of Payments for Routine and Recurring Goods/Services Expenses and Contracts Executed under Delegated Authority

The Committee will receive a report of vendor payments for routine and recurring essential services and contracts executed under delegated authority for the fourth quarter of Fiscal Year 2024-2025, which ended June 30, 2025.

7. Fiscal Year 2025-2026 First Quarter Reporting of Payments for Routine and Recurring Goods/Services Expenses and Contracts Executed under Delegated Authority

The Committee will receive a report of vendor payments for routine and recurring essential services and contacts executed under delegated authority for the first quarter of Fiscal Year 2025-2026, which ended September 30, 2025.

ACTION ITEM(S)

8. Conduct Interviews and Consider Recommending Candidates to the Board of Directors for Appointment to the Advisory Council

The Committee will conduct interviews and consider recommending candidates to the Board of Directors for appointment to the Advisory Council for a two-year term beginning January 1, 2026.

INFORMATIONAL ITEM(S)

9. California Air Resources Board 2025 Incentive Program Review and Department of Finance Fiscal Compliance Audit

The Committee will consider and discuss the California Air Resources Board's 2025 Incentive Program Review and the Department of Finance's Fiscal Compliance Audit of the Air District's implementation of the California Air Resources Board's air pollution incentives programs. The Program Review will be presented by California Air Resources Board staff. The Fiscal Compliance Audit will be presented by Danica Winston, Manager in the Finance Division, and Minda Berbeco, Manager in the Strategic Incentives Division.

10. Preliminary Annual Financial Report for Fiscal Year 2024-2025

The Committee will discuss the preliminary annual financial report for Fiscal Year 2024-2025, which ended June 30, 2025. The report provides an annual overview of the General Fund's financial activities for the entire fiscal year, which covers the period from July 1, 2024, through June 30, 2025, including preliminary revenues, expenditures, and cash investment balance results for the fiscal year. This item will be presented by Jun Pan, Manager in the Finance Division.

OTHER BUSINESS

11. Public Comment on Non-Agenda Matters

Pursuant to Government Code Section 54954.3, members of the public who wish to speak on matters not on the agenda will be given an opportunity to address the Committee. Members of the public will have two minutes each to address the Committee, unless a different time limit is established by the Chair. The Committee welcomes comments, including criticism, about the policies, procedures, programs, or services of the District, or of the acts or omissions of the Committee. Speakers shall not use threatening, profane, or abusive language which disrupts, disturbs, or otherwise impedes the orderly conduct of a Committee meeting. The District is committed to maintaining a workplace free of unlawful harassment and is mindful that District staff regularly attend Committee meetings. Discriminatory statements or conduct that would potentially violate the Fair Employment and Housing Act – i.e., statements or conduct that is hostile, intimidating, oppressive, or abusive – is per se disruptive to a meeting and will not be tolerated.

12. Committee Member Comments

Any member of the Committee, or its staff, on his or her own initiative or in response to questions posed by the public, may: ask a question for clarification, make a brief announcement or report on his or her own activities, provide a reference to staff regarding factual information, request staff to report back at a subsequent meeting concerning any matter or take action to direct staff to place a matter of business on a future agenda. (Gov't Code § 54954.2)

13. Time and Place of Next Meeting

Wednesday, December 17, 2025, at 1:00 p.m. The meeting will be held in-person at the Bay Area Metro Center and at satellite locations as may be specified on the meeting agenda using a remote teleconferencing link. Members of the Finance and Administration Committee and the public may attend at any of those in-person locations, and members of the public may also attend virtually via webcast.

14. Adjournment

The Committee meeting shall be adjourned by the Chair.

CONTACT:

MANAGER, EXECUTIVE OPERATIONS
375 BEALE STREET, SAN FRANCISCO, CA 94105
vjohnson@baaqmd.gov

(415) 749-4941
FAX: (415) 928-8560
BAAQMD homepage:
www.baaqmd.gov

- Any writing relating to an open session item on this Agenda that is distributed to all, or a majority of all, members of the body to which this Agenda relates shall be made available at the Air District's offices at 375 Beale Street, Suite 600, San Francisco, CA 94105, at the time such writing is made available to all, or a majority of all, members of that body.

Accessibility and Non-Discrimination Policy

The Bay Area Air District (Air District) does not discriminate on the basis of race, national origin, ethnic group identification, ancestry, religion, age, sex, sexual orientation, gender identity, gender expression, color, genetic information, medical condition, or mental or physical disability, or any other attribute or belief protected by law.

It is the Air District's policy to provide fair and equal access to the benefits of a program or activity administered by Air District. The Air District will not tolerate discrimination against any person(s) seeking to participate in, or receive the benefits of, any program or activity offered or conducted by the Air District. Members of the public who believe they or others were unlawfully denied full and equal access to an Air District program or activity may file a discrimination complaint under this policy. This non-discrimination policy also applies to other people or entities affiliated with Air District, including contractors or grantees that the Air District utilizes to provide benefits and services to members of the public.

Auxiliary aids and services including, for example, qualified interpreters and/or listening devices, to individuals who are deaf or hard of hearing, and to other individuals as necessary to ensure effective communication or an equal opportunity to participate fully in the benefits, activities, programs and services will be provided by the Air District in a timely manner and in such a way as to protect the privacy and independence of the individual. Please contact the Non-Discrimination Coordinator identified below at least three days in advance of a meeting so that arrangements can be made accordingly.

If you believe discrimination has occurred with respect to an Air District program or activity, you may contact the Non-Discrimination Coordinator identified below or visit our website at www.baaqmd.gov/accessibility to learn how and where to file a complaint of discrimination.

Questions regarding this Policy should be directed to the Air District's Non-Discrimination Coordinator, Diana Ruiz, Acting Environmental Justice and Community Engagement Officer at (415) 749-8840 or by email at druiz@baaqmd.gov.

BAY AREA AIR DISTRICT
375 BEALE STREET, SAN FRANCISCO, CA 94105
FOR QUESTIONS PLEASE CALL (415) 749-4941

EXECUTIVE OFFICE:
MONTHLY CALENDAR OF AIR DISTRICT MEETINGS

NOVEMBER 2025

<u>TYPE OF MEETING</u>	<u>DAY</u>	<u>DATE</u>	<u>TIME</u>	<u>ROOM</u>
Board of Directors Policy, Grants and Technology Committee	Wednesday	19	10:00 a.m.	1 st Floor Board Room
Board of Directors Finance and Administration Committee	Wednesday	19	1:00 p.m.	1 st Floor Board Room
Community Advisory Council Meeting	Thursday	20	6:00 p.m.	1 st Floor, Yerba Buena Room

DECEMBER 2025

<u>TYPE OF MEETING</u>	<u>DAY</u>	<u>DATE</u>	<u>TIME</u>	<u>ROOM</u>
Board of Directors Nominating Committee	Wednesday	3	9:00 a.m.	1 st Floor Board Room
Board of Directors Meeting	Wednesday	3	10:00 a.m.	1 st Floor Board Room
Advisory Council Meeting	Monday	8	10:00 a.m.	1 st Floor Board Room
Advisory Council Meeting	Monday	8	1:00 p.m.	1 st Floor Board Room
Board of Directors Stationary Source Committee	Wednesday	10	10:00 a.m.	1 st Floor, Yerba Buena Room
Board of Directors Community Equity, Health, and Justice Committee	Wednesday	10	1:00 p.m.	1 st Floor, Yerba Buena Room
Board of Directors Policy, Grants and Technology Committee	Wednesday	17	10:00 a.m.	1 st Floor Board Room
Board of Directors Finance and Administration Committee	Wednesday	17	1:00 p.m.	1 st Floor Board Room

MV 11/10/25 – 9:32 a.m.

G/Board/Executive Office/Moncal

BAY AREA AIR DISTRICT
Memorandum

To: Chairperson Lynda Hopkins and Members
of the Finance and Administration Committee

From: Philip M. Fine
Executive Officer/APCO

Date: November 19, 2025

Re: Approval of the Draft Minutes of the Finance and Administration Committee
Meeting of October 15, 2025

RECOMMENDED ACTION

Approve the Draft Minutes of the Finance and Administration Committee Meeting of October 15, 2025.

BACKGROUND

None.

DISCUSSION

Attached for your review and approval are the Draft Minutes of the Finance and Administration Committee Meeting of October 15, 2025.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Philip M. Fine
Executive Officer/APCO

Prepared by: Marcy Hiratzka
Reviewed by: Vanessa Johnson

ATTACHMENT(S):

1. Draft Minutes of the Finance and Administration Committee Meeting of October 15, 2025

Bay Area Air Quality Management District
375 Beale Street, Suite 600
San Francisco, CA 94105
(415) 749-5073

Finance and Administration Committee Meeting
Wednesday, October 15, 2025

DRAFT MINUTES

*This meeting was webcast, and a video recording is available on the website of the
Bay Area Air Quality Management District at
www.baaqmd.gov/bodagendas*

CALL TO ORDER

1. **Opening Comments:** Finance and Administration Committee (Committee) Chairperson, Lynda Hopkins, called the meeting to order at 1:05 p.m.

Roll Call:

Present, In-Person (Bay Area Metro Center (375 Beale Street, 1st Floor Board Room, San Francisco, California, 94105): Chairperson Lynda Hopkins; and Directors Noelia Corzo, Juan González III, and Vicki Veenker.

Present, In-Person Satellite Location (Office of Alameda County Supervisor David Haubert, Scott Haggerty House, 4501 Pleasanton Ave, Pleasanton, CA 94566): Director David Haubert.

Absent: Vice Chairperson Tyrone Jue.

2. **PLEDGE OF ALLEGIANCE**

CONSENT CALENDAR

3. **APPROVAL OF THE DRAFT MINUTES OF THE FINANCE AND ADMINISTRATION COMMITTEE MEETING OF SEPTEMBER 17, 2025**

Public Comments

No requests received.

Committee Comments

None.

Committee Action

Director González made a motion, seconded by Director Veenker, to **approve** the Draft Minutes of the Finance and Administration Committee Meeting of September 17, 2025; and the motion **carried** by the following vote of the Committee:

AYES: González, Haubert, Hopkins, Veenker.
NOES: None.
ABSTAIN: None.
ABSENT: Corzo, Jue.

ACTION ITEM

4. **PROPOSED CHANGES TO SECTIONS (§) 8.2, 9.3, 9.4, AND 3.4 OF THE ADMINISTRATIVE CODE**

Karen Schkolnick, Director of Administrative Resources, and Erica Flahan, Business Office Manager, gave the staff presentation *Proposed Changes to Administrative Code § 3.4, 8.2, 9.3, and 9.4*, including: recommended action; agenda; background on Air District Administrative Code; proposed updates: § 9.4 and 8.2; proposed updates on § 9.3; proposed updates on § 3.4; and recommended action.

Public Comments

No requests received.

Committee Comments

The Committee and Air District staff discussed the proposed changes within § 9.4a; and the Air Pollution Control Officer's past, current, and future procurement approval authority, and types of things the APCO might ask the Board to consider, beyond the APCO's authority.

NOTED PRESENT: Director Corzo was noted present at 1:21 p.m.

Committee Action

Director Haubert made a motion, seconded by Director González, to recommend the Board of Directors **adopt** the proposed updates to the following sections of the Air District's Administrative Code: Section 9.4 Procurement and Contracting; Section 8.2(b)(5) General Counsel; Section 9.3 Adoption of Budget; and Section 3.4 Appointments to Committees; and the motion **carried** by the following vote of the Committee:

AYES: Corzo, González, Haubert, Hopkins, Veenker.
NOES: None.
ABSTAIN: None.
ABSENT: Jue.

OTHER BUSINESS

5. PUBLIC COMMENTS ON NON-AGENDA MATTERS

No requests received.

6. COMMITTEE MEMBER COMMENTS

None.

7. TIME AND PLACE OF NEXT MEETING

Wednesday, November 19, 2025, at 1:00 p.m. The meeting will be held in-person at the Bay Area Metro Center and at satellite locations as may be specified on the meeting agenda using a remote teleconferencing link. Members of the Finance and Administration Committee and the public may attend at any of those in-person locations, and members of the public may also attend virtually via webcast.

8. ADJOURNMENT

The meeting was adjourned at 1:26 p.m.

Marcy Hiratzka
Clerk of the Boards

BAY AREA AIR DISTRICT
Memorandum

To: Chairperson Lynda Hopkins and Members
of the Finance and Administration Committee

From: Chairperson Valerie J. Armento, Esq., and
Members of the Hearing Board

Date: November 19, 2025

Re: Hearing Board Quarterly Report: July – September 2025

RECOMMENDED ACTION

No action requested.

DISCUSSION

This report covers the third calendar quarter (July – September) of 2025.

- Held three hearings;
- Processed two orders: and
- Collected a total of \$2,657.00 in Hearing Board filing fees

Below is a detail of Hearing Board activity during the same period:

**Docket: 3760 – Air Pollution Control Officer (APCO) vs. Olam West Coast, Inc. –
Accusation of Violation of Permit Conditions #26683 & #26684 and Request for
Conditional Order for Abatement**

Location: Santa Clara County; City of Gilroy

Regulation(s): Permit Conditions #26683 & #26684

Synopsis: Respondent operates an agricultural processing facility (hereinafter “Facility”) and operates six food dryers (S-3, S-4, S-7, S-8, S-9, and S-10) at the Facility on a seasonal basis from approximately April until November each year. The food dryers emit air pollutants, including nitrogen oxides (NOx) and carbon monoxide (CO), that the Air District regulates to protect air quality and public health.

From the APCO:

The Air District authorized Respondent to install and start operating the food dryers in 2018 and imposed permit conditions limiting emissions from the food dryers to 22.8 tons per year of NOx and 53.5 tons per year of CO through rate-based concentration limitations and a facility-wide NOx emission limitation. After Respondent began operating the food

dryers, emissions testing, indicated that the estimates on which these permit conditions were based were significantly inaccurate. The testing indicated that the food dryers could not meet the specified permit limits, and that they actually have the potential to emit up to 56.7 tons per year of NOx and 182.6 tons per year of CO. Respondent initially disputed the appropriate test methodology, which has significantly delayed resolution of this issue. As such, Respondent has operated and is continuing to operate its food dryers in violation of its NOx and CO permit conditions. Respondent has now agreed to use the correct source test methodology and has committed to seeking and obtaining revised permit conditions that will ensure that it operates in compliance with all applicable air quality regulations. The APCO believes that increased NOx and CO limits may be allowable, although it will need to evaluate Respondent's request for an increase in detail before approving any revised emissions limits.

The APCO seeks an Order to ensure that the Respondent will follow through on its commitment to obtain a revised permit as expeditiously as possible to bring the food dryers into compliance.

Fees collected this Quarter: N/A

Status: Accusation filed by Complainant on April 30, 2025; pre-hearing conference held on May 28, 2025; Notice of Hearing (July 15, 2025) filed and issued June 2, 2025; held hearing on July 15, 2025; Stipulated Conditional Order for Abatement filed and issued on July 21, 2025.

THE HEARING BOARD ORDERED:

1. *Respondent and its agents, employees, successors and assigns shall cease operating the food dryers in violation of the emission limits for NOx and CO contained in the current Authority to Construct unless Respondent complies with all of the following terms and conditions until Respondent obtains a Permit to Operate with revised conditions or one (1) year after the Effective Date, whichever is sooner:*
 - a. *The owner/operator of S-3, S-4, S-7, S-8, S-9, and S-10 shall operate these sources on Public Utilities Commission-regulated natural gas fuel exclusively.*
 - b. *The owner/operator shall not use more than 7,610,000 therms of natural gas at S-3, S-4, S-7, S-8, S-9, and S-10 combined in any consecutive twelve-month period.*
 - c. *The owner/operator shall not operate S-3, S-4, S-7, S-8, S-9, and S-10 unless the emissions from these sources do not exceed the following emission rates:*
 - i. *NOx = 0.149 lbs/MMBtu (one million British thermal units)*
 - ii. *CO = 0.480 lbs/MMBtu*
 - d. *The owner/operator shall comply with all applicable testing, sampling port location and safe access requirements as specified in Volume IV of the Air District's Manual of Procedures. The owner/operator shall notify the Air District's Source Test Section. In writing, of the source test protocols, sampling port locations, layout, access and projected test dates at least thirty (30) days prior to testing. The owner/operator shall use the following test methods for each pollutant:*

- i. *NOx: Environmental Protection Agency (EPA) Method 7E or equivalent approved by the APCO for the Bay Area Air District in writing;*
 - ii. *CO: EPA Method 10 or equivalent approved by the APCO for the Bay Area Air District in writing; and*
 - iii. *Stack Gas Flow: EPA Method 2F or equivalent or alternative method approved by the APCO for the Bay Area Air District in writing.*
 - e. *Within one hundred and twenty (120) days of starting operation in 2025, the owner/operator shall conduct an Air District approved source test of S-3, S-4, S-7, S-8, S-9, and S-10 consistent with Part 4 above to verify that it complies with the emission rates in Part 3 of this condition. All source test methods used shall be subject to the prior approval of the Source Test Section of the Air District Technical Division. The owner/operator shall notify the Manager of the Air District's Source Test Section at least seven (7) days prior to the tests, to provide the Air District staff the option of observing the testing. Within sixty (60) days of test completion, a comprehensive report of the test results shall be submitted to the manager of the Air District's Source Test Section for review and disposition.*
 - f. *To determine compliance with the above parts, the owner/operator shall maintain the following records:*
 - i. *Monthly natural gas usages;*
 - ii. *Records to demonstrate that the sources fire Public Utilities Commission-regulated natural gas exclusively; and*
 - iii. *Source test reports*
 - g. *These records shall be kept for at least two (2) years and shall be made available to the Air District upon request.*
 - 2. *That by no later than one (1) year after the Effective Date, Respondent and its agents, employees, successors and assigns shall cease and desist from operating its food dryers in violation of its permit conditions 26683 and 26684, and of Regulation 2-1-307, or obtain a Permit to Operate with revised permit conditions.*
 - 3. *That by no later than one (1) year from the Effective Date, Respondent and its agents, employees, successors and assigns shall submit to the Hearing Board either (a) a copy of a current and valid Air District Permit to Operate the Facility under revised permit conditions that will ensure compliance with all applicable air quality regulations, or (b) written affirmation executed by Respondent that it has ceased operating six food dryers in violation of the current Authority to Construct pursuant to Air District Regulation 2, Rule 1. Respondents shall serve a copy of the submission required by this Paragraph 3 on the APCO.*
 - 4. *That this Hearing Board shall retain jurisdiction over the order for abatement for two (2) years from July 15, 2025, i.e., the date of the public hearing in this matter, during which period the parties may apply to modify or terminate this Order in accordance with the Rules of the Hearing Board.*
-

Docket: 3762 – Argent Materials, Inc. – Petition for Appeal of Denial of Permit Application No. 30122 (issued April 9, 2025)

Location: Alameda County; City of Oakland

Synopsis: Argent Materials, Inc. appealed the denial of for a concrete and asphalt recycling facility located at 8501 San Leandro Street, Oakland, California 94621 (“8501 Site”).

The District asserted two grounds as its basis for denial:

- (1) Argent improperly divided a “project” into two permit applications in violation of Regulation 1-104; and
- (2) The Health Risk Assessment for Permit Application No. 30122 exceeded the 1.0 chronic Hazard Index value, prohibiting approval of the application under Regulations 2-5-302 and 5-2-216.

Argent disputed both of the Air District’s two grounds for denial.

Fees collected this Quarter: \$0.

Status: Petition for Appeal for Denial of Permit Application No. 30122 filed by Petitioner on May 8, 2025; Notice of Hearing (June 24, 2025) filed and issued on May 20, 2025; on June 11, 2025, Petitioner requested to continue the Hearing until July 15, 2025 (Hearing Board Chair agreed); Notice of Continued Hearing (July 15, 2025) filed and issued on June 12, 2025; on June 11, 2025, Respondent requested to continue the Hearing until August 5, 2025 (Hearing Board Chair agreed); Notice of Continued Hearing (August 5, 2025) filed and issued on July 15, 2025; Respondent’s Answer to Appellant’s Petition for Appeal filed on July 29, 2025; Reply Brief of Appellant in Response to Respondent’s Answer to Petition for Appeal filed on August 1, 2025; hearing held on August 5, 2025; Respondent’s Response to Appellant’s Reply Brief filed on August 5, 2025; Settlement Agreement filed on August 5, 2025; Order for Dismissal filed on August 6, 2025.

THE HEARING BOARD ORDERED:

Prior to commencement of the hearing, the Parties submitted a joint request to withdraw the appeal. The Hearing Board met, and the Parties discussed on the record the parameters of a settlement they reached. The Hearing Board accepted the withdrawal. FOR GOOD CAUSE, in accordance with Section 15.8 of the Hearing Board Rules, the HEARING BOARD ORDERS that the Application be and is hereby dismissed and all future hearings for Docket No. 3762 are canceled.

Docket: 3763 – City of Santa Clara doing business as “Silicon Valley Power” – Request for Emergency Variance

Location: Santa Clara County; City of Santa Clara

Regulation(s): Air District Permit Conditions #13-16, #18, #20-33, #45, #52 (per the Application.)

Synopsis: The City of Santa Clara owns and operates a municipal utility, which includes a Bulk-Electric System-connected generation resource. On August 20, 2025, it experienced a catastrophic failure of one of its combustion turbine turbines, S1. This was the first instance where both permitted combustion turbines, S1 and S3 (Combustion Gas Turbine #1 and Combustion Gas Turbine #2) were in disrepair contemporaneously. While the Temporary Combustion Gas Turbine S6 was operating in place of S3 (which has been at a repair facility in Canada since November 2024), an additional permitted backup turbine was not available. After holding various discussions and meetings with consultants and Air District during the week of September 15, it was decided to pursue an Emergency Variance in relation to the failure of S1.

Operating with just one turbine/generator would put the utility in a precarious situation if S3 were to fail while S 1 is out of service; it would be unable to mitigate system overloads and might be required to shed load. In such a scenario, several data centers would resort to backup diesel generation, resulting in a greater negative impact on air emissions.

Requested Period of Variance: September 23, 2025 to October 23, 2025

Estimated Excess Emissions: (Provided by Petitioner): None.

Fees collected this quarter: \$2,657.00 (Hearing Board filing fee)

Status: Application for Emergency Variance filed by Petitioner on September 23, 2025; application sent to Air District Compliance & Enforcement staff for review on September 23, 2025; on September 25, 2025, Senior Counsel for Silicon Valley Power sent the Clerk an email stating:

Following this submission, I received an email from Greg Dhawan-Muren (Counsel for the APCO) indicating that BAAQMD does not have jurisdiction over the subject matter of SVP's emergency variance, as it falls under the jurisdiction of the California Energy Commission (CEC). SVP has since submitted an inquiry to the CEC to confirm this determination. I asked Mr. Dhawan-Muren whether the emergency variance application could be stayed pending direction from the CEC. He advised me to submit this request to you and indicated that he would not oppose a stay. Accordingly, SVP respectfully requests that the Hearing Board stay consideration of the emergency variance application until we receive direction from the CEC.

On September 25, 2025, Counsel for the APCO sent the Clerk an email stating:

I can confirm we don't oppose a pause on this application. We can still submit a response to the application today if the Hearing Board would like one, but we would prefer that the response also be on hold pending SVP's correspondence with the CEC because we believe it is very likely that SVP will choose to voluntarily withdraw its application after talking with the CEC.

Respectfully submitted,

/s/ Valerie J. Armento

Valerie J. Armento, Esq.
Chair, Hearing Board

Prepared by: Marcy Hiratzka
Reviewed by: Vanessa Johnson

BAY AREA AIR DISTRICT
Memorandum

To: Chairperson Lynda Hopkins and Members
of the Finance and Administration Committee

From: Philip M. Fine
Executive Officer/APCO

Date: November 19, 2025

Re: Financial Update for the First Quarter of Fiscal Year 2025-2026, Ending
September 30, 2025

RECOMMENDED ACTION

None; the Committee will discuss this item, but no action is requested at this time.

BACKGROUND

A financial report is submitted to the Committee quarterly for the relevant reporting period covering from the beginning of the fiscal year to the most recent quarter-end. This report provides an overview of the General Fund's financial activities for the first quarter of fiscal year 2025-2026, including preliminary results for revenues, expenditures, and cash account balances and investment earnings for the reporting period.

DISCUSSION

Attachment A provides the financial report for the first quarter of Fiscal Year 2025-2026, from July 1, 2025, to September 30, 2025.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Philip M. Fine
Executive Officer/APCO

Prepared by: Jun Pan
Reviewed by: Stephanie Osaze

ATTACHMENT(S):

1. A-FYE 2026Q1 2025-09-30 Financial Report

Attachment A: **Financial Update for the First Quarter of Fiscal Year (FY) 2025-2026, Ending September 30, 2025**

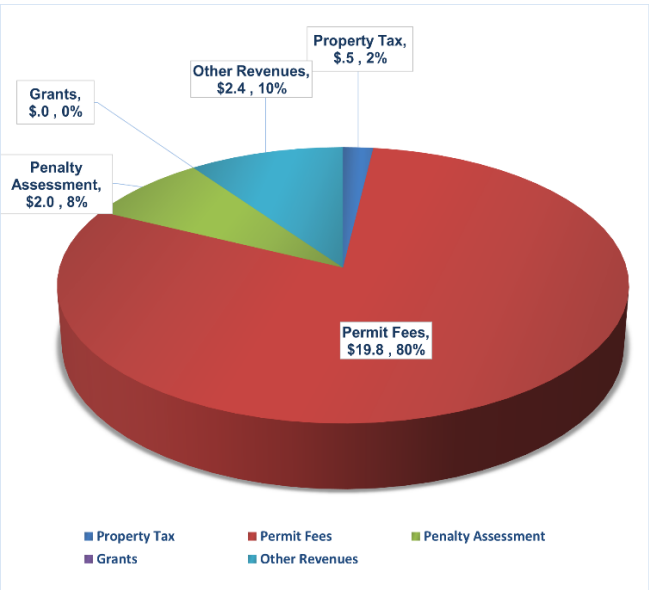
This report provides an update on the Air District’s financial performance for the first quarter of the 2025-2026 fiscal year, covering the period from July 1, 2025, through September 30, 2025.

As of the first quarter, General Fund revenues totaled \$24.7 million, with expenditure at \$29.2 million. Revenues are in line with expectations, and no significant changes are anticipated through the end of the fiscal year on June 30, 2026. Expenditures, such as professional services, may fluctuate based on when work is performed under contract terms, making them less predictable for projecting through the end of the fiscal year.

FINANCIAL RESULTS

The following information summarizes the first quarter financial results for fiscal year (FY) 2025-2026

TABLE 1: FISCAL YEAR 2025 GENERAL FUND REVENUE OVERVIEW



FY 2026 Q1 (as of 9/30/2025) General Fund Revenues	in Millions	% of Total
Property Tax	\$0.5	2%
Permit Fees	\$19.8	80%
Penalty Assessment	\$2.0	8%
Grants	\$0.0	0%
Other Revenues	\$2.4	10%
Total	\$24.7	100%

Summary of Table 1:

As of September 30, 2025, total revenue recognized a total of \$24.7 million. Permit Fees are the largest revenue source in the General Fund at \$19.8M.

TABLE 2: GENERAL FUND REVENUE – BUDGET VS ACTUAL (IN MILLIONS \$)

Categories	FYE 2026 Adopted Budget	FYE 2026 Amended Budget	FYE 2026 Actual (as of 9/30/2025)	Percentage of Amended Budget
Property Tax	\$47.6	\$47.6	\$.5	1%
Permit Fees*	\$68.4	\$68.4	\$19.8	29%
Penalty Assessment	\$4.0	\$4.0	\$2.0	49%
Grants (includes AB617)	\$17.9	\$17.9	\$.0	0%
Other Revenues	\$8.6	\$8.6	\$2.4	29%
Total Revenues	\$146.5	\$146.5	\$24.7	17%

* Permit Fees				
Application & Renewal Fees	\$48.4	\$48.4	\$16.6	34%
Title V Permit Fees	\$8.5	\$8.5	\$1.1	13%
Asbestos Fees	\$3.3	\$3.3	\$1.1	32%
Toxic Inventory Fees	\$1.2	\$1.2	(\$.2)	-18%
Community Health Impact Fees	\$1.2	\$1.2	\$.2	19%
Criteria Toxic Reporting Fees	\$1.8	\$1.8	\$.5	29%
Greenhouse Gas Fees	\$4.0	\$4.0	\$.5	12%
Other Fees	\$.1	\$.1	\$.0	5%
Total Permit Fees	\$68.4	\$68.4	\$19.8	29%

Summary of Table 2:

- Overall revenue recognized for the 1st quarter of the fiscal year represents 17% of the budget which is on target with projections
- Property tax is at 1%, which is on target based on the normal timing of the revenues received by the end of September. Property tax largest receipts are usually received in December and April timeframe
- Permit fees are consistent with the annual progress of the permitting process
- Grant revenues recognition occurs usually at the end of the fiscal year when the grant activities are reconciled and charged to the grant funds
- Other revenues increased due to higher interest income resulting from improved investment performance in the San Mateo County Investment Pool, where Air District funds are managed

TABLE 3: GENERAL FUND REVENUE PRIOR YEARS TREND VS. CURRENT YEAR (IN MILLIONS \$)

Major Categories	FYE 2024 (As of 09/30/2023)	FYE 2025 (As of 9/30/2024)	FYE 2026 (As of 9/30/2025)	\$ DIFF FY25 - FY24
Property Tax	\$.4	\$.4	\$.5	\$.0
Permit Fees*	\$22.1	\$19.5	\$19.8	\$.3
Penalty Assessment	\$1.9	\$1.3	\$2.0	\$.6
Grants (includes AB617)	\$.0	\$.0	\$.0	(\$.0)
Other Revenues	\$.9	\$1.5	\$2.4	\$.9
Total Revenues	\$25.3	\$22.8	\$24.7	\$1.9

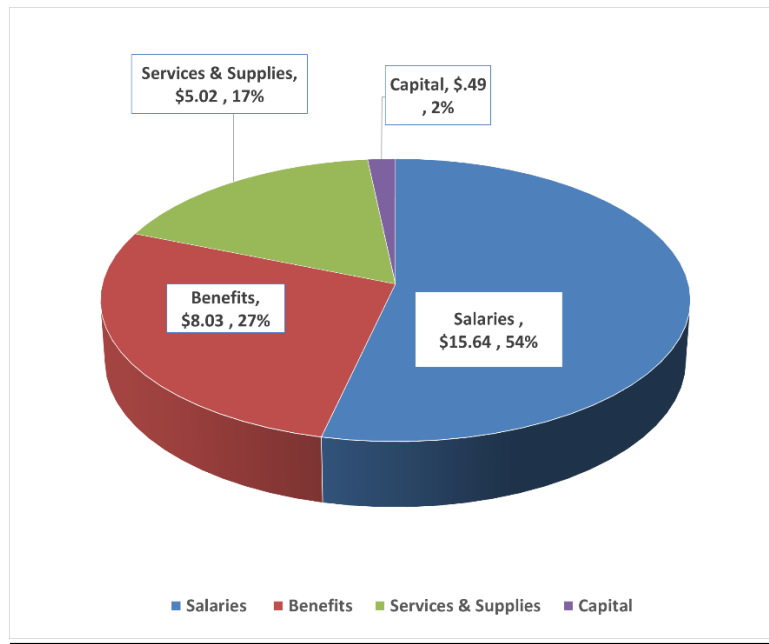
*Permit Fees	(As of 09/30/2023)	(As of 9/30/2024)	(As of 9/30/2025)	\$ DIFFERENCE
Application & Renewal Fees	\$19.1	\$17.3	\$16.6	(\$.7)
Title V Permit Fees	\$.9	\$.8	\$1.1	\$.3
Asbestos Fees	\$.9	\$.9	\$1.1	\$.2
Toxic Inventory Fees	\$.2	(\$.4)	(\$.2)	\$.2
Community Health Impact Fees	\$.2	\$.2	\$.2	\$.0
Criteria Toxic Reporting Fees	\$.4	\$.4	\$.5	\$.1
Greenhouse Gas Fees	\$.4	\$.2	\$.5	\$.3
Other Fees	\$.0	\$.0	\$.0	(\$.0)
Total Permit Fees	\$22.1	\$19.5	\$19.8	\$.3

Summary of Table 3:

- Property tax revenue is not yet shown as the revenue will be received in December
- Permit fees have small increase and it consistently with last year's trend
- Other revenues increased are mainly due to interest income earned as of September 2025

TABLE 4: FISCAL YEAR 2025 GENERAL FUND EXPENDITURE OVERVIEW

FY 2026 Q1 (as of 9/30/2025) General Fund Expenditures	in Millions	% of Total
Salaries	\$15.64	54%
Benefits	\$8.03	28%
Services & Supplies	\$5.02	17%
Capital	\$.49	2%
Total	\$29.18	100%



Summary of Table 4:

As of September 2025, total expenditure recognized a total of \$29.2 million. Salaries and Benefits are the largest expenditure costs in the General Fund totaling \$15.6M and \$8.0M respectively.

TABLE 5: GENERAL FUND EXPENDITURE – BUDGET VS ACTUAL (IN MILLIONS \$)

Major Categories	FYE 2026 Adopted Budget	FYE 2026 Amended Budget	FYE 2026 Actual (as of 9/30/2025)	Percentage of Amended Budget
Personnel - Salaries	\$76.0	\$76.0	\$15.6	21%
Personnel - Benefits	\$34.3	\$34.3	\$8.0	23%
Operational Services and Supplies	\$46.5	\$60.9	\$5.0	8%
Capital Outlay	\$6.5	\$7.1	\$5	7%
TOTAL	\$163.3	\$178.2	\$29.2	16%

*Consolidated Personnel Salaries & Benefits				
Personnel - Salaries	\$83.2	\$83.2	\$17.1	21%
Personnel - Benefits	\$37.5	\$37.5	\$8.5	23%
Total	\$120.7	\$120.7	\$25.5	21%

*Consolidated includes both General Fund and Special Fund

Summary of Table 5:

- Amended Budget includes carryover of FYE 2025 encumbrances as authorized by the board
- Salaries and benefits are consistent with the budgeted projections for the quarter
- Actual Services/Supplies and Capital expenses are lower due to the timing of payments for services rendered

TABLE 6: EXPENDITURE PRIOR YEARS TREND VS. CURRENT YEAR (IN MILLIONS \$)

Major Categories	FYE 2024 (As of 09/30/2023)	FYE 2025 (As of 9/30/2024)	FYE 2026 (As of 9/30/2025)	\$ DIFF FY25 - FY24
Personnel - Salaries	\$12.5	\$14.8	\$15.6	\$.9
Personnel - Benefits	\$6.4	\$7.4	\$8.0	\$.6
Operational Services and Supplies	\$4.5	\$4.4	\$5.0	\$.6
Capital Outlay	\$.9	\$1.4	\$5	(\$.9)
Total Expenditures	\$24.2	\$27.9	\$29.2	\$1.2

*Consolidated Personnel Salaries & Benefits				
Personnel - Salaries	\$13.7	\$16.1	\$17.1	\$.9
Personnel - Benefits	\$6.9	\$7.9	\$8.5	\$.5
Total Consolidated	\$20.6	\$24.1	\$25.5	\$1.5

*Consolidated includes both General Fund and Special Fund

Summary of Table 6:

- Salary expenses are higher in FYE 2026, due to general wage adjustments and more filled positions
- Benefit expenses are higher in FYE 2026 due to the higher insurance premiums and retirement costs
- Capital costs are lower in FYE 2026 due to the timing of payments for services rendered

TABLE 7: CASH ACCOUNT BALANCES – AS OF THE FIRST QUARTER:

CASH ACCOUNT	1st QTR FY 2025	1st QTR FY 2026
General Fund	\$137,558,257	\$218,709,970
Transportation for Clean Air (TFCA)	\$146,461,987	\$154,142,364
Mobile Source Incentive Fund (MSIF)	\$79,555,778	\$91,816,382
Carl Moyer	\$136,664,014	\$145,312,630
CA Goods Movement	\$20,767,566	\$21,174,155
Air Quality Projects (Other)	\$1,558,033	\$1,900,280
Vehicles Mitigation	\$60,228,572	\$81,338,597
Total	\$582,794,207	\$714,394,378

Summary of Table 7:

The fiscal year ending (FYE) 2026 cash increased by approximately \$132 million compared to the same period in FYE 2025. This increase in these cash accounts is caused by increasing funding opportunities, positive investment returns, and large penalty assessments collected in FYE 2025 and current year.

TABLE 8: DETAIL DESCRIPTION OF CASH ACCOUNTS

Cash and Investments with County Treasury:		Description/Purpose
(Based on Sept 2025 Account Balance)	(In Million \$)	
General Fund (GF)		
General Operation	\$81.2	General Operation
Local & Regional Benefits	\$109.6	Penalty Assessment Community Benefits
Restricted	\$27.9	Retirement Trust Fund & Debt Service
Total General Fund	\$218.7	
Special Funds (Grant Funds)	\$495.7	
Total	\$714.4	

Summary of Table 8:

- The Air District's cash total on September 30, 2025, of \$714.4 million represents 8.7% of the \$8.2 billion in the San Mateo County Investment Pool
- September 30, 2025, net investment earnings are 3.792%
- Average maturity of investment is 2.62 years
- The first quarter General Fund interest earned is \$2.32M
- Of the \$218.7M total General Fund balance, \$81.2M is available for general operations.

TABLE 9: Detail Description of Special Fund Grant Cash Account

Special Funds (Grant Funds):		Description/Purpose
Transportation for Clean Air (TFCA)	\$154.1	On-Road Vehicles Emission Reduction (projects including: zero-emission trucks, school and transit buses, light- and heavy-duty charging infrastructure, vehicle buy-back, Clean Cars 4 All, Spare the Air, and pass through funding for local transportation agencies through the 40% County Program Manager Fund)
Mobile Source Incentive Fund (MSIF)	\$91.8	On-Road Projects & Vehicles buy back; used as match for state funds and to supplement (see Carl Moyer)
Carl Moyer	\$145.3	Community Investment Programs (scrap and replacement of trucks; buses; agricultural, construction, cargo-handling, and airport ground support equipment; marine vessels; rail vehicles; transportation refrigeration units; infrastructure; and vehicle buy-back programs. CAP funds may additionally be used to support other eligible projects that reduce exposure to diesel particulate and air toxics)
Goods Movement	\$21.2	Emission Reduction Programs (Projects eligible for Goods Movement I-Bond Funding; in 2025 are now limited to Transportation Refrigeration Units)
Air Quality Projects	\$1.9	Bike share projects and other grants projects (Eligibility is specific to each source and using other approved grant program guidelines to supplement and/or match other state and local grant sources)
Vehicles Mitigation	\$81.3	Volkswagen Environmental Mitigation Trust (Light-duty charging stations and zero-emissions port, freight, and marine projects, including marine vessels, forklifts, cargo-handling equipment, and shore power projects.)
Total Special Funds	\$495.7	

BAY AREA AIR DISTRICT
Memorandum

To: Chairperson Lynda Hopkins and Members
of the Finance and Administration Committee

From: Philip M. Fine
Executive Officer/APCO

Date: November 19, 2025

Re: Fiscal Year 2024-2025 Fourth Quarter Reporting of Payments for Routine
and Recurring Goods/Services Expenses and Contracts Executed under
Delegated Authority

RECOMMENDED ACTION

None; informational item only, no action is requested at this time.

BACKGROUND

The Board of Directors has authorized the Executive Officer/Air Pollution Control Officer (APCO) to execute certain contracts without further Board approval as a matter of administrative convenience. This authorization is provided in the Administrative Code and Procurement Policy. The Administrative Code and Procurement Policy require the Executive Officer/APCO to provide a report of such activities to the Board of Directors.

DISCUSSION

Attached, in accordance with the Air District's Procurement Policy, Section 8.d, is the fourth quarter Fiscal Year 2024-2025 report of vendor payments for routine and recurring essential services and contracts executed under delegated authority by the Executive Officer/APCO.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Philip M. Fine
Executive Officer/APCO

Prepared by: Erica Flahan
Reviewed by: Hyacinth Hinojosa

ATTACHMENT(S):

1. FYE 2025 Quarter 4 Report of Vendor Payments for Routine and Recurring Essential Services and Contracts

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Fourth Quarter Fiscal Year 2024 -2025, Ending June 30, 2025

Contracts and Payments for Select Goods/Services Expenditures

The Air District's Procurement Policy, Section 8.d, authorizes the Executive Officer/APCO to renew contracts for specific categories of routine, recurring goods and services without requiring formal Board of Directors approval. This provision is intended to streamline procurement for essential expenditures without further approval by the Board due to their recurring nature.

To ensure transparency, Air District staff are required to report all contract renewals executed and expenditures made under this procurement provision to the Board of Directors with the quarterly financial report. This informational report provides a summary of such contract renewals for the fourth quarter of Fiscal Year (FY) 2024-2025 to accompany the fourth quarter FY 2024-2025 financial report which will be presented as an informational report on the same Committee meeting agenda.

The eligible categories of goods and services under this provision are strictly limited to essential and recurring needs, including utilities, employee benefits, insurance, fuel, shared facility expenses, property leases, software services, and equipment-related costs. These expenditures support the Air District's ongoing operations and ensure continuity of critical services.

The tables below list all such goods and services contract renewals executed, and payments made, in the reporting period.

Quarter 4 FY 2024-2025 Contract Renewals Executed for Select Essential Goods/Services:

The following contract renewals were executed under this provision during the fourth quarter of FY 2024-2025.

Vendor	Synopsis	Renewal Amount	Total Contract Value	Date Executed
Cloud Based Information Infrastructure and Services				
Euna Solutions (Questica)	Budget Software – Licenses and Support Services for additional modules to support Air District's Strategic Plan	\$44,159.00	\$255,837.59	04/28/2025
OfficeSpace	Service Order Form# 5 to renew and upgrade software license for Workplace Management Platform	\$113,043.74	\$207,009.33	06/24/2025

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Vendor	Synopsis	Renewal Amount	Total Contract Value	Date Executed
Employee Health and Benefits				
GovInvest Inc.	3-year SaaS Licensing Agreement – OPEB and Pension Liability calculations	\$39,022.00	\$125,462.00	05/26/2025
OEM Equipment Maintenance and Warranties				
Agilent Technologies	Annual Agreement for Preventative Maintenance and Service of Specialized Equipment – Air District Lab's GC/MS	\$14,508.00	\$103,424.04	04/21/2025

FY 2024-2025 Routine and Recurring Vendor Payments by Category:

The following payments were made under this provision during the first, second, third, and fourth quarters of FY 2024-2025.

Payment Categories	Amount Paid (July 1, 2024 – June 30, 2025)
AIR DISTRICT INSURANCE	
ALLIANT INSURANCE SERVICES, INC.	\$1,115,196.45
BENEFIT COORDINATORS CORPORATION - LIFE INSURANCE	\$1,382,412.63
METROPOLITAN LIFE INSURANCE CO	\$45,980.00
BAY AREA HEADQUARTERS AUTHORITY (SHARED SERVICES EXPENSES)	
BAY AREA HEADQUARTERS AUTHORITY	\$4,004,254.56
CLOUD BASED INFORMATION INFRASTRUCTURE AND SERVICES	
ADAPTALYTICS, LLC	\$127,111.50
BONFIRE INTERACTIVE LTD.	\$12,147.70
CALLTOWER, INC.	\$50,109.37
CIVICPLUS, LLC	\$3,547.38
CONCUR TECHNOLOGIES, INC.	\$23,587.50
DAYFORCE US, INC.	\$300,624.14
DELL MARKETING LP	\$861,525.54
DENOVO VENTURES, LLC	\$244,607.98
DOCUSIGN	\$52,578.29
DROPBOX, INC.	\$8,190.00
EPLUS TECHNOLOGY, INC.	\$175,580.35
EPTURA CANADA, INC. - HIPPO FA	\$9,896.40
GOVINVEST INC.	\$12,379.00
GRANICUS, INC.	\$5,251.89

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Payment Categories	Amount Paid (July 1, 2024 – June 30, 2025)
NEOGOV	\$25,697.04
NETCENTRIC TECHNOLOGIES DBA CO	\$86,560.00
OFFICESPACE SOFTWARE INC.	\$18,729.00
OPENGOV, INC.	\$124,377.23
ORACLE AMERICA, INC.	\$75,548.40
PADDLE.COM INC.	\$5,498.65
PRODIGY CONSULTING LLC	\$109,000.00
QUESTICA LTD	\$66,581.55
TTEC Government Solutions	\$107,915.00
EMPLOYEE HEALTH AND BENEFITS	
BENEFIT COORDINATORS CORPORATION - DENTAL	\$944,671.46
CA PUBLIC EMP RET SYSTEM - HEALTH	\$11,838,655.00
CA PUBLIC EMP RET SYSTEM - PENSION	\$10,755,198.00
CALIFORNIA VISION SERVICE PLAN	\$117,732.27
CONCENTRA MEDICAL CENTERS	\$10,571.00
MAGELLAN BEHAVIORAL HEALTH	\$17,657.60
P & A ADMINISTRATIVE SERVICES	\$631,296.36
SEDGWICK CLAIMS MANAGEMENT SERVICES	\$3,276.00
EQUIPMENT LEASES	
CANON FINANCIAL SERVICES, INC.	\$50,723.96
ENTERPRISE FLEET SERVICES	\$547,710.80
FUEL	
WEX FLEET UNIVERSAL-CHEVRON/TE	\$2,716.87
WEX FLEET UNIVERSAL-ENTERPRISE	\$135816.23
OEM EQUIPMENT MAINTENANCE AND WARRANTIES	
A2Z BUSINESS SYSTEMS - BRISBANE	\$483.98
ACCELERATED TECHNOLOGY LAB., INC.	\$14,420.70
AGILENT TECHNOLOGIES	\$128,717.59
CANON SOLUTIONS AMERICA, INC.;	
CANON U.S.A., INC.	\$28,887.36
ENTECH INSTRUMENTS INC.	\$7,542.00
IDEAL COMPUTER SERVICES INC.	\$32,196.00
JP INSTRUMENT SERVICES	\$3,500.00
ORSAT, LLC	\$94,324.53
QUADIENT, INC.	\$11,299.68
SADDLE POINT SYSTEMS	\$685.00
THERMO ELECTRON NORTH AMERICA,	\$11,741.00

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Payment Categories	Amount Paid (July 1, 2024 – June 30, 2025)
PROPERTY LEASES AND LICENSE AGREEMENTS	
2060 WALSH, LLC	\$16,823.70
B9 SEQUOIA CONCORD OWNER LP -B	\$55,344.58
CHABAD OF NOVATO	\$14,127.00
CITY OF BENICIA	\$3,600.00
CITY OF BERKELEY	\$8,807.60
CITY OF CAMPBELL	\$1,200.00
CITY OF FREMONT	\$550.00
CITY OF GILROY	\$409.50
CITY OF LIVERMORE	\$390.58
CITY OF MILPITAS	\$2,500.00
CITY OF RICHMOND	\$245.70
CITY OF SAN JOSE	\$1,291.67
CITY OF SAN JOSE - AIRPORT	\$1,000.00
CONTRA COSTA FIRE PROTECTION D	\$825.00
COUNTY OF SANTA CLARA	\$1,780.00
DELIN LARS & CRISTINA	\$5,500.00
EL CAMINO HOSPITAL	\$2,400.00
EXTRA SPACE MANAGEMENT INC.	\$15,599.20
GROVE, RONALD	\$18,222.23
HANQI INVESTMENT INC.	\$19,113.94
HAYWARD BUSINESS PARK INC.	\$19,592.00
HOLLIS PROPERTY	\$134,255.00
LAO FAMILY COMMUNITY DEVELOPME	\$69,277.54
LAVEZZO A.M. & FAVARO B.J.	\$30,934.25
LIVERMORE CENTER, LLC	\$5,661.76
LIVERMORE VALLEY UNIFIED SCHOO	\$10,395.00
MARINA BAY CROSSING, LLC	\$59,714.27
MPLC PARTNERS, INC.	\$21,407.25
NIBBI INVESTMENTS	\$39,553.00
PAC WEST DIVERSIFIED LP	\$33,475.23
PACIFIC GAS AND ELECTRIC COMPA	\$1,250.00
PACIFIC GATEWAY PROPERTIES, IN	\$71,670.29
PERALTA COMMUNITY COLLEGE DIST	\$4,800.00
RODEO-HERCULES FIRE PROTECTION	\$6,000.00
SAN MATEO COUNTY HARBOR DISTRI	\$715.00
SANTA CLARA COUNTY FIRE	\$1,800.00

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Payment Categories	Amount Paid (July 1, 2024 – June 30, 2025)
SMITH, MATHEW & JEFFREY	\$27,955.38
SONOMA LAND TRUST	\$950.00
SOUTH BEACH HARBOR	\$1,100.00
STATE OF CALIFORNIA - DOT	\$3,717.00
TOMBE REALTY	\$27,575.44
WANG BROTHERS INVESTMENTS, LLC	\$444,396.57
WESTERN PACIFIC PROPERTY, LLC	\$88,852.16
ZUCKERMAN CONSTRUCTION CO	\$45,931.31
SOFTWARE LICENSES, WARRANTIES, MAINTENANCE, AND SUPPORT SERVICES	
AGREEYA SOLUTIONS, INC.	\$230.00
AIRBO	\$3,000.00
C & G TECHNOLOGY SERVICES, INC.	\$793,126.00
CIPHEREX INC.	\$99,396.00
CLAY TABLET	\$6,750.00
CLEARSPARC	\$1,634,912.45
DVBE CONNECT INC.	\$726,354.60
EPLUS TECHNOLOGY, INC.	\$21,051.96
ESRI	\$18,833.15
F.H. BLACK & COMPANY INCORPORATED	\$36,950.00
FRESHWORKS INC.	\$26,453.95
GOLDEN STAR TECHNOLOGY INC.	\$97,797.10
JDETIPS, INC.	\$14,612.50
LEASEQUERY, LLC	\$20,080.80
LIGHTBOX PARENT, L.P.	\$38,400.00
MICROSOFT CORPORATION	\$600,000.00
NAVIANT, INC.	\$121,639.05
NATIONAL SOFTWARE, INC.	\$1,514.13
SALESFORCE INC (EXACTTARGET); SALESFORCE.COM, INC.	\$44,666.59
SITCORE USA, INC.	\$45,752.82
SITEIMPROVE, INC.	\$17,582.10
SUPPORTFOCUS, INC.	\$602,250.00
TABLEAU SOFTWARE, INC.	\$439.92
TEAMVIEWER GERMANY GMBH	\$2,758.80
TESTRIGOR, INC.	\$26,000.00
TRINITY TECHNOLOGY GROUP, INC.	\$37,987.50
TRYFACTA, INC.	\$69,824.70

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Payment Categories	Amount Paid (July 1, 2024 – June 30, 2025)
ULTRAEDIT, INC.	\$419.86
UTILITIES	
AT & T CALNET; AT&T; AT&T MOBILITY; AT&T U-VERSE	\$122,993.10
CALIFORNIA WATER SERVICE	\$283.82
CENTURYLINK	\$3,999.09
COGENT COMMUNICATIONS, INC.	\$55,820.25
COMCAST; COMCAST CABLE COMMUNICATIONS	\$186,169.98
EAST BAY MUNI UTILITY DISTRICT	\$205.29
FRONTIER	\$984.62
MDRR-CONCORD	\$3,853.01
NAPA RECYCLING & WASTE SERVICE	\$624.13
PACIFIC GAS & ELECTRIC COMPANY	\$289,730.04
PIVOTEL CONNECTED LLC	\$19,062.06
RECOLOGY SAN MATEO COUNTY	\$397.67
RECOLOGY VALLEJO	\$3,122.48
REPUBLIC SERVICES, INC.	\$4305.84
SAN FRANCISCO WATER, POWER & S	\$490.68
SONIC	\$3,190.00
VERIZON BUSINESS; VERIZON WIRELESS	\$288,605.79
WAVE BROADBAND	\$2,108.27

Air District Report of Vendor Payments for Routine and Recurring Essential Services and Contracts Executed Under Delegated Authority

Contracts Executed under Board-Delegated Contracting Authority

Under Section 9.4(b) of the Administrative Code, the Executive Officer/APCO is delegated the authority to execute contracts in the amount that does not exceed two hundred thousand dollars (\$200,000) without further approval by the Board of Directors. The Executive Officer/APCO is required to report such contracts to the Board of Directors if they exceed one hundred thousand dollars (\$100,000).

Additionally, per Section 9.4(c) of the Administrative Code and Section 8.d of the Procurement Policy, the Executive Officer/APCO may execute amendments to previously approved contracts over \$200,000 without approval by the Board of Directors provided that the amendment does not exceed the lesser of \$200,000 or 25% of the last Board-approved contract value.

For reporting purposes, the total contract value is calculated by combining the base contract value with any approved amendments and option years. The following tables provide a summary of contracts and contract amendments executed under these provisions during the fourth quarter of FY 2024-2025.

New Contracts Executed Under Section 9.4(b):

Vendor	Synopsis	Total Contract Value	Date Executed
Ascent Environmental, Inc.	CEQA support services for air quality plans, permits, and rule development projects	\$200,000.00	06/03/2025
Aspen Environmental Group	CEQA support services for air quality plans, permits, and rule development projects	\$200,000.00	05/21/2025
Brereton Architects	Space planning and architectural design services for Air District sites	\$200,000.00	06/25/2025
Environmental Audit	CEQA support services for air quality plans, permits, and rule development projects	\$200,000.00	04/30/2025
ePlus Technology, Inc.	Prisma Access Enterprise Licensing and premium support services	\$105,468.17	05/28/2025
Interactive Resources	Space planning and architectural design services for Air District sites	\$200,000.00	05/22/2025
LSA Associates, Inc	CEQA support services for air quality plans, permits, and rule development projects	\$200,000.00	06/11/2025
MERP System, Inc.	Services to re-configure the Air District's Microsoft Power Platform and Dynamics 365 environment to improve Air District business processes, data integration, and reporting capabilities	\$103,700.00	06/17/2025
MIG, Inc	CEQA support services for air quality plans, permits, and rule development projects	\$200,000.00	05/22/2025

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Vendor	Synopsis	Total Contract Value	Date Executed
Ascent Environmental, Inc.	CEQA support services for air quality plans, permits, and rule development projects	\$200,000.00	06/03/2025
Aspen Environmental Group	CEQA support services for air quality plans, permits, and rule development projects	\$200,000.00	05/21/2025
Placeworks	CEQA support services for air quality plans, permits, and rule development projects	\$200,000.00	05/22/2025
Sher Edling LLP	Outside Counsel Legal Services for civil prosecution of certain enforcement cases against violators	\$100,000.00	05/21/2025
StreetLight	Agreement to obtain 2024 Roadway Telemetrics, Road network, and Vehicle Splits	\$181,950.00	06/06/2025
Tryfacta, Inc.	Data Warehouse Development, Emissions Data Integration, and Geocoding Services	\$130,000.00	04/21/2025

Contract Amendments Executed Under Section 9.4(c):

Vendor	Synopsis	Previous Approved Amount	Increase	Total Contract Value	Date Executed
Desert Research Institute	Amendment to add funds and extend term for Air District participation in the CANSAC oversight groups	\$110,000.00	\$12,000.00	\$122,000.00	05/23/2025
Prodigy Consulting LLC	Amendment to Scope to include AI-Based Air Permit Status Proof of Concept	\$156,000.00	\$43,000.00	\$199,000.00	04/14/2025
Robert Half Inc.	Amendment to add funds for staff augmentation to support the Air District's Strategic Plan	\$2,000,000.00	\$200,000.00	\$2,200,000.00	04/23/2025
Tri-Star Office Moving, Inc.	Amendment to add funds and extend term for Air District Facilities moving services	\$120,000.00	\$30,000.00	\$150,000.00	05/22/2025

BAY AREA AIR DISTRICT
Memorandum

To: Chairperson Lynda Hopkins and Members
of the Finance and Administration Committee

From: Philip M. Fine
Executive Officer/APCO

Date: November 19, 2025

Re: Fiscal Year 2025-2026 First Quarter Reporting of Payments for Routine and
Recurring Goods/Services Expenses and Contracts Executed under
Delegated Authority

RECOMMENDED ACTION

None. Informational item only, no action is requested at this time.

BACKGROUND

The Board of Directors has authorized the Executive Officer/Air Pollution Control Officer (APCO) to execute certain contracts without further Board approval as a matter of administrative convenience. This authorization is provided in the Administrative Code and Procurement Policy. The Administrative Code and Procurement Policy require the Executive Officer/APCO to provide a report of such activities to the Board of Directors.

DISCUSSION

Attached, in accordance with the Air District's Procurement Policy, Section 8.d, is the first quarter Fiscal Year 2025-2026 report of vendor payments for routine and recurring essential services and contracts executed under delegated authority by the Executive Officer/APCO.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Philip M. Fine
Executive Officer/APCO

Prepared by: Erica Flahan
Reviewed by: Hyacinth Hinojosa

ATTACHMENT(S):

1. FYE 2026 Q1 Report of Vendor Payments for Routine and Recurring Essential Services and Contracts_Final

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

First Quarter Fiscal Year 2025 -2026, Ending September 30, 2025

Contracts and Payments for Select Goods/Services Expenditures

The Air District's Procurement Policy, Section 8.d, authorizes the Executive Officer/APCO to renew contracts for specific categories of routine, recurring goods and services without requiring formal Board of Directors approval. This provision is intended to streamline procurement for essential expenditures without further approval by the Board due to their recurring nature. To ensure transparency, Air District staff are required to report all contract renewals executed and expenditures made under this procurement provision to the Board of Directors with the quarterly financial report. This informational report provides a summary of such contract renewals for the first quarter of Fiscal Year (FY) 2025-2026 to accompany the first quarter FY 2025-2026 financial report which will be presented as an informational report on the same Committee meeting agenda as a consent item.

The eligible categories of goods and services under this provision are strictly limited to essential and recurring needs, including utilities, employee benefits, insurance, fuel, shared facility expenses, property leases, software services, and equipment-related costs. These expenditures support the Air District's ongoing operations and ensure continuity of critical services.

The tables below list all such goods and services contract renewals executed, and payments made, in the reporting period.

**Quarter 1 FY 2025-2026 Contract Renewals Executed for Select Essential
Goods/Services:**

The following contract renewals were executed under this provision during the first quarter of FY 2025-2026.

Vendor	Synopsis	Renewal Amount	Total Contract Value	Date Executed
Cloud Based Information Infrastructure and Services				
Dayforce Services US LLC (formerly Ceridian HCM, Inc.)	3-year Subscription Agreement – Dayforce Human Capital Management; Add 3 additional modules	\$782,765.51	\$1,762,576.35	09/02/2025
Eptura Inc. (formerly iOffice Corp.)	1-year renewal – Facilities Service Work Ticket Management software	\$12,016.20	\$21,594.60	09/11/2025

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Vendor	Synopsis	Renewal Amount	Total Contract Value	Date Executed
Software Licenses, Warranties, Maintenance, and Support Services				
Lightbox Parent, L.P.	1-year renewal – Geospatial and Property Data & API Platform Software	\$42,240.00	\$80,640.00	08/20/2025
Naviant Inc.	1-year renewal – Service Level Agreement – Hyland OnBase Records Management Software	\$22,082.27	\$227,678.92	07/09/2025
Thomson Reuters	3-year renewal – Westlaw Complete subscription	\$92,264.00	\$121,330.18	07/31/2025
Thomson Reuters	3-year renewal – West Proflex - Print and ProView eBook Products subscription	\$155,134.65	\$289,292.64	07/31/2025

FY2025-2026 Routine and Recurring Vendor Payments by Category:

The following payments were made under this provision during the first quarter of FY 2025-2026.

Payment Categories	Amount Paid (July 1, 2025 – September 30, 2025)
AIR DISTRICT INSURANCE	
ALLIANT INSURANCE SERVICES, IN	\$543,950.79
BENEFIT COORDINATORS CORPORATION - LIFE INSURANCE	\$359,001.57
METROPOLITAN LIFE INSURANCE CO	\$8,360.00
BAY AREA HEADQUARTERS AUTHORITY (SHARED SERVICES EXPENSES)	
BAY AREA HEADQUARTERS AUTHORITY	\$1,082,917.20
CLOUD BASED INFORMATION INFRASTRUCTURE AND SERVICES	
ADAPTALYTICS, LLC	\$7,409.25
CALLTOWER, INC	\$9,171.94
CARAHSOFT TECHNOLOGY CORPORATI	\$16,963.50
CONCUR TECHNOLOGIES, INC	\$3,937.50
DAYFORCE US, INC.	\$81,931.96
DELL MARKETING LP	\$60,765.87
DENOVO VENTURES, LLC	\$63,723.87
EBIX, INC.	\$10,129.28
EPTURA CANADA, INC. - HIPPO FA	\$12,016.20
FLUXX LABS, INC.	\$19,068.31
NEOGOV	\$3,044.69

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Payment Categories	Amount Paid (July 1, 2025 – September 30, 2025)
OFFICESPACE SOFTWARE INC.	\$36,524.22
ORACLE AMERICA, INC.	\$16,334.38
EMPLOYEE HEALTH AND BENEFITS	
BENEFIT COORDINATORS CORPORATION - DENTAL	\$158,227.19
CA PUBLIC EMP RET SYSTEM - HEALTH	\$3,149,963.00
CA PUBLIC EMP RET SYSTEM - PENSION	\$2,191,014.00
CALIFORNIA VISION SERVICE PLAN	\$41,016.89
CONCENTRA MEDICAL CENTERS	\$15,047.00
MAGELLAN BEHAVIORAL HEALTH	\$4,514.40
P & A ADMINISTRATIVE SERVICES	\$56,779.94
SEDGWICK CLAIMS MANAGEMENT SER	\$43,851.00
EQUIPMENT LEASES	
CANON FINANCIAL SERVICES, INC.	\$7,269.52
ENTERPRISE FLEET SERVICES	\$58,761.64
FUEL	
WEX FLEET UNIVERSAL-CHEVRON/TE	\$1,151.37
WEX FLEET UNIVERSAL-ENTERPRISE	\$39,445.80
OEM EQUIPMENT MAINTENANCE AND WARRANTIES	
CANON U.S.A., INC.	\$9,206.94
QUADIENT, INC.	\$3,898.50
PROPERTY LEASES AND LICENSE AGREEMENTS	
2060 WALSH, LLC	\$4,662.36
B9 SEQUOIA CONCORD OWNER LP -B	\$12,774.70
CHABAD OF NOVATO	\$3,912.00
CITY OF BERKELEY	\$2,435.92
CITY OF CAMPBELL	\$100.00
CITY OF FREMONT	\$150.00
CITY OF GILROY	\$63.00
CITY OF LIVERMORE	\$97.46
CITY OF RICHMOND	\$56.70
CITY OF SAN JOSE	\$516.67
CITY OF SAN JOSE - AIRPORT	\$333.33
CONTRA COSTA FIRE PROTECTION D	\$225.00
COUNTY OF SANTA CLARA	\$166.67
DELIN LARS & CRISTINA	\$1,500.00
EXTRA SPACE MANAGEMENT INC.	\$2,091.60

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Payment Categories	Amount Paid (July 1, 2025 – September 30, 2025)
GROVE, RONALD	\$4,744.92
HANQI INVESTMENT INC.	\$5,365.21
HAYWARD BUSINESS PARK INC.	\$5,388.00
HOLLIS PROPERTY	\$37,882.50
LAO FAMILY COMMUNITY DEVELOPME	\$19,666.89
LAVEZZO A.M. & FAVARO B.J.	\$8,613.30
LIVERMORE VALLEY UNIFIED SCHOO	\$5,055.00
MARINA BAY CROSSING, LLC	\$16,131.00
MPLC PARTNERS, INC.	\$5,850.00
NIBBI INVESTMENTS	\$14,744.00
PAC WEST DIVERSIFIED LP	\$9,334.74
PACIFIC GATEWAY PROPERTIES, IN	\$20,195.67
SAN MATEO COUNTY HARBOR DISTRI	\$195.00
SMITH, MATHEW & JEFFREY	\$6,867.33
SOUTH BEACH HARBOR	\$300.00
STATE OF CALIFORNIA - DOT	\$1,041.00
TOMBE REALTY	\$7,575.00
WANG BROTHERS INVESTMENTS, LLC	\$121,919.52
WESTERN PACIFIC PROPERTY, LLC	\$24,929.76
ZUCKERMAN CONSTRUCTION CO	\$13,333.41
SOFTWARE LICENSES, WARRANTIES, MAINTENANCE, AND SUPPORT SERVICES	
CIPHEREX INC.	\$67,518.00
CLEARSPARC	\$263,652.00
DVBE CONNECT INC	\$427,983.95
ESRI	\$2,210.00
F.H. BLACK & COMPANY INCORPORA	\$5,750.00
JDETIPS, INC.	\$2,945.00
LIGHTBOX PARENT, L.P.	\$42,240.00
NAVIANT, INC	\$76,061.15
SITEIMPROVE, INC.	\$17,582.10
SUPPORTFOCUS, INC.	\$62,205.00
TABLEAU SOFTWARE, INC.	\$479.51
TEAMVIEWER GERMANY GMBH	\$2,758.80
UTILITIES	
AT & T CALNET; AT&T; AT&T MOBILITY; AT&T U- VERSE	\$29,074.16
CALIFORNIA WATER SERVICE	\$73.41

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

Payment Categories	Amount Paid (July 1, 2025 – September 30, 2025)
CENTURYLINK	\$355.41
COGENT COMMUNICATIONS, INC.	\$12,150.00
COMCAST; COMCAST CABLE COMMUNICATIONS	\$108,179.07
FRONTIER	\$238.74
MDRR-CONCORD	\$621.00
NAPA RECYCLING & WASTE SERVICE	\$273.11
PACIFIC GAS & ELECTRIC COMPANY	\$85,621.21
PIVOTEL CONNECTED LLC	\$3,550.00
RECOLOGY SAN MATEO COUNTY	\$74.14
RECOLOGY VALLEJO	\$420.37
REPUBLIC SERVICES	\$198.66
SAN FRANCISCO WATER, POWER & S	\$83.26
SONIC	\$870.00
VERIZON BUSINESS; VERIZON WIRELESS	\$71,431.14
WAVE BROADBAND	\$537.81

Contracts Executed under Board-Delegated Contracting Authority

Under Section 9.4(b) of the Administrative Code, the Executive Officer/APCO is delegated the authority to execute contracts in the amount that does not exceed two hundred thousand dollars (\$200,000) without further approval by the Board of Directors. The Executive Officer/APCO is required to report such contracts to the Board of Directors if they exceed one hundred thousand dollars (\$100,000).

Additionally, per Section 9.4(c) of the Administrative Code and Section 8.d of the Procurement Policy, the Executive Officer/APCO may execute amendments to previously approved contracts over \$200,000 without approval by the Board of Directors provided that the amendment does not exceed the lesser of \$200,000 or 25% of the last Board-approved contract value.

For reporting purposes, the total contract value is calculated by combining the base contract value with any approved amendments and option years. The following tables provide a summary of contracts and contract amendments executed under these provisions during the first quarter of FY 2025-2026.

**Air District Report of Vendor Payments for Routine and Recurring
Essential Services and Contracts Executed Under Delegated Authority**

New Contracts Executed Under Section 9.4(b):

Vendor	Synopsis	Total Contract Value	Date Executed
Acterra	Logistical and Administrative Coordination Services for the Bayview Hunters Point-Southeast San Francisco AB617 Community Steering Committee	\$199,000.00	07/03/2025
Complete Discovery Source, Inc.	5-year Managed Services Agreement for eDiscovery Software	\$195,000.00	08/25/2025
Diff Works, LLC	Provide creative videography and production services at the request and direction of the Air District	\$200,000.00	08/14/2025
Environmental Science Associates	CEQA support services for air quality plans, permits, and rule development projects	\$200,000.00	07/24/2025
Nilofaur Nazmi	Professional Services Agreement for Air District Board Chair Consultant	\$150,000.00	08/28/2025

Contract Amendments Executed Under Section 9.4(c):

Vendor	Synopsis	Previous Approved Amount	Increase	Total Contract Value	Date Executed
Atkinson, Andelson, Loya, Ruud & Romo	Amendment to add funds for Outside Counsel Legal Services for Human Resources matters	\$350,000.00	\$87,500.00	\$437,500.00	08/11/2025
Dayforce Services US LLC (formerly Ceridian HCM, Inc.)	Amendment to add a block of hours for as-needed Professional Support Services	\$939,661.09	\$40,149.75	\$979,810.84	08/25/2025
IT Dependz	Amendment to add funds and extend term for technical support for Grant Management Database System	\$687,000.00	\$110,000.00	\$797,000.00	07/09/2025
Naviant Inc.	Statement of Work No. 6 for Annual Hyland OnBase Software Maintenance	\$227,678.92	\$53,978.88	\$281,687.80	08/21/2025

BAY AREA AIR DISTRICT
Memorandum

To: Chairperson Lynda Hopkins and Members
of the Finance and Administration Committee

From: Philip M. Fine
Executive Officer/APCO

Date: November 19, 2025

Re: Conduct Interviews and Consider Recommending Candidates to the Board of
Directors for Appointment to the Advisory Council

RECOMMENDED ACTION

Recommend candidates to the Board of Directors for appointment to the Advisory Council for a two-year term beginning January 1, 2026.

BACKGROUND

Pursuant to Sections 40261 and 40262 of the California Health & Safety Code, the Board of Directors is required to appoint and maintain an Advisory Council consisting of seven appointed members skilled and experienced in the fields of air pollution, climate change, or the health impacts of air pollution. The Board is required to select members to include a diversity of perspectives, expertise and backgrounds. The Advisory Council advises and consults with the Board of Directors and the Executive Officer/APCO on implementation of the Air District's regulatory authority. Advisory Council members serve a term of two years and may be reappointed to a maximum of twelve consecutive years.

DISCUSSION

The terms of the current Advisory Council members expire in December 2025. Air District staff initiated a recruitment to fill these positions. The Advisory Council recruitment was posted to the Air District website from April to May 2025 and was outreached to social media and various job boards. Air District staff gave particular attention to attract a diverse candidate pool. After opening the recruitment for approximately six weeks, the Air District received a total of eighteen applications.

Candidates were screened by a panel of Air District staff that share subject matter expertise and have worked closely with the Advisory Council in the past. The screening identified the top nine candidates, who are listed below. The nine candidates include five current members of the Advisory Council who are seeking reappointment, along with four new candidates. All nine candidates are highly qualified with expertise in the

health impacts of air pollution, policy, and environmental justice.

Air District staff recommends that the Committee pass along the five incumbents to the Board of Directors with a recommendation for reappointment, without the need for interviews. Reappointing these five incumbents will ensure continuity in the work underway to develop recommendations to the Board on how the Air District can further consider the cumulative impacts of environmental and other stressors in our permitting program. For the remaining two Advisory Council positions, Air District staff recommend that the Committee conduct interviews of the four new candidates to decide on a recommendation to fill these spots.

Candidate	Status
Stephanie Holm	Incumbent
Phil Martien	Incumbent
Garima Raheja	Incumbent
Ann Marie Carlton	Incumbent
Michael Schmeltz	Incumbent
Daniel Baldassare	New Candidate
Melanie Colbourn	New Candidate
Angelica Coleman	New Candidate
Lynna Lan Tien Nguyen Do	New Candidate

The length of each interview will be approximately 10 minutes. The application materials, including a one-page biography that has been developed in collaboration with each candidate, are provided for your review.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Philip M. Fine
Executive Officer/APCO

Prepared by: Judy Yu
Reviewed by: Gregory Nudd

ATTACHMENT(S):

1. Advisory Council Interview Packet



ADVISORY COUNCIL INTERVIEWS

FINANCE AND ADMINISTRATION COMMITTEE

November 19, 2025

ADVISORY COUNCIL INTERVIEWS TABLE OF CONTENTS

November 19, 2025

- Advisory Council Vacancy Announcement
- Advisory Council Member Roster/Attendance Sheet
- Applicants' Application Materials:

CANDIDATE	IN-PERSON / VIRTUAL
Daniel Baldassare	Virtual
Melanie Colburn	In-Person
Angelica Coleman	In-Person
Lynna Lan Tien Nguyen Do	In-Person



Advisory Council

SALARY	\$0.00 Hourly	LOCATION	San Francisco, CA
JOB TYPE	Volunteer/Stipend	JOB NUMBER	JY 2025-04
DEPARTMENT	Board of Director's Councils or Boards	DIVISION	Advisory Council
OPENING DATE	04/21/2025	CLOSING DATE	5/30/2025 5:00 PM Pacific

Description



The Bay Area Air District (Air District) is a regional government agency, committed to achieving clean air to protect the public's health and the environment. The Air District accomplishes this goal through regulation of industrial facilities and various outreach and incentive programs designed to encourage clean air choices.

The Air District's jurisdiction encompasses all of seven counties - Alameda, Contra Costa, Marin, San Francisco, San Mateo, Santa Clara and Napa, and portions of two others - southwestern Solano and southern Sonoma.

The Air District is currently accepting applications for seven (7) members of the Advisory Council. This is a voluntary position.

ABOUT THE ADVISORY COUNCIL

The purpose of the Air District's Advisory Council is to advise and consult with the Board of Directors and the Executive Officer/Air Pollution Control Officer (APCO) on issues related to air pollution emissions control and the environment. This may include studying and making recommendations on specific matters referred to the Advisory Council from the Air District's Board of Directors, or from the Executive Officer/APCO, including technical, social, economic and/or environmental aspects of matters being addressed by the Air District. It is anticipated that upcoming work will continue a focus on assessing and addressing cumulative impacts related to air pollution in overburdened communities, thereby advancing the mission, vision, and strategies described in the Air District's 2024–2029 Strategic Plan. The Advisory Council may also identify further areas of interest for exploration.

Examples of Duties for this Position

These are volunteer positions. There is no salary. Members of the Advisory Council shall be entitled to two hundred dollars (\$200) per meeting for attending meetings of the Advisory Council and other authorized meetings. In addition, members of the Advisory Council shall be entitled to reimbursement for actual and necessary expenses incurred by

them in attending meetings of the Advisory Council and Advisory Council committees of which they are a member.

Advisory Council members serve a term of two years and may be reappointed to a maximum of twelve consecutive years. Meetings of the Advisory Council are held at least four (4) times per year. The Advisory Council meets at the Air District's office at 375 Beale Street in San Francisco.

Minimum Qualifications

The Advisory Council consists of seven members who shall be skilled and experienced in the fields of air pollution, climate change, or the health impacts of air pollution. Members shall be selected to include a diversity of perspectives, expertise, and backgrounds.

How to Apply & Selection Criteria

Interested individuals must submit the following materials by **5:00 pm on Friday, May 30, 2025:**

- 1. A completed application;
- 2. A chronological resume;
- 3. Responses to the supplemental questions

Applications are accepted online. Please visit our website at www.baaqmd.gov/jobs to apply.

Supplemental Questions Instructions

Individuals who apply for this position must respond to each of the required supplemental questions. Applications must be received no later than the time and date specified in this announcement. Please limit your responses to no more than 500 words per question.

Employer

Bay Area Air District

Address

375 Beale Street Suite 600

San Francisco, California, 94105

Phone

415-749-4980

Website

<http://www.baaqmd.gov>

Advisory Council Supplemental Questionnaire

*QUESTION 1

Please share with us your experience or expertise in communicating, studying, identifying, or working to remedy the cumulative impacts of air pollution and other chronic stressors in overburdened communities. In your response, please

include any examples of how you have supported the integration of such work into the development or implementation of regulatory programs, policies, or decision-making.

***QUESTION 2**

Please describe your experience working with community members, environmental regulators, or local government agencies to incorporate community insights into the evaluation of cumulative environmental impacts and their causes.

***QUESTION 3**

Please explain any innovative strategies, tools, or methodologies you have worked with, or would propose, to assess or mitigate cumulative impacts in communities overburdened by air pollution.

***QUESTION 4**

Due to the changing meeting requirements for bodies subject to the Brown Act, Advisory Council members will likely be required to meet in-person in the San Francisco Bay Area, most likely at the Air District's headquarters, located at 375 Beale Street in San Francisco, or other Air District offices within the jurisdiction of the Air District. Would you be available to attend 4-6 meetings in person per year?

* Required Question

**BAY AREA AIR QUALITY MANAGEMENT DISTRICT
ADVISORY COUNCIL ROSTER**

As of November 2025

Name	Appointed Term(s)	County of Residence
Dr. Gina Solomon, <i>Chair</i>	June 2018 – June 2020	San Francisco (CA)
	July 2021 – July 2023	
	December 2023 – December 2025	
Dr. Phil Martien, <i>Vice Chair</i>	December 2023 – December 2025	Sonoma (CA)
Prof. Michael Klienman	October 2015 – October 2017	Orange (CA)
	June 2018 – June 2020	
	July 2021 – July 2023	
	December 2023 – December 2025	
Dr. Garima Raheja	July 2021 – July 2023	Alameda (CA)
	December 2023 – December 2025	
Prof. Ann Marie Carlton	December 2023 – December 2025	Orange (CA)
Dr. Stephanie Holm	December 2023 – December 2025	Vancouver (CAN)
Dr. Michael Schmeltz	December 2023 – December 2025	Alameda (CA)

Advisory Council Member Attendance

X indicates "ATTENDANCE"

Red indicates "ABSENT"

Grey indicates "NO LONGER ON COUNCIL"

Yellow indicates "BOARD LIAISON"

	Cullenward	Hollis	Kleinman	Phartiyal	Raheja	Rudolph	Solomon	Haubert	
2/14/2022	X	X	X	X	X	X	X	X	COVID 19
4/11/2022		X	X	X	X	X	X	X	COVID 19
7/11/2022	X	X	X		X	X	X	X	COVID 19
9/12/2022	X	X		X	X	X	X	X	COVID 19
	Cullenward	Hollis	Kleinman	Phartiyal	Raheja	Rudolph	Solomon	Haubert	
1/30/2023	X	X	X		X	X	X	X	COVID 19
6/12/2023			X				X		in person
9/11/2023			X			X	X		in person
never had 4th mtg!									in person
	Carlton	Holm	Kleinman	Martien	Raheja	Schmletz	Solomon	Hurt	
3/1/2024	X	X	X	X	X	X	X		in person
7/29/2024		X	X	X	X	X	X	X	in person
9/29/2024	X	X	X	X			X		in person
10/30/2024	X	X	X	X	X	X	X	X	in person
	Carlton	Holm	Kleinman	Martien	Raheja	Schmletz	Solomon	Hopkins	
10/6/25 1 of 2	X	X	X	X	X	X	X		in person
10/6/25 2 of 2	X	X	X	X	X	X	X		in person

DANIEL BALDASSARE

RECENT EXPERIENCE

RESEARCH SCIENTIST

WOODWELL CLIMATE RESEARCH CENTER

2024 - PRESENT

- Lead applied climate risk research using Python, machine learning, and high-performance computing
- Develop wildfire smoke projections for the 21st century and assessed impacts on health and solar power
- Deliver bespoke analyses on climate effects on health, economic development, and infrastructure
- Support corporate clients overseeing \$1T+ in assets with strategic climate risk planning and investment
- Perform localized risk modeling to help agricultural stakeholders increase resilience to climate change

CLIMATE SCIENTIST

BALDASSARE CLIMATE CONSULTING

2023 - 2024

- Produce localized climate projections aligned with resilience and regulatory standards
- Author NEPA Climate Reports synthesizing cutting-edge climate science
- Model GHG emissions and carbon storage for restoration and conservation projects
- Write strategic adaptation guidance for NGOs and federal land managers

DOCTORATE RESEARCH ASSISTANT

UNIVERSITY OF UTAH

2022- 2024

- Develop novel climate forecasting techniques using economics and ML
- Process terabytes of CMIP6 data using Python, Linux, and cloud computing
- Lead components of NSF-funded climate adaptation and decision-making research

EDUCATION

UNIVERSITY OF UTAH

Doctorate

UNIVERSITY OF NEVADA, RENO

Masters

UNIVERSITY OF CALIFORNIA, DAVIS

Bachelors

EMPLOYMENT APPLICATION



BAY AREA AIR DISTRICT
375 Beale Street Suite 600
San Francisco, California 94105
415-749-4980
<http://www.baaqmd.gov>

Baldassare, Daniel
JY 2025-04 ADVISORY COUNCIL

Received: 5/30/25 11:34 AM
For Official Use Only:
QUAL: _____
DNQ: _____
☐ Experience
☐ Training
☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE: ADVISORY COUNCIL	EXAM ID#: JY 2025-04
NAME: (Last, First, Middle) Baldassare, Daniel	SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]	EMAIL ADDRESS: [REDACTED]
NOTIFICATION PREFERENCE: Email	
LEGAL RIGHT TO WORK IN THE UNITED STATES? ☒ Yes ☐ No	
What is your highest level of education? Doctorate	

PREFERENCES

Nothing Entered For This Section

EDUCATION

DATES: From: 1/2022 To: 5/2024	SCHOOL NAME: University of Utah	
LOCATION: (City, State/Province) Salt Lake City , Utah	DID YOU GRADUATE? ☒ Yes ☐ No	DEGREE RECEIVED: Doctorate
DATES:	SCHOOL NAME: University of Nevada, Reno	
LOCATION: (City, State/Province) Reno , Nevada	DEGREE RECEIVED: Master's	
MAJOR: Master of Science		
DATES:	SCHOOL NAME: University of California, Davis	
LOCATION: (City, State/Province) Davis , California	DID YOU GRADUATE? ☒ Yes ☐ No	DEGREE RECEIVED: Bachelor's
MAJOR: Bachelor of Science		

WORK EXPERIENCE

DATES: From: 10/2024 To: Present	EMPLOYER: Woodwell Climate Research Center	POSITION TITLE: Research Scientist
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No		
HOURS PER WEEK: 40		
DUTIES: * Lead applied climate risk research using Python, machine learning, and high-performance computing. * Developed wildfire smoke projections for the 21st century and assessed impacts on health and solar power. * Delivered bespoke analyses on climate effects on health, economic development, and infrastructure. * Supported corporate clients overseeing \$1T+ in assets with strategic climate risk planning and investment. * Performed localized risk modeling to help agricultural stakeholders increase resilience to climate change.		
DATES: From: 9/2023 To: 10/2024	EMPLOYER: Baldassare Climate Consulting	POSITION TITLE: Climate Scientist
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No		
HOURS PER WEEK: 40		

DUTIES:

- * Produced localized climate projections aligned with resilience and regulatory standards.
 - * Authored NEPA Climate Reports synthesizing cutting-edge climate science.
 - * Modeled GHG emissions and carbon storage for restoration and conservation projects.
 - * Wrote strategic adaptation guidance for NGOs and federal land managers.
- Climate Dynamics
University of Utah Jan 2022 - May 2024
- * Developed novel climate forecasting techniques using economics and ML.
 - * Processed terabytes of CMIP6 data using Python, Linux, and cloud computing.
 - * Led components of NSF-funded climate adaptation and decision-making research.

DATES: From: 1/2021 To: 12/2021	EMPLOYER: University of Utah	POSITION TITLE: Doctoral Research Assistant - Mechanical Engineering
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No		
HOURS PER WEEK: 40		
DUTIES: * Created AI-driven models to estimate wind and energy flux via drone thermal imagery.		

CERTIFICATES AND LICENSES

Nothing Entered For This Section

Skills

Nothing Entered For This Section

ADDITIONAL INFORMATION

Nothing Entered For This Section

REFERENCES

REFERENCE TYPE: Professional	NAME: Christopher Schwalm	POSITION: Dr.
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Zach Zobel	POSITION: Dr.
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Ian Faloona	POSITION: Dr.
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]

Agency-Wide Questions

1. How did you find out about this position?
District Employee
2. If other, please tell us where.
3. Are you currently legally authorized to work in the United States on a full-time basis?
Yes
4. Are you related to any District employee or Board member?
No
5. Do you now, or will you in the future, require sponsorship for employment visa status (e.g., H-1B visa status)?
No
6. If related to a District employee or Board member, what is their name and their relationship to you?
N/A
7. Are you a current or former employee of the Air District?
No

Job Specific Supplemental Questions

1. Please share with us your experience or expertise in communicating, studying, identifying, or working to remedy the cumulative impacts of air pollution and other chronic stressors in overburdened communities. In your response, please include any examples of how you have supported the integration of such work into the development or implementation of regulatory programs, policies, or decision-making.

As a climate scientist at Woodwell Climate Research Center, I focus on a range of climate hazards including wildfire smoke's impact on vulnerable communities. My combination of applied research and targeted consulting work helps communities, companies, and individuals understand and adapt to chronic stressors including air pollution and climate change induced risks. In my PhD work, I published multiple papers on changes to key climate phenomena and the associated impacts on communities, aiming to produce detailed estimates of climate change's impacts on communities as well as opportunities for resilience. My current work examines how air pollution, particularly from wildfires, compounds health risks in under-resourced areas. For example, I've analyzed smoke exposure data to quantify health effects, revealing disproportionate burdens in areas of the United States. This involved collaborating with California restoration projects, where I contributed to climate reports addressing air quality concerns. My background in climate economics, public health, and community engagement have allowed me to build a broad knowledge of issues in air pollution and inequitable hazards. In my consulting work, I assisted the U.S. Forest Service in analyzing the greenhouse gas impacts of a proposed forest management plan. In this work I both calculated greenhouse gas emissions to the ton, and provided holistic analyses of the impacts of the proposal on communities and ecosystems. I'm passionate about supporting BAAQMD's mission to protect public health through targeted air quality strategies that prioritize overburdened communities.
2. Please describe your experience working with community members, environmental regulators, or local government agencies to incorporate community insights into the evaluation of cumulative environmental impacts and their causes.

I have always strived to be an applied climate scientist, bringing my knowledge and expertise to solve real world problems. Because of this, I have spent a sizable portion of my time working with elected officials, municipal managers, government agencies, and citizens' groups to translate scientific findings into actions. I have found through my work, that science is conducted best when informed by members of the public, and have strived to gain insights into the problems people are facing before designing experiments. I believe there is a general issue in the sciences of conducting research which does not match the needs of the public, which can be fixed by a thorough consultation before commencing a project. As such, I am excited for the opportunity to work with members of the public to answer important questions in air pollution and climate change. One example of working with government agencies and regulators was my consulting work on the North Fork Project in California. I worked with the Forest Service, adapting their protocol and methods to conduct an analysis that was holistic, met the federal and state guidelines, and used the best available science. I enjoy the creative process of following the guidelines while adapting where possible to inject new science and ideas to create the best outcomes. I understand the challenges as well as the opportunities of working with agencies, and am excited for the opportunity to continue to work to shape policy in air pollution.
3. Please explain any innovative strategies, tools, or methodologies you have worked with, or would propose, to assess or mitigate cumulative impacts in communities overburdened by air pollution.

At Woodwell Climate Research Center, I have been a part of many innovative adaptation strategies. All of these strategies follow the same plan, starting with consultation of affected parties, and continuing to develop our adaptation plans alongside communities. While this can be challenging for underresourced communities, such as those in Mississippi, Ethiopia, and marginalized communities across the Northeast, the outcomes are far better when affected communities are involved. One exciting project I worked on at Woodwell involved heat exposure to unhoused communities in Las Vegas, where I assisted in modeling the heat exposure in the particular areas where these communities live: sidewalks, underpasses, and tunnels. By working alongside community advocates and conducting bespoke modeling, we were able to understand when and where these communities are at risk, and work to develop policy and action plans which are targeted to these communities. While this project focused on heat, a similar approach could be applied to air pollution by modeling the pollution in these communities and working to develop plans to both mitigate and adapt to these threats. Indeed, in my current project working in New York I am applying a similar technique with air pollution from wildfires to understand the threats faced by migrant farmworkers, as well as the geographic variation in these risks.
4. Due to the changing meeting requirements for bodies subject to the Brown Act, Advisory Council members will likely be required to meet in-person in the San Francisco Bay Area, most likely at the Air District's headquarters, located at 375 Beale Street in San Francisco, or other Air District offices within the jurisdiction of the Air District. Would you be available to attend 4-6 meetings in person per year?

Yes, absolutely!

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the Air District and will not be returned. I understand that the Air District may contact prior employers and other references. I understand that I must notify the Human Resources Office at (415) 749-4980 of any changes in my name, address, or phone number.

This application was submitted by Daniel Baldassare on 5/30/25 11:34 AM

MELANIE COLBURN

RECENT EXPERIENCE

CITY OF OAKLAND, SUSTAINABILITY & RESILIENCE DIVISION **SENIOR LEAD, NEIGHBORHOOD DECARBONIZATION STRATEGY**

2025 - PRESENT

- Develop community-scale decarbonization frameworks to reduce emissions, improve air quality, and enhance community resilience under Oakland's Equitable Climate Action Plan (ECAP)
- Collaborating with regional partners including PG&E, Ava Community Energy, and UC Berkeley's CIEE to advance equitable decarbonization

U.S. GREEN BUILDING COUNCIL **DIRECTOR, INNOVATION & RESEARCH**

2023 - 2025

- Advance sustainability through targeted research and development efforts, including the creation and implementation of national research agendas
- Conduct in-depth analyses, producing thought leadership content on topics such as urban resilience and decarbonization, and shaping the organization's broader sustainability strategies

DIRECTOR, U.S. MARKET TRANSFORMATION & DEVELOPMENT

2019 - 2023

- Oversee cross-functional project teams responsible for promoting the adoption of green building practices and USGBC offerings (such as LEED) across the multi-million-dollar Pacific region
- Execute strategic plans for market transformation, engaging with stakeholders to expand green building initiatives, and managing resources and budgets
- Collaborate with internal USGBC teams and external partners, advocate for supportive policies, and foster community involvement through events and outreach

PROJECT MANAGER, U.S. MARKET TRANSFORMATION & DEVELOPMENT

2015- 2019

- Lead specialized projects that optimized team function, tracked KPIs and budgets, and drove initiatives to foster team cohesion supporting the organization's green building mission
- Coordinated stakeholder engagement and operational strategy for high-impact sustainability initiatives across the Pacific region.

MELANIE COLBOURN CONSULTING **SUSTAINABILITY CONSULTANT**

2001 - 2015

- Provide strategic communications and climate risk analysis for corporate and nonprofit clients
- Conduct in-depth research on sustainability governance and industry trends and translate findings into actionable insights to guide organizational decision-making and future initiatives

CERTIFICATIONS

LEED Green Associate

Carbon Badge, Energy Efficiency Badge

Circular Economy

PUBLICATIONS

Co-author and project lead for the USGBC's "State of Decarbonization: Progress in U.S. Commercial Buildings 2023" report presented at COP28

EDUCATION

CLEAN ENERGY LEADERSHIP INSTITUTE

2025 National Fellow

SAN FRANCISCO STATE UNIVERSITY

Masters – Business

UNIVERSITY OF CALIFORNIA, BERKELEY

Bachelors – History & Political Economics

EMPLOYMENT APPLICATION



BAY AREA AIR DISTRICT
375 Beale Street Suite 600
San Francisco, California 94105
415-749-4980
<http://www.baaqmd.gov>

Colburn, Melanie
JY 2025-04 ADVISORY COUNCIL

Received: 5/16/25 6:29 PM
For Official Use Only:
QUAL: _____
DNQ: _____
☐ Experience
☐ Training
☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE: ADVISORY COUNCIL	EXAM ID#: JY 2025-04
NAME: (Last, First, Middle) Colburn, Melanie	SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]	EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]	NOTIFICATION PREFERENCE: Email
LEGAL RIGHT TO WORK IN THE UNITED STATES? ☒ Yes ☐ No	
What is your highest level of education? Master's Degree	

PREFERENCES

MINIMUM COMPENSATION: \$100.00 per hour; \$100,000.00 per year	ARE YOU WILLING TO RELOCATE? ☐ Yes ☒ No ☐ Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day	

EDUCATION

DATES: From: 8/2010 To: 12/2012	SCHOOL NAME: San Francisco State University	
LOCATION: (City, State/Province) San Francisco, California	DID YOU GRADUATE? ☒ Yes ☐ No	DEGREE RECEIVED: Master's
MAJOR: Business - Emphasis in Sustainable Business		UNITS COMPLETED: 53 - Semester
DATES: From: 8/1999 To: 5/2003	SCHOOL NAME: University of California at Berkeley	
LOCATION: (City, State/Province) Berkeley, California	DID YOU GRADUATE? ☒ Yes ☐ No	DEGREE RECEIVED: Bachelor's
MAJOR: Double Major in History & Political Economics		UNITS COMPLETED: 188.50 - Semester

WORK EXPERIENCE

DATES: From: 10/2023 To: Present	EMPLOYER: U.S. Green Building Council	POSITION TITLE: Director, Innovation & Research
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		COMPANY URL: https://www.usgbc.org/
PHONE NUMBER: [REDACTED]	SUPERVISOR: Sarah Zaleski - Chief Products Officer	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: This Director of Innovation & Research role at the U.S. Green Building Council (USGBC) centered on advancing sustainability through targeted research and development efforts, including the creation and implementation of research agendas. Responsibilities involved conducting in-depth analyses, producing thought leadership content on topics such as urban resilience and decarbonization, and shaping the organization's broader sustainability strategies.		
REASON FOR LEAVING: I am seeking a new role with greater opportunities for professional growth and impact on climate.		
DATES: From: 8/2019 To: 10/2023	EMPLOYER: U.S. Green Building Council	POSITION TITLE: Director, U.S. Market Transformation & Development
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		COMPANY URL: https://www.usgbc.org/

PHONE NUMBER: [REDACTED]	SUPERVISOR: Kimberly Lewis Inkumsah - Senior Vice President, Market Transformation & Development, North America	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 1	
DUTIES: This position oversaw cross-functional project teams responsible for promoting the adoption of green building practices and USGBC offerings (such as LEED) across the United States. Responsibilities included shaping and executing strategic plans for market transformation, engaging with stakeholders to expand green building initiatives, and managing resources and budgets for the department. The Director collaborated with internal USGBC teams and external partners, advocated for supportive policies, and fostered community involvement through events and outreach. Additional duties involved tracking team performance, providing mentorship and guidance, staying current on industry developments, and representing USGBC at relevant conferences and forums.		
REASON FOR LEAVING: Promoted to Director of Innovation & Research (a new department).		
DATES: From: 11/2015 To: 8/2019	EMPLOYER: U.S. Green Building Council	POSITION TITLE: Project Manager, U.S. Market Transformation & Development
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		COMPANY URL: https://www.usgbc.org/
PHONE NUMBER: [REDACTED]	SUPERVISOR: Brenden McEaney - Pacific Region Director	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: This Project Manager role within USGBC's U.S. Market Transformation & Development (MTD) team centered on leading specialized projects that optimized team function, tracked KPIs and budgets, and drove initiatives to foster team cohesion in support of the organization's green building transformation mission. Key responsibilities included overseeing operational efficiency, ensuring clarity of processes, and minimizing duplication of effort. The position established and monitored strategic goals and objectives, while also managing the individual membership and emerging professionals' programs to strengthen overall team performance.		
REASON FOR LEAVING: Promoted to Director at the USGBC.		
DATES: From: 1/2001 To: 11/2015	EMPLOYER: Melanie Colburn Consulting & Communications	POSITION TITLE: Independent Sustainability Consultant
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
SUPERVISOR: Melanie Colburn - Self-Proprietor	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: This Independent Sustainability Consultant role involved providing strategic communications and climate risk analysis for both corporate and nonprofit clients. Responsibilities included conducting in-depth research on sustainability governance and industry trends, then translating those findings into actionable insights to guide organizational decision-making and future initiatives.		
REASON FOR LEAVING: Expanded impact with the USGBC role.		
DATES: From: 5/2013 To: 11/2014	EMPLOYER: SustainAbility, Inc. (now Sustainability Institute by ERM)	POSITION TITLE: Analyst
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		COMPANY URL: https://www.erm.com/sustainability-institute/
SUPERVISOR: Derek Bothereau - Director, US Advisory Services	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☒ No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: This Independent Sustainability Consultant role entailed developing research and strategic roadmaps for Fortune 100/500 brands, such as Disney, Cisco, and Starbucks, translating complex data into board-ready insights and corporate responsibility benchmarks. The position also involved providing data-driven recommendations to executive teams, accelerating greenhouse gas (GHG) reductions, and enhancing alignment with regulatory requirements.		
REASON FOR LEAVING: Departed to pursue independent consulting opportunities.		
DATES: From: 10/2010 To: 12/2012	EMPLOYER: Autodesk	POSITION TITLE: Sustainability Intern
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		COMPANY URL: https://www.autodesk.com/
PHONE NUMBER: [REDACTED]	SUPERVISOR: Christine Stoner - Senior Marketing Manager	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 20	# OF EMPLOYEES SUPERVISED: 0	

DUTIES: Supported corporate real estate in sustainability initiatives, including outreach for BIM software and clean-tech programs. Assisted with organizational sustainability metrics and internal communications on emission reduction strategies.		
REASON FOR LEAVING: The internship contract concluded upon completion of the MBA program.		
DATES: From: 10/2007 To: 10/2010	EMPLOYER: ARTEMIA	POSITION TITLE: Public Relations Director
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		COMPANY URL: https://artemia.com/
PHONE NUMBER: [REDACTED]	SUPERVISOR: Barbara Wichmann - CEO & Chief Strategist	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No
HOURS PER WEEK: 30	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: Led integrated PR campaigns for Fortune 500 and government clients in the tech and green sectors, coordinating executive messaging and increasing external visibility. Orchestrated multi-channel initiatives to boost engagement and stakeholder alignment, with outcomes reported to C-level sponsors.		
REASON FOR LEAVING: Departed to pursue my MBA degree.		
DATES: From: 5/2008 To: 6/2009	EMPLOYER: MacroVu	POSITION TITLE: Research Assistant
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
SUPERVISOR: Robert Horn - CEO	MAY WE CONTACT THIS EMPLOYER? ☐ Yes ☒ No	
HOURS PER WEEK: 20	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: Analyzed sustainability trends for the World Business Council for Sustainable Development (WBCSD), contributing data visualizations and recommendations to inform cross-sector leadership in Vision 2050 scenario-planning workshops.		
REASON FOR LEAVING: End of project contract with main client.		

CERTIFICATES AND LICENSES

TYPE: LEED Green Associate	
LICENSE NUMBER: [REDACTED]	ISSUING AGENCY: GBCI
TYPE: Carbon Badge	
LICENSE NUMBER: [REDACTED]	ISSUING AGENCY: Canvas Credentials
TYPE: Energy Efficiency Badge	
LICENSE NUMBER: [REDACTED]	ISSUING AGENCY: Canvas Credentials

Skills

OFFICE SKILLS: Typing: Data Entry:
OTHER SKILLS: Program & Project Management - Expert - 18 years and 0 months Climate Action & Sustainability Expertise - Beginner - 18 years and 0 months Policy & Regulatory Compliance - Intermediate - 10 years and 0 months Stakeholder Engagement & Collaboration - Expert - 18 years and 0 months Staff Supervision & Leadership - Intermediate - 6 years and 0 months Research & Data Analysis - Expert - 17 years and 0 months Grant & Funding Management - Intermediate - 10 years and 0 months Communication & Public Presentations - Intermediate - 10 years and 0 months Problem-Solving & Strategic Thinking - Expert - 20 years and 0 months Organizational & Administrative Skills - Intermediate - 15 years and 0 months
LANGUAGE(S):

ADDITIONAL INFORMATION

Publications Co-author and project lead for the USGBC's "State of Decarbonization: Progress in U.S. Commercial Buildings 2023" report. https://www.usgbc.org/resources/state-decarbonization-progress-us-commercial-buildings-2023

REFERENCES

REFERENCE TYPE: Professional	NAME: Sarah Zaleski	POSITION: Chief Products Officer
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ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Brenden McEneaney	POSITION: Senior Vice President
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Kimberly Inkumsah	POSITION: Executive Vice President
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Anthony Bernheim	POSITION: Healthy & Resilient Buildings Program Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Elizabeth Beardsley	POSITION: Senior Policy Counsel, Advocacy & Policy
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]

Agency-Wide Questions

1. How did you find out about this position?
Job board/website (list specific under "other")
2. If other, please tell us where.
LinkedIn
3. Are you currently legally authorized to work in the United States on a full-time basis?
Yes
4. Are you related to any District employee or Board member?
No
5. Do you now, or will you in the future, require sponsorship for employment visa status (e.g., H-1B visa status)?
No
6. If related to a District employee or Board member, what is their name and their relationship to you?
N/A
7. Are you a current or former employee of the Air District?
No

Job Specific Supplemental Questions

1. Please share with us your experience or expertise in communicating, studying, identifying, or working to remedy the cumulative impacts of air pollution and other chronic stressors in overburdened communities. In your response, please include any examples of how you have supported the integration of such work into the development or implementation of regulatory programs, policies, or decision-making.
 Throughout my career, I have worked to integrate equity, public health, and cumulative impact considerations into climate and sustainability programs—especially in communities disproportionately burdened by pollution and chronic stressors. One example is the Oakland Climate Resilience Hub, located in a neighborhood with elevated asthma rates and persistent air quality challenges due to both localized pollution and wildfire smoke. I supported the development of this hub by helping secure funding and oversee the installation of air filtration infrastructure, directly addressing environmental health vulnerabilities for the most at-risk populations.
 At the U.S. Green Building Council, I conceived and launched the Building and Community Health Summit series, which focused on how the built environment contributes to—or mitigates—public health burdens. These summits convened experts and practitioners to elevate solutions that addressed the inequitable health impacts faced by under-resourced communities, bridging research, policy, and on-the-ground action.
 Across these efforts, I've supported the integration of environmental justice principles into decision-making processes—working with community groups, technical partners, and public agencies to help ensure climate strategies also serve public health and social equity outcomes.
2. Please describe your experience working with community members, environmental regulators, or local government agencies to incorporate community insights into the evaluation of cumulative environmental impacts and their causes.
 In addition to projects like the Oakland Climate Resilience Hub and the Building and Community Health Summit series—which both emphasized incorporating community insights into air quality and public health strategies—I have worked in a variety of roles that required facilitating dialogue between community members, regulators, and technical experts to surface lived experience as a key input in environmental planning.
 While supporting local market strategy at the U.S. Green Building Council, I led engagements across California and the Pacific Northwest that connected local agency staff, equity advocates, and sustainability professionals. These dialogues focused on how building decarbonization efforts could account for both displacement risk and cumulative environmental exposures such as traffic-related pollution and heat vulnerability—issues often raised by frontline communities during convenings.
 I've contributed to program framing that intersects with environmental policy and community impact—especially through my work at USGBC supporting building decarbonization and resilience. I've helped translate technical and policy concepts into stakeholder-facing materials, including co-authoring the State of Decarbonization report and developing advisory content used by city and nonprofit leaders. My communications work has supported alignment between local implementation strategies and broader climate goals, particularly in the context of green building incentives and equity-centered decision-making.
 In addition to my climate and decarbonization work, I also bring earlier experience as a board representative and communications coordinator for a nonprofit affordable housing organization serving students, where I helped facilitate communication between residents, community partners, and organizational leadership. That experience grounded me in the value of transparent stakeholder engagement and reinforced the importance of building trust with directly impacted communities.
 Across all of these efforts, my focus has been on creating feedback loops—ensuring that community insights are not simply heard, but directly influence decisions about how environmental strategies are evaluated, prioritized, and implemented.
3. Please explain any innovative strategies, tools, or methodologies you have worked with, or would propose, to assess or mitigate cumulative impacts in communities overburdened by air pollution.
 Much of my work has focused on identifying ways to translate complex environmental and health risks into actionable, community-responsive strategies. While cumulative impacts are inherently multidimensional, I believe effective assessment and mitigation efforts must be grounded in localized data, community-led engagement, and equitable access to technology.
 At the U.S. Green Building Council, I supported research and voluntary frameworks that integrate air quality, building decarbonization, and public health outcomes. Through our collaboration with the National Renewable Energy Laboratory, we explored resilience hubs and grid-responsive buildings as scalable solutions to reduce pollution exposure and heat vulnerability in underserved neighborhoods. These efforts emphasized not just emissions reductions, but also indoor air quality, occupant health, and systems equity.
 I also developed the Building and Community Health Summit series, which promoted methodologies such as equity-informed retrofits, GIS burden mapping, and integrated health-climate indices to assess cumulative risk in the built environment.
 In addition, I see growing promise in community-scale innovations like California's electric bike subsidies and projects that democratize access to decarbonization tools. For example, Rising Sun Center for Opportunity is training youth to support home decarbonization in disadvantaged communities, while the Decarbonization Coalition is equipping residents—especially home chefs—with induction cooktops that improve indoor air quality without compromising cultural practices. These programs serve not only to lower emissions, but to empower residents and reduce direct exposure to harmful pollutants.
 Finally, I believe the Advisory Council can play a forward-looking role in examining emerging threats like PFAS, which increasingly intersect with air quality, indoor environments, and public health. Incorporating such risks into planning frameworks will be essential to ensure that cumulative impact strategies remain comprehensive and relevant.
 My approach is grounded in systems thinking, public health, and equity-centered innovation—prioritizing solutions that are technically robust, culturally relevant, and community-driven.
4. Due to the changing meeting requirements for bodies subject to the Brown Act, Advisory Council members will likely be required to meet in-person in the San Francisco Bay Area, most likely at the Air District's headquarters, located at 375 Beale Street in San Francisco, or other Air District offices within the jurisdiction of the Air District. Would you be available to attend 4-6 meetings in person per year?
 Yes, I am based in the San Francisco Bay Area and would be fully available to attend in-person Advisory Council meetings at the Air District's headquarters or other offices within the region.

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the Air District and will not be returned. I understand that the Air District may contact prior employers and other references. I understand that I must notify the Human Resources Office at (415) 749-4980 of any changes in my name, address, or phone number.

This application was submitted by Melanie Colburn on 5/16/25 6:29 PM



usgbc.org

March 18, 2025

To Whom It May Concern,

I have had the pleasure to work with Melanie Colburn over the last year and a half at the U.S. Green Building Council (USGBC). As a Director in the newly-formed Innovation and Research team, Melanie successfully led the development and roll out of several key industry collaborations, including major publications and external convenings of thought leaders. I have seen firsthand her ability to spearhead sustainability initiatives, build industry partnerships, and support market transformation efforts.

Melanie is intellectually curious and has the ability to spot macro trends relevant to the evolving sustainability landscape. She is a creative thinker and problem solver who looks for opportunities to innovate and engage partners in a collaborative manner. Over my tenure working with Melanie, I have found her consistently well-prepared and solution-oriented. Her dedication to thorough research and her proactive approach to problem-solving have been instrumental in driving our projects forward.

Beyond her technical skills, Melanie is a strong ambassador who can effectively align diverse stakeholders around climate and sustainability goals. She has a track record of engaging with policymakers, corporate leaders, and industry stakeholders to support sustainability strategy and facilitate cross-sector collaboration. This includes an ability to navigate sustainability frameworks, foster industry collaboration, and drive strategic initiatives. In addition, she is a highly collaborative and valued teammate with internal colleagues and teams.

Melanie brings an authentic passion for sustainability, a seasoned poise, and a knack for creative problem-solving that make her a meaningful contributor to mission-driven organizations looking to innovate. Her enthusiasm for sustainability is evident in every project she undertakes. Melanie's unwavering dedication to our mission have made her a valuable member of our team.

In summary, Melanie Colburn embodies unique blend of skills, experience, and passion for sustainability. I am confident that she will continue to make significant contributions to any organization she joins.

Sincerely,
Sarah Zaleski
Chief Products Officer
U.S. Green Building Council

ANGELICA COLEMAN

RECENT EXPERIENCE

ENVIRONMENTAL ASSOCIATES

SAN FRANCISCO ENVIRONMENT

2024 - PRESENT

- Review reusable incentive applications for compliance with EPA and local standards
- Support outreach at 40+ community events promoting air quality and sustainability
- Conduct site visits to assess compliance with composting and recycling laws
- Develop GIS maps and visuals to support planning and public engagement
- Informed residents about EV incentives, charging infrastructure, and clean transit programs

PUBLIC ENGAGEMENT INTERN

METROPOLITAN TRANSPORTATION COMMISSION

06/2023 – 08/2023

- Facilitate community engagement for Plan Bay Area 2050, Transit 2050+, and Regional Measure 3 (RM3) supporting outreach at 22+ public events focused on long-range regional planning
- Collect and documented resident input to inform equitable transportation and air quality planning strategies.
- Improve administrative processes for vendor tracking and invoice review to support efficient program delivery

CODE ENFORCEMENT CONSULTANT

SF PLANNING

01/2023 - 05/2023

- Complete 75+ site inspections for zoning and environmental code violations, including paving and landscaping issues
- Cross-reference complaints with the Property Information Map to support CEQA-aligned code enforcement
- Review land use activities for potential environmental impacts and ordinance compliance
- Help resolve 100+ enforcement cases by documenting violations and supporting corrective actions
- Present findings on improving residential environmental compliance to the Planning Commission

CERTIFICATIONS & AFFILIATIONS

WOMEN IN TRANSPORTATION – Member

ASSOCIATION OF ENVIRONMENTAL PROFESSIONALS – Member

EDUCATION

SAN FRANCISCO STATE UNIVERSITY

Bachelors – Urban Studies and Planning

EMPLOYMENT APPLICATION



BAY AREA AIR DISTRICT
375 Beale Street Suite 600
San Francisco, California 94105
415-749-4980
<http://www.baaqmd.gov>

Coleman, Angelica
JY 2025-04 ADVISORY COUNCIL

Received: 5/30/25 3:15 PM
For Official Use Only:
QUAL: _____
DNQ: _____
☐ Experience
☐ Training
☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE: ADVISORY COUNCIL	EXAM ID#: JY 2025-04
NAME: (Last, First, Middle) Coleman, Angelica	SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]	EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]	NOTIFICATION PREFERENCE: Email
LEGAL RIGHT TO WORK IN THE UNITED STATES? ☒ Yes ☐ No	
What is your highest level of education? Bachelor's Degree	

PREFERENCES

MINIMUM COMPENSATION: \$0.00 per year	ARE YOU WILLING TO RELOCATE? ☐ Yes ☐ No ☐ Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Temporary	
TYPES OF WORK YOU WILL ACCEPT: Part Time	
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Weekends	

EDUCATION

DATES:	SCHOOL NAME: San Francisco State University	
LOCATION: (City, State/Province) San Francisco, CA, California	DID YOU GRADUATE? ☒ Yes ☐ No	DEGREE RECEIVED: Bachelor's
MAJOR: Urban Studies and Planning		

WORK EXPERIENCE

DATES: From: 4/2024 To: Present	EMPLOYER: San Francisco Environment Department (SFE)	POSITION TITLE: Environmental Outreach Associate
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
SUPERVISOR: David Gunnison-Wiseman - Engagement Coordinator	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No	
HOURS PER WEEK: 40		
DUTIES: As an Environmental Associate with San Francisco Environment, I lead outreach and engagement strategies for the Commercial Reusables Incentive Program, collaborating with community-based organizations, libraries, and neighborhood groups to promote sustainable practices. I have organized over 75 multilingual events and use Salesforce data to develop reports, maps, and dashboards that guide program planning and demonstrate impact. Additionally, I conduct waste compliance site assessments and serve as a liaison between internal teams and contractors to streamline communication, procurement, and implementation processes.		
DATES: From: 6/2023 To: 8/2023	EMPLOYER: Metropolitan Transportation Commission	POSITION TITLE: Public Engagement Intern
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
SUPERVISOR: Leslie Lara-Enriquez - Assistant Director of Public Engagement	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No	
HOURS PER WEEK: 40		

DUTIES:

As a Public Engagement Intern at the Metropolitan Transportation Commission, I coordinated over 22 public outreach events to promote regional initiatives such as Plan Bay Area 2050, Transit 2050+, and Regional Measure 3 (RM3). I engaged directly with community members, tracked feedback, and synthesized input to inform inclusive transportation planning. Additionally, I managed administrative tasks, including purchase order tracking and budget support, to ensure smooth event execution.

DATES: From: 1/2023 To: 5/2023	EMPLOYER: SF Planning	POSITION TITLE: Code Enforcement Consultant
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
SUPERVISOR: Chaska Berker - Senior Planner	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No	
HOURS PER WEEK: 40		

DUTIES:

As a Code Enforcement Consultant with the San Francisco Planning Department, I conducted 75 on-site inspections to assess compliance with permeable landscape requirements under local environmental codes. I reviewed and investigated over 110 community-reported complaints, ensuring accuracy through cross-referencing property data systems. I created visual tracking tools and presented findings with actionable recommendations to the Planning Commission.

DATES: From: 6/2022 To: 9/2022	EMPLOYER: Oakland Department of Transportation (OakDOT)	POSITION TITLE: Racial Equity Team Intern
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
SUPERVISOR: Jazmine Zamora - Assistant to the Director of Transportation	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No	
HOURS PER WEEK: 32		

DUTIES:

I supported equitable transportation planning by gathering input from underserved communities on transit-related air quality and infrastructure concerns, such as inadequate bus stop conditions that impact accessibility and public health. I contributed to Planning Commission reports for projects like Foothill Boulevard and San Pablo Avenue, incorporating community feedback and environmental justice considerations. Through culturally responsive engagement, I worked to ensure that frontline communities were centered in regional planning and air quality decision-making—advancing the Air District's equity and public health goals.

REASON FOR LEAVING:

Internship ended.

CERTIFICATES AND LICENSES

Nothing Entered For This Section

Skills**OFFICE SKILLS:**

Typing:65
Data Entry:0

OTHER SKILLS:**LANGUAGE(S):****ADDITIONAL INFORMATION**

Nothing Entered For This Section

REFERENCES

REFERENCE TYPE: Professional	NAME: Kristen Law	POSITION: Senior Community Engagment Coordinator
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Leslie Lara-Enriquez	POSITION: Assistant Director of Public Engagement
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]
REFERENCE TYPE: Professional	NAME: Sraddha Mehta	POSITION: SFE Community Engagement Program Manager
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: [REDACTED]

Agency-Wide Questions

1. How did you find out about this position?
Job board/website (list specific under "other")
2. If other, please tell us where.
3. Are you currently legally authorized to work in the United States on a full-time basis?
Yes
4. Are you related to any District employee or Board member?
No
5. Do you now, or will you in the future, require sponsorship for employment visa status (e.g., H-1B visa status)?
No
6. If related to a District employee or Board member, what is their name and their relationship to you?
n/a
7. Are you a current or former employee of the Air District?
No

Job Specific Supplemental Questions

1. Please share with us your experience or expertise in communicating, studying, identifying, or working to remedy the cumulative impacts of air pollution and other chronic stressors in overburdened communities. In your response, please include any examples of how you have supported the integration of such work into the development or implementation of regulatory programs, policies, or decision-making.
 Through my work with San Francisco Environment, Oakland Department of Transportation, and SF Planning, I've had the opportunity to engage directly with overburdened communities to better understand and address the cumulative impacts of air pollution and related stressors. At SF Environment, I conducted outreach at over 40 community events to promote zero waste practices, clean transportation programs, and access to EV incentives—efforts that help reduce localized air pollution and improve health outcomes in frontline neighborhoods.
 While at OakDOT, I gathered qualitative input from residents in underserved areas like East Oakland, who raised concerns about unsafe and poorly maintained bus stops—highlighting how infrastructure inequities intersect with air quality and transit access. I helped translate these insights into Planning Commission materials for corridor projects like Foothill Boulevard and San Pablo Avenue, ensuring that equity and lived experience shaped the city's transportation priorities.
 At SF Planning, I conducted over 75 site inspections for zoning and environmental code violations, particularly in communities experiencing chronic stressors such as illegal dumping and non-compliant land uses. I documented these violations and supported corrective actions that helped bring properties into compliance with CEQA and local ordinances. Across all roles, I've consistently worked to integrate community feedback and environmental justice considerations into public-facing policies and decision-making processes that directly affect air quality and public health.
2. Please describe your experience working with community members, environmental regulators, or local government agencies to incorporate community insights into the evaluation of cumulative environmental impacts and their causes.
 I've collaborated with both community members and local agencies to ensure that lived experiences inform environmental decision-making. While at OakDOT, I engaged residents in underserved areas like East Oakland to gather input on transit and infrastructure challenges—such as inadequate lighting, limited bus stop shelter, and restricted mobility access—all of which contribute to broader environmental and public health burdens. I helped translate this input into Planning Commission materials for corridor projects like Foothill Boulevard and San Pablo Avenue, ensuring community priorities shaped equity goals and project outcomes. In my current role, I've supported community-driven outreach at over 40 events, providing information on clean transportation incentives, zero waste programs, and EV infrastructure—resources that directly reduce both pollution exposure and household expenses. These experiences have deepened my commitment to centering community insight in evaluating and addressing cumulative environmental impacts.
3. Please explain any innovative strategies, tools, or methodologies you have worked with, or would propose, to assess or mitigate cumulative impacts in communities overburdened by air pollution.
 One effective strategy has been combining GIS mapping with community outreach to visualize disparities and elevate resident concerns. For example, while at SF Planning, I used tools like the San Francisco Property Information Map to cross-reference zoning complaints with land use data, permit applications, and CEQA layers. This allowed me to better understand the environmental burdens tied to illegal development, paving, and improper land use—especially in neighborhoods with a history of disinvestment. In my current, I've organized targeted outreach campaigns at over 40 events to share resources on clean mobility, EV infrastructure, and zero waste programs. By focusing on accessibility—through multilingual materials, tabling in high-traffic community spaces, and direct service referrals—we help ensure these climate-forward solutions reach the residents most impacted by pollution. If given the opportunity, I'd advocate for the Air District to expand use of hyperlocal air monitoring tools (like the ones used in West Oakland and Richmond), paired with neighborhood-scale mapping of chronic stressors (housing, traffic, health data) to develop more responsive and location-specific interventions.
 These combined strategies—grounded in data, outreach, and lived experience—are powerful tools for assessing and mitigating cumulative impacts in the communities that need it most.
4. Due to the changing meeting requirements for bodies subject to the Brown Act, Advisory Council members will likely be required to meet in-person in the San Francisco Bay Area, most likely at the Air District's headquarters, located at 375 Beale Street in San Francisco, or other Air District offices within the jurisdiction of the Air District. Would you be available to attend 4-6 meetings in person per year?
 Yes, I would be available.

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the Air District and will not be returned. I understand that the Air District may contact prior employers and other references. I understand that I must notify the Human Resources Office at (415) 749-4980 of any changes in my name, address, or phone number.

This application was submitted by Angelica Coleman on 5/30/25 3:15 PM

May 30, 2025

Bay Area Air District
375 Beale St Ste 600
San Francisco, CA 94105

Cover Letter for Advisory Council

Dear Members of the Selection Committee,

I am writing to express my strong interest in serving as a member of the Bay Area Air District's Advisory Council. As an East Bay native, an Urban Studies and Planning graduate from San Francisco State University, and a public servant with the San Francisco Environment Department, I am deeply committed to advancing equitable, long-range solutions to improve air quality and public health across our region.

My professional experience includes collecting community input from underserved neighborhoods on infrastructure and transit concerns—such as inadequate lighting, seating, and shelter at bus stops—that often intersect with air quality and environmental justice issues. I have supported Planning Commission deliverables by contributing to staff reports for corridor projects like Foothill Boulevard and San Pablo Avenue, integrating community voices and equity considerations into long-term planning.

In my current role, I also promote sustainable transportation by educating residents about electric vehicle incentives, clean mobility programs, and climate resilience strategies. I am especially interested in addressing the compounding air quality burdens faced by communities like North Richmond and West Oakland, as well as wildfire-related pollution affecting foothill neighborhoods in cities like Hayward and Dublin.

I offer a well-rounded perspective on the social, environmental, and planning dynamics that influence air quality throughout the Bay Area. I'm eager to support the mission, vision, and strategies described in the Air District's 2024–2029 Strategic Plan by bringing my lived experience, technical expertise, and strong commitment to environmental justice to the Advisory Council's efforts.

Thank you for your consideration. I would be honored to serve and collaborate with other members of the Council to advance clean air and climate equity across our region.

Sincerely,
Angelica Coleman

ANGELICA COLEMAN

SUMMARY

I'm a Urban Studies and Planning graduate with hands-on experience supporting long-range planning, environmental compliance, and community engagement across several Bay Area public agencies. I'm passionate about creating more equitable and sustainable cities, and I've had the opportunity to work on projects that center community voices—especially in underserved neighborhoods. With skills in outreach, GIS, and policy analysis, I'm excited to keep growing in roles that connect people, planning, and environmental justice.

EDUCATION

San Jose State University, Mineta Transportation Institute, San Jose, CA

Master of Science in Transportation Management | In Progress

San Francisco State University, San Francisco, CA

Bachelor of Arts in Urban Studies and Planning | Graduation: December 2023

Relevant Coursework: Land Use Planning, Research Methods, Urban Policy, Sustainable Development, Data Analysis

SKILLS

- Urban & Environmental Planning
- Current & Long-Range Planning Support
- Local Ordinance Familiarity
- Zoning & Code Compliance
- Community Outreach & Engagement
- GIS (Intermediate), Google Maps
- Salesforce CRM, MS Office, Excel Dashboards
- Data Collection & Report Writing

WORK EXPERIENCE

Environmental Associate

San Francisco Environment (SFE), San Francisco, CA | April 2024 - Present (1.2 years)

- Review reusable incentive applications for compliance with EPA and local standards
- Support outreach at 40+ community events promoting air quality and sustainability
- Conduct site visits to assess compliance with composting and recycling laws
- Develop GIS maps and visuals to support planning and public engagement
- Informed residents about EV incentives, charging infrastructure, and clean transit programs

Public Engagement Intern

Metropolitan Transportation Commission (MTC), San Francisco, CA | June 2023 - August 2023 (2 months)

- Facilitated community engagement for Plan Bay Area 2050, Transit 2050+, and Regional Measure 3 (RM3) supporting outreach at 22+ public events focused on long-range regional planning
- Collected and documented resident input to inform equitable transportation and air quality planning strategies.
- Improved administrative processes for vendor tracking and invoice review to support efficient program delivery

Code Enforcement Consultant

SF Planning, San Francisco, CA | January 2023 - May 2023 (4 months)

- Completed 75+ site inspections for zoning and environmental code violations, including paving and landscaping issues
- Cross-referenced complaints with the Property Information Map to support CEQA-aligned code enforcement
- Reviewed land use activities for potential environmental impacts and ordinance compliance
- Helped resolve 100+ enforcement cases by documenting violations and supporting corrective actions
- Presented findings on improving residential environmental compliance to the Planning Commission.

Racial Equity Intern

Oakland Department of Transportation (OakDOT), Oakland, CA | June 2022 - September 2022 (3 months)

- Collected input from underserved communities on transit and infrastructure issues, such as poor lighting, limited seating, and lack of shelter at bus stops
- Drafted sections of Planning Commission reports summarizing goals, community input, and equity for corridor projects like Foothill Blvd and San Pablo Ave
- Promoted equity in planning by assisting with culturally responsive community engagement.

CERTIFICATIONS & AFFILIATIONS

- Member, Women in Transportation (WTS)
- Member, Association of Environmental Professionals (AEP)

LYNNA LAN TIEN NGUYEN DO

RECENT EXPERIENCE

VICE PRESIDENT, GOVERNMENTAL RELATIONS & COMMUNICATIONS

LAN DO & ASSOCIATES, LLC

2004 - PRESENT

- Spearhead public affairs, policy strategy, and messaging for healthcare and tech clients
- Design integrated communications plans, including executive media training and crisis communications
- Cultivate relationships with state/local elected officials to drive policy outcomes and advocacy.

PRESIDENT-ELECT / PRESIDENT

JUNIOR LEAGUE OF PALO ALTO – MID PENINSULA

2024 - PRESENT

- Represent the League in the media and at public events, advocating for policy change
- Lead governance, branding, and advocacy initiatives aligned with community impact goals
- Launch JLPAMPTalk, a speaker bureau elevating mission-driven community narratives.

PRESIDENT-ELECT / PRESIDENT

JUNIOR LEAGUE OF OAKLAND-EAST BAY

2016 - 2018

- Direct communications and public engagement strategies
- Build relationships with local media and civic partners to strengthen brand visibility
- Advocate for public policy supporting women and families

BOARD & ADVISORY APPOINTMENTS

2020 – Present

CALIFORNIA BOARD OF OCCUPATIONAL THERAPY – Board Member, Secretary, Chair

2017 – 2018

ALAMEDA COUNTY MENTAL HEALTH BOARD – Chair, Adult Committee

2016 – 2018

AAPI ADVISORY COUNCIL FOR ASSEMBLYMEMBER CATHARINE BAKER – Policy Advisor

EDUCATION

WALDEN UNIVERSITY

Doctorate Candidate – Psychology

UNIVERSITY OF SAN FRANCISCO

Masters – Public Administration

UNIVERSITY OF SAN FRANCISCO

Bachelors – Politics

EMPLOYMENT APPLICATION



BAY AREA AIR DISTRICT
375 Beale Street Suite 600
San Francisco, California 94105
415-749-4980
<http://www.baaqmd.gov>

Do, Lynna Lan Tien Nguyen
JY 2025-04 ADVISORY COUNCIL

Received: 4/24/25 8:42 AM
For Official Use Only:
QUAL: _____
DNQ: _____
☐ Experience
☐ Training
☐ Other: _____

PERSONAL INFORMATION

POSITION TITLE: ADVISORY COUNCIL	EXAM ID #: JY 2025-04
NAME: (Last, First, Middle) Do, Lynna Lan Tien Nguyen	SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]	EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]	NOTIFICATION PREFERENCE: Email
LEGAL RIGHT TO WORK IN THE UNITED STATES? ☒ Yes ☐ No	
What is your highest level of education? Master's Degree	

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular, Temporary
TYPES OF WORK YOU WILL ACCEPT: Full Time, Part Time

EDUCATION

DATES:	SCHOOL NAME: Walden University	
LOCATION: (City, State / Province) Minneapolis , Minnesota	DID YOU GRADUATE? ☐ Yes ☒ No	DEGREE RECEIVED: Professional
MAJOR: Doctoral Student		
DATES:	SCHOOL NAME: Kellogg School of Management	
LOCATION: (City, State / Province) Evanston , Illinois	DID YOU GRADUATE? ☒ Yes ☐ No	DEGREE RECEIVED: Professional
MAJOR: Certificate		
DATES:	SCHOOL NAME: Stanford University	
LOCATION: (City, State / Province) Stanford , California	DID YOU GRADUATE? ☒ Yes ☐ No	DEGREE RECEIVED: Professional
MAJOR: Certificate		
DATES:	SCHOOL NAME: University of San Francisco	
LOCATION: (City, State / Province) San Francisco , California	DEGREE RECEIVED: Professional	
MAJOR: Masters in Public Administration		
DATES:	SCHOOL NAME: Walden University	
LOCATION: (City, State / Province) Minneapolis , Minnesota	DID YOU GRADUATE? ☒ Yes ☐ No	DEGREE RECEIVED: Master's
MAJOR: Psychology		

WORK EXPERIENCE

DATES: From: 1/2004 To: Present	EMPLOYER: Lan Do & Associates, LLC	POSITION TITLE: Vice President, Governmental Relations/Public Relations/Human Resources
ADDRESS: (Street, City, State/Province, Zip/Postal Code) [REDACTED]		
PHONE NUMBER: [REDACTED]	SUPERVISOR: Lan Do - Owner	MAY WE CONTACT THIS EMPLOYER? ☒ Yes ☐ No

HOURS PER WEEK:

40

DUTIES:

Work on proposals and contracts for various bids for service. Build and maintain relationships with contractors and organizations we provide services to. Marketing to new and potential clients. Represent the company in an official capacity at events, conferences, workshops, and other business-related activities. In charge of accounts receivable and payables when necessary. Deal with invoices and payments for subcontractors. Certified trainer in Medical Interpretation; Cultural Competency; and Sexual Harassment Prevention

REASON FOR LEAVING:

Still working

CERTIFICATES AND LICENSES

Nothing Entered For This Section

Skills

Nothing Entered For This Section

ADDITIONAL INFORMATION

Honors & Awards

- * 2nd Vice-President, (2008 - 2009)
- * Chair, Taster's Showcase Committee (2008 - 2009)
- * Member, Nominating Committee (2007 - 2009)
- * Member, Planning Committee (2007 - 2009)
- * Chair, PR and Fundraising Committee (2008-2009)
- * Member, PR and Fundraising Committee (2007- 2009)

REFERENCES

REFERENCE TYPE:

Professional

NAME:

Zonzie McLaurin

POSITION:

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

EMAIL ADDRESS:

PHONE NUMBER:

REFERENCE TYPE:

Professional

NAME:

Katie Kwo Gerson

POSITION:

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

EMAIL ADDRESS:

PHONE NUMBER:

REFERENCE TYPE:

Professional

NAME:

Dr. Jessica Sharp

POSITION:

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

EMAIL ADDRESS:

PHONE NUMBER:

Agency-Wide Questions

1. How did you find out about this position?
District Website
2. If other, please tell us where.
3. Are you currently legally authorized to work in the United States on a full-time basis?
Yes
4. Are you related to any District employee or Board member?
No
5. Do you now, or will you in the future, require sponsorship for employment visa status (e.g., H-1B visa status)?
No
6. If related to a District employee or Board member, what is their name and their relationship to you?
N/A
7. Are you a current or former employee of the Air District?
No

Job Specific Supplemental Questions

1. Please share with us your experience or expertise in communicating, studying, identifying, or working to remedy the cumulative impacts of air pollution and other chronic stressors in overburdened communities. In your response, please include any examples of how you have supported the integration of such work into the development or implementation of regulatory programs, policies, or decision-making.

Over the course of my career in public affairs and government relations, I have worked closely with overburdened communities to address the cumulative impacts of air pollution and other chronic stressors, particularly in low-income and historically marginalized areas across California. My work has focused on amplifying community voices, developing equitable communications strategies, and supporting policy and program development rooted in environmental justice.

As Vice President of Governmental Relations at Lan Do & Associates, I have collaborated with environmental health nonprofits and community-based organizations on campaigns related to air quality, industrial site mitigation, and clean transportation access. In these roles, I helped design communication strategies that translated complex environmental data into culturally and linguistically relevant materials for residents—many of whom were monolingual speakers or lived in linguistically isolated households. These materials supported public comment, local mobilization, and participation in hearings related to permitting, CEQA review, and other regulatory processes.

Additionally, in my role as a member and Secretary of the California Board of Occupational Therapy, I've worked to incorporate the impacts of environmental and psychosocial stressors—like poor air quality, noise pollution, and housing instability—into our policy discussions and consumer protection frameworks. I advocated for more proactive outreach and regulation in communities disproportionately affected by asthma, developmental delays, and environmental exposure, often resulting in stronger cross-agency collaborations and health-centered decision-making.

I have also contributed to equity-centered strategic plans and policy reviews through my advisory roles, such as with Alameda County's Mental Health Board, where we emphasized how environmental degradation compounds mental health issues in vulnerable populations. These experiences have reinforced the importance of integrating community perspectives, culturally competent outreach, and data-driven advocacy in shaping equitable environmental and regulatory outcomes.
2. Please describe your experience working with community members, environmental regulators, or local government agencies to incorporate community insights into the evaluation of cumulative environmental impacts and their causes.

Throughout my career, I have worked at the intersection of community advocacy, public policy, and government relations to ensure that the lived experiences of community members—especially those in historically overburdened and underrepresented neighborhoods—inform environmental decision-making and policy development.

As Vice President of Governmental Relations at Lan Do & Associates, I have facilitated partnerships between community-based organizations, public health advocates, and local government agencies to incorporate community-generated data and concerns into environmental impact assessments. One example includes organizing multilingual community listening sessions around proposed industrial developments and freeway expansion projects in areas disproportionately impacted by poor air quality. These sessions allowed us to collect qualitative data—such as firsthand accounts of asthma, noise disturbance, and stress-related health conditions—that were then synthesized into policy briefs and shared with city planning departments, environmental regulators, and transportation agencies.

In my service on the Alameda County Mental Health Board and as Chair of its Adult Committee, I advocated for environmental factors—like pollution, housing instability, and urban heat islands—to be considered in county-level mental health planning. By incorporating environmental stressors into our assessment of cumulative health impacts, we were able to push for more integrated approaches to community wellness and resource allocation.

Additionally, as a member of the California Board of Occupational Therapy, I helped evaluate how environmental stressors exacerbate barriers to healthcare access and occupational functioning. I worked with stakeholders to propose regulatory changes that aligned with both public health and environmental justice priorities, ensuring the voices of those most impacted were not only heard, but meaningfully integrated into policy and program design.
3. Please explain any innovative strategies, tools, or methodologies you have worked with, or would propose, to assess or mitigate cumulative impacts in communities overburdened by air pollution.

In my work across government relations, public affairs, and nonprofit leadership, I've had the opportunity to contribute to and advocate for innovative, community-driven approaches to assessing and mitigating cumulative impacts in communities disproportionately burdened by air pollution.

One strategy I've found particularly effective is the integration of community-based participatory research (CBPR) into policy planning and environmental assessments.

I have also worked on public education campaigns that leverage digital advocacy platforms and multilingual storytelling to ensure community awareness of cumulative environmental impacts and empower public participation in regulatory processes. Also working to increase participation from traditionally underrepresented communities.

Looking forward, I would advocate for the expanded use of equity-focused screening tools in combination with real-time community monitoring and predictive modeling. Integrating social determinants of health, mobility data, and environmental hazard indices can help regulators better anticipate cumulative impacts rather than respond after harm has occurred. I also believe in expanding interagency collaboration—linking environmental regulators with public health departments, housing agencies, and transportation planners—to address the root causes of cumulative impacts through coordinated, preventative action.
4. Due to the changing meeting requirements for bodies subject to the Brown Act, Advisory Council members will likely be required to meet in-person in the San Francisco Bay Area, most likely at the Air District's headquarters, located at 375 Beale Street in San Francisco, or other Air District offices within the jurisdiction of the Air District. Would you be available to attend 4-6 meetings in person per year?

Yes

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the Air District and will not be returned. I understand that the Air District may contact prior employers and other references. I understand that I must notify the Human Resources Office at (415) 749-4980 of any changes in my name, address, or phone number.

This application was submitted by Lynna Lan Tien Nguyen Do on 4/24/25 8:42 AM

01Please share with us your experience or expertise in communicating, studying, identifying, or working to remedy the cumulative impacts of air pollution and other chronic stressors in overburdened communities. In your response, please include any examples of how you have supported the integration of such work into the development or implementation of regulatory programs, policies, or decision-making.

Over the course of my career in public affairs and government relations, I have worked closely with overburdened communities to address the cumulative impacts of air pollution and other chronic stressors, particularly in low-income and historically marginalized areas across California. My work has focused on amplifying community voices, developing equitable communications strategies, and supporting policy and program development rooted in environmental justice.

As Vice President of Governmental Relations at Lan Do & Associates, I have collaborated with environmental health nonprofits and community-based organizations on campaigns related to air quality, industrial site mitigation, and clean transportation access. In these roles, I helped design communication strategies that translated complex environmental data into culturally and linguistically relevant materials for residents—many of whom were monolingual speakers or lived in linguistically isolated households. These materials supported public comment, local mobilization, and participation in hearings related to permitting, CEQA review, and other regulatory processes.

Additionally, in my role as a member and Secretary of the California Board of Occupational Therapy, I've worked to incorporate the impacts of environmental and psychosocial stressors—like poor air quality, noise pollution, and housing instability—into our policy discussions and consumer protection frameworks. I advocated for more proactive outreach and regulation in communities disproportionately affected by asthma, developmental delays, and environmental exposure, often resulting in stronger cross-agency collaborations and health-centered decision-making.

I have also contributed to equity-centered strategic plans and policy reviews through my advisory roles, such as with Alameda County's Mental Health Board, where we emphasized how environmental degradation compounds mental health issues in vulnerable populations. These experiences have reinforced the importance of integrating community perspectives, culturally competent outreach, and data-driven advocacy in shaping equitable environmental and regulatory outcomes.

02Please describe your experience working with community members, environmental regulators, or local government agencies to incorporate community insights into the evaluation of cumulative environmental impacts and their causes.

Throughout my career, I have worked at the intersection of community advocacy, public policy, and government relations to ensure that the lived experiences of community members—especially those in historically overburdened and underrepresented neighborhoods—inform environmental decision-making and policy development.

As Vice President of Governmental Relations at Lan Do & Associates, I have facilitated partnerships between community-based organizations, public health advocates, and local government agencies to incorporate community-generated data and concerns into environmental impact assessments. One example includes organizing multilingual community listening sessions around proposed industrial developments and freeway expansion projects in areas disproportionately impacted by poor air quality. These sessions allowed us to collect qualitative data—such as firsthand accounts of asthma, noise disturbance, and stress-related health conditions—that were then synthesized into policy briefs and shared with city planning departments, environmental regulators, and transportation agencies.

In my service on the Alameda County Mental Health Board and as Chair of its Adult Committee, I advocated for environmental factors—like pollution, housing instability, and urban heat islands—to be considered in county-level mental health planning. By incorporating environmental stressors into our assessment of cumulative health impacts, we were able to push for more integrated approaches to community wellness and resource allocation.

Additionally, as a member of the California Board of Occupational Therapy, I helped evaluate how environmental stressors exacerbate barriers to healthcare access and occupational functioning. I worked with stakeholders to propose regulatory changes that aligned with both public health and environmental justice priorities, ensuring the voices of those most impacted were not only heard, but meaningfully integrated into policy and program design.

03Please explain any innovative strategies, tools, or methodologies you have worked with, or would propose, to assess or mitigate cumulative impacts in communities overburdened by air pollution.

In my work across government relations, public affairs, and nonprofit leadership, I've had the opportunity to contribute to and advocate for innovative, community-driven

approaches to assessing and mitigating cumulative impacts in communities disproportionately burdened by air pollution.

One strategy I've found particularly effective is the integration of *community-based participatory research (CBPR)* into policy planning and environmental assessments.

I have also worked on public education campaigns that leverage digital advocacy platforms and multilingual storytelling to ensure community awareness of cumulative environmental impacts and empower public participation in regulatory processes. Also working to increase participation from traditionally underrepresented communities.

Looking forward, I would advocate for the expanded use of equity-focused screening tools in combination with real-time community monitoring and predictive modeling. Integrating social determinants of health, mobility data, and environmental hazard indices can help regulators better anticipate cumulative impacts rather than respond after harm has occurred. I also believe in expanding interagency collaboration—linking environmental regulators with public health departments, housing agencies, and transportation planners—to address the root causes of cumulative impacts through coordinated, preventative action.

04Due to the changing meeting requirements for bodies subject to the Brown Act, Advisory Council members will likely be required to meet in-person in the San Francisco Bay Area, most likely at the Air District's headquarters, located at 375 Beale Street in San Francisco, or other Air District offices within the jurisdiction of the Air District. Would you be available to attend 4-6 meetings in person per year?

Yes.

Lynna Lan Tien Nguyen Do

Objective

Mission-driven leader, former competitive athlete, and passionate advocate for women's sports with over 20 years of experience in strategic communications, public affairs, government relations, and nonprofit leadership. Proven ability to build coalitions, drive high-impact messaging, and engage diverse communities. Seeking to leverage deep experience and love of the game to elevate Bay FC's voice, brand, and civic impact.

Education

Kellogg School of Management, Northwestern University — Certificate in Executive Management

Walden University — Ph.D. Candidate, Psychology (ABD); M.Phil. in Psychology

University of San Francisco — Master of Public Administration; BA Politics

Stanford University — Certificate in Political Psychology

Yale University — Women's Campaign School

APAICS Regional Leadership Academy — Alumna, 2020

Professional Experience

Lan Do & Associates, LLC – *VP, Governmental Relations & Communications*

2004 – Present

- Spearhead public affairs, policy strategy, and messaging for healthcare and tech clients.
- Design integrated communications plans, including executive media training and crisis comms.
- Cultivate relationships with state/local elected officials to drive policy outcomes and advocacy.

Junior League of Palo Alto – Mid Peninsula – *President-Elect / President*

2024 – Present

- Represent the League in the media and at public events, advocating for policy change.

- Lead governance, branding, and advocacy initiatives aligned with community impact goals.
- Launched JLPAMPTalk, a speaker bureau elevating mission-driven community narratives.

Junior League of Oakland-East Bay – *President-Elect / President*

2016 – 2018

- Directed communications and public engagement strategies.
- Built relationships with local media and civic partners to strengthen brand visibility.
- Advocated for public policy supporting women and families.

PIVOT / Viet Fact Check – *Writer / Policy Researcher*

2023 – Present

- Authored public education content on civic participation and disinformation.
- Collaborated with media and researchers to increase cultural relevancy in messaging.

Association of Junior Leagues International (AJLI) – *Board Member (At-Large)*

2021 – 2024

- Supported global communications and advocacy strategies across 295+ chapters.
- Contributed to brand alignment, public statements, and outreach efforts.

City & County of San Francisco, Mayor Willie L. Brown, Jr. — *Special Assistant to the Mayor*

2000 – 2001

- Managed internal communications and scheduling for the Mayor’s office.
- Liaised with community stakeholders, elected officials, and the media.

Office of Supervisor Leland Y. Yee, SF Board of Supervisors — *Legislative Aide*

1998 – 2000

- Drafted legislation, led constituent communications, and managed media outreach.
- Coordinated town halls, press conferences, and community events.

United States Senator Dianne Feinstein — Office Assistant
1998

- Handled constituent services and supported press and public relations functions.
-

Board & Advisory Appointments

California Board of Occupational Therapy – Board Member, Secretary, Chair (Comms)
2020 – Present

- Led communications and outreach for statewide regulatory reforms.
- Testified before state entities; advised on policy language and media strategy.

Alameda County Mental Health Board – Chair, Adult Committee
2017 – 2018

- Advanced mental health advocacy and communications for underserved populations.

AAPI Advisory Council for Assemblymember Catharine Baker – Policy Advisor
2016 – 2018

- Provided strategic insights into legislation affecting the AAPI community.
-

Key Skills & Expertise

- Strategic Communications • Public Affairs & Policy • Crisis Communications
 - Media Relations & Spokesperson Experience • Stakeholder Engagement
 - Community Impact & Storytelling • Executive Messaging & Public Speaking
 - Government & Regulatory Affairs • Cross-Functional Leadership
-

Athletic & Personal Passion

- Former competitive athlete with lifelong passion for women's soccer and equity in sports.
- Committed to building inclusive platforms where community, culture, and competition thrive.

Technical Proficiencies

Microsoft Office Suite • Project Management Tools • Digital & Social Media Platforms

BAY AREA AIR DISTRICT
Memorandum

To: Chairperson Lynda Hopkins and Members
of the Finance and Administration Committee

From: Philip M. Fine
Executive Officer/APCO

Date: November 19, 2025

Re: California Air Resources Board 2025 Incentive Program Review and
Department of Finance Fiscal Compliance Audit

RECOMMENDED ACTION

None; the Committee will discuss this item, but no action is requested at this time.

BACKGROUND

California Air Resources Board's 2025 Incentive Program Review

The California Air Resources Board (CARB) is responsible for the oversight of the State of California's voluntary air pollution reduction incentives programs, which are implemented in partnership with California's 35 local air pollution control districts and air quality management districts. Vehicle and equipment owners apply for funds through local air quality management districts or air pollution control districts. While CARB is responsible for program oversight, districts implement the incentive programs. As part of this oversight responsibility, CARB contracted with Crowe LLP (Crowe) in 2023 to conduct a Program Review of the incentive programs implemented by Air District.

This Program Review spanned fiscal years 2015 through 2022 and eight incentive programs, totaling over \$334 million in grant funds and thousands of emission reduction projects. The following eight incentive programs were included in this program review:

1. Carl Moyer Memorial Air Quality Standards Attainment Program
2. Community Air Protection Incentives
3. Funding Agricultural Replacement Measures for Emission Reductions Program
4. Goods Movement Emission Reduction Program
5. Lower Emission School Bus Program
6. Clean Cars 4 All
7. Low Carbon Transportation Incentives Program and Air Quality Improvement Program
8. Volkswagen Environmental Mitigation Trust for California

An exit meeting was held on December 19, 2024, with CARB, Crowe, and Air District staff to discuss the draft report. The Final Program Review Report was completed by Crowe on January 1, 2025.

The California Department of Finance, Office of State Audits and Evaluations, fiscal compliance audit of the Air District's implementation of the CARB air pollution reduction incentive programs.

The California Department of Finance (DOF), Office of State Audits and Evaluations, conducted a fiscal compliance audit of the Air District's implementation of CARB's air pollution incentives programs for fiscal years 2016 through 2022. That report was issued in February 2025. The following six incentive programs were included in this fiscal audit:

1. Carl Moyer Memorial Air Quality Standards Attainment Program
2. Community Air Protection Incentives
3. Funding Agricultural Replacement Measures for Emission Reductions Program
4. Clean Cars 4 All
5. Low Carbon Transportation Incentives Program and Air Quality Improvement Program
6. Volkswagen Environmental Mitigation Trust for California

The audit objective was to determine whether the incentive programs' revenues, expenditures, and resulting balances as of June 30, 2022, followed applicable grant agreements, program guidelines, and statutes.

DISCUSSION

California Air Resources Board's 2025 Incentive Program Review

The Final Report included commendable efforts and recommendations, and identified no findings related to the incentive programs reviewed. The report confirms that the Air District's incentive program implementation was fully consistent with applicable statutes and guidelines, including determinations of project eligibility and compliance with reporting requirements.

In line with the Air District's commitment to continuous improvement, Air District staff are continuing to review and implement relevant recommendations, such as creating a unified modern data management system to improve the efficiency of tracking and reporting key metrics as they evolve. The aim is to enhance transparency and expedite the reporting of results to local communities and the region.

CARB staff will attend the meeting to present the background, scope, and results of this program review.

The Incentive Program Review report is included as Attachment 1, and the Air District response is included as Attachment 2.

The California Department of Finance, Office of State Audits and Evaluations, fiscal compliance audit of the Air District's implementation of the CARB air pollution reduction incentive programs.

The fiscal compliance review resulted in two findings with recommendations:

Finding #1: Unallowable method used to recover employee Paid Time Off (PTO).
Recommendations:

1. Collaborate with CARB to revise the fringe benefit allocation to include PTO when accrued, ensuring appropriate benefit charges to respective incentive programs and fiscal years, and addressing \$1,135,812 in questioned costs.
2. Develop and implement procedures to ensure PTO-related labor costs charged to incentive program grants comply with grant requirements and Generally Accepted Accounting Principles (GAAP).

The Air District is working in close collaboration with CARB to ensure the treatment of PTO is in compliance with grant guidelines and Generally Accepted Accounting Principles (GAAP). This effort also addresses the \$1,135,812 in questioned costs identified by the Department of Finance (DOF).

The questioned costs pertain to PTO which are primarily sick leave, vacation leave, and holiday leave charged to grants between 2016 and 2022. PTO is a standard employee benefit earned incrementally each pay period. Once earned, it becomes a liability to the Air District. When employees utilize their accrued leave, the associated expense is charged to the applicable grants.

While PTO is an allowable cost under grant guidelines, DOF has expressed concerns regarding the timing of expense recognition. Specifically, DOF recommends recognizing PTO costs at the time they are accrued, rather than when the leave is taken, citing Generally Accepted Accounting Principles (GAAP).

In response, the Air District engaged an independent audit firm and consulted with representatives from the Governmental Accounting Standards Board (GASB). GASB is an independent organization that establishes accounting and financial reporting standards for U.S. state and local governments, including cities, counties, school districts, and special districts. These consultations confirmed that the Air District's current methodology of recognizing PTO when leave is taken is consistent with GAAP and aligns with practices used by other large air districts. Therefore, the Air District will maintain its existing accounting approach.

It is also important to note that during the review period, approximately \$3.3 million in eligible grant costs were not charged due to limitations in administrative funding. As such, even if the questioned PTO costs were deemed unallowable, they would be offset by the unclaimed eligible costs, resulting in no net impact to the grants.

Following discussions with CARB, it was confirmed that the Air District is not required to reimburse the \$1,135,812 in PTO costs. The Air District remains committed to full compliance with grant agreements and applicable accounting standards. The Air District will continue to work collaboratively with CARB to ensure our approach remains aligned with grant guidelines and practices used by other large air districts. The Air District will also ensure that any updates are clearly documented and remain in full compliance with grant guidelines and applicable accounting standards. Revisions to written procedures are currently underway and will include clear guidance on when and how PTO and related indirect costs are allocated to grant programs.

Finding #2: Grant match funding requirements were not met within the grant period.

Recommendations:

1. Collaborate with CARB to ensure grant deliverables and outcomes are achieved through data collection, monitoring, and documentation, ensuring CARB has a complete record of achieved fiscal and program benefits, including match funding requirements.
2. Develop and implement procedures to ensure match requirements and deliverables are achieved within specified timelines or amend grant terms and timelines in accordance with the grant agreement.

The Air District and its partners, Goodwill and BYD, were awarded \$2,738,557 in Low Carbon Transportation/Air Quality Improvement Program (LCT/AQIP project) by CARB on February 15, 2017, for a pilot project to build 11 first-generation electric delivery and refuse trucks and demonstrate the feasibility of operating this leading-edge technology in the field.

BYD, our technology partner, was an early manufacturer of heavy-duty electric trucks and buses, and Goodwill, our operations and community partner, is a nonprofit organization that provides job training, employment placement, and other community-based services, including reuse and recovery services through its network of thrift stores. To support this project in 2018, the Air District executed a three-party contract with Goodwill and BYD that included all requirements from CARB, plus a provision for two additional years of vehicle operation, and a retainer of \$151,430 to be paid by the Air District as match once all operational requirements were met.

The audit report states that “the third party had difficulties deploying and operating the purchased vehicles due to new technology implementation challenges and the negative economic impact of the COVID-19 pandemic.” To clarify, while significant challenges and delays were experienced during the project’s implementation, the Air District and our partners successfully addressed and resolved these issues through perseverance and close collaboration. However, the global COVID-19 pandemic and the Statewide Emergency Stay-at-Home Order #N-33-20 issued on March 19, 2020, which required all non-essential workers in California to stay at home, were unforeseen and impossible to fully mitigate. In March 2020, Goodwill services were not considered by the state to be an essential activity, and drivers’ operations were severely limited for the remainder of 2020.

The Air District firmly agrees that collaboration, including robust communication, is crucial for successfully achieving deliverables and outcomes. As a result, when the project started to run into challenges during the Covid-19 global pandemic and associated shelter-in-place, the Air District increased the meeting and reporting frequency to as often as twice weekly, and more often as needed, to ensure there was robust communication among the partners, including CARB.

On several occasions the Air District discussed with the CARB liaison the possibility of extending the term of the contract with CARB to allow time to complete the match requirement and were informed that an extension beyond 2020 required legislative action and given the global pandemic, this was not a priority and ultimately deemed unnecessary by CARB. Instead, the Air District and CARB agreed on an alternate approach, where the required match would be met by December 2022, within the time frame of the Air District’s contract with the project partners.

This alternative approach was discussed in several meetings and put into writing in the fourth and final disbursement request. CARB responded to the request in writing, stating that the information provided by the Air District showed the funds spent, and to be spent for match “are either correct or close enough” and that it was “not changing anything nor asking for any revisions.” As a result, the Air District believed we had the necessary approval, including in writing, to continue the work needed to meet the match requirement after December 2020.

As a lesson learned, the Air District will develop a process to flag when a Force Majeure clause should be invoked for future projects.

The Fiscal Compliance Audit Report is included as Attachment 3. The Air District Response and Evaluation of the Response are included as Attachment 4.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Philip M. Fine
Executive Officer/APCO

Prepared by: Minda Berbeco, PhD
Reviewed by: Danica Winston, Stephanie Osaze, Anthony Fournier, and Alona Davis

ATTACHMENT(S):

1. Bay Area Air Quality Management District Program Review Report
2. Air District Response to Program Review
3. Bay Area Air Quality Management District Fiscal Compliance Audit
4. Air District Response to Bay Area Air Quality Management District Fiscal Compliance Audit
5. CARB Presentation of Program Review
6. Air District Presentation of Program Review and DOF Audit

Bay Area Air Quality Management District

Program Review Report Fiscal Years 2015-16 through 2021-22

Crowe LLP - Agreement No. 22MSC005

Prepared for the California Air Resources Board and
the California Environmental Protection Agency.

January 1, 2025

Disclaimer

The statements and conclusions in this Report are those of Crowe LLP and not necessarily those of the California Air Resources Board. The mention of commercial products, their source, or their use in connection with material reported herein is not to be construed as actual or implied endorsement of such products.

Crowe conducted this Program Review in accordance with the Standards for Consulting Services established by the American Institute of Certified Public Accountants (AICPA). The term program review or review used within this report does not refer to an audit or examination of the subject matter.

Acknowledgment

Crowe LLP (Crowe) worked collaboratively with the Bay Area Air Quality Management District (BAAQMD or District) and California Air Resources Board (CARB) to complete the program review. During informational calls with the BAAQMD, Crowe met with the following personnel:

BAAQMD Management Team

- Adam Shapiro, Manager, Air Quality Programs, Manager of Strategic Incentives
- Alona Davis, Air Quality Grants Program Manager, Manager of Strategic Incentives
- Anthony Fournier, Technology Implementation Officer
- Chengfeng Wang, Air Quality Program Manager
- Colin Lee, Assistant Staff Specialist
- Danica Winston, Manager of Finance Department
- Deanna Yee, Staff Specialist
- Joseph Camarena, Staff Specialist
- Karen Schkolnick, Director of Strategic Incentives
- Minda Berco, Manager of Strategic Incentives Division.
- Tin Le, Manager

CARB Team

- Lucina Negrete, Assistant Division Chief, Mobile Source Control Division
- Lisa Macumber, Air Resources Supervisor II
- Maritess Sicat, Air Resources Supervisor II
- Peter Christensen, Air Resources Supervisor II
- Femi Olaluwoye, Air Resources Supervisor II
- Rhonda Runyon, Air Resources Supervisor I
- Nathan Dean, Air Resources Supervisor I
- Jason Crowe, Air Resources Supervisor I
- Jessica Johnson, Air Resources Supervisor I
- Trideep Ghosh, Air Resources Supervisor I
- Dianne Sanchez, Air Resources Supervisor I
- Aaron Hilliard, Air Resources Supervisor I
- Kreston Tom, Air Pollution Specialist
- Yvonne Sanchez, Air Resources Engineer
- Leslie Garcia, Air Resources Technician II
- Kyle Goff, Air Pollution Specialist
- Andrea Morgan, Air Pollution Specialist
- Peter Li, Air Pollution Specialist
- Farnaz Solieiti, Air Resources Engineer
- Dylan Estes, Air Pollution Specialist
- Erin Uchida, Air Pollution Specialist
- Evan Powers, Air Pollution Specialist
- April Schmitz, Air Pollution Specialist

- William Turner, Air Pollution Specialist
- Telena Vo, Air Resources Engineer
- Wasim Ali, Air Resources Engineer
- Ashley Goldlist, Air Pollution Specialist

This Report was submitted in fulfillment of Agreement No. 22MSC005 and the Bay Area Air Quality Management District Program Review by Crowe LLP under the [partial] sponsorship by the California Air Resources Board.

Table of Contents

Executive Summary	1
A. Background	1
B. Program Review Process	1
C. Results	2
D. Conclusion	2
1. Introduction.....	3
2. Review Process Overview	5
3. Results.....	12
A. Findings	12
B. Commendable Efforts	13
C. Recommendations	15
4. Summary and Conclusions	22
Appendix A: Program Descriptions	24
Appendix B: Program Funding Levels, Number of Projects, and Sample of Projects Selected .	30
Appendix C: Program Review Procedures.....	38
Appendix D: References	40
Appendix E: Program Outreach Methodology	50

Executive Summary

A. Background

The California Air Resources Board (CARB) is responsible for the oversight of the State of California's voluntary air pollution reduction incentives programs, which are implemented in partnership with California's 35 local air pollution control districts and air quality management districts (air districts) and non-air district grantees. As part of this oversight responsibility, CARB contracted with Crowe LLP (Crowe or Program Review staff) to conduct this Program Review¹ in accordance with the Standards for Consulting Services established by the American Institute of Certified Public Accountant of the incentive programs implemented by the Bay Area Air Quality Management District (BAAQMD or District).

CARB incentive program reviews serve the public interest for transparency and accountability, helping to determine that expenditures of State funds achieve intended outcomes and are within legal requirements. This report describes the scope of the program review, projects selected for detailed testing, the resulting findings and recommendations, and the District's commendable efforts. Under the established policies and procedures for program reviews, the District has 30 days from the date of this report's cover letter to submit comments. Crowe's report and the District's response will then be posted on the CARB Incentive Program Audits and Program Reviews website at <https://ww2.arb.ca.gov/carl-moyer-program-incentives-program-oversight>. Crowe staff began the BAAQMD program review in November 2023 and completed it in December 2024.

B. Program Review Process

The program review encompassed an evaluation of the BAAQMD application process, application review process, financials, marketing and outreach strategies, reporting and data security measures. Program review staff obtained and evaluated applicable policies, incentive program guidelines, and agreements, state administrative requirements and general accounting procedures. Program review staff then met with BAAQMD and CARB personnel to gain a high-level understanding of guiding laws, regulations, rules, policies, grant agreements and guidelines. Program review staff submitted multiple data requests through the program review and conducted process walk throughs with grantee subject matter experts (SMEs). Program review staff developed a sample of applicants to conduct analyses of and request applicant file documentation. Program review staff conducted follow up correspondence with the grantee to validate project file contents, request explanations and/or additional data and information. Program review staff also obtained financial records to support how the grantee spent funds. Note, the California Department of Finance was concurrently conducting a financial audit of the BAAQMD program, therefore program review staff reviewed financial information but did not conduct testing of financial data. Program review staff synthesized the data and results of detailed testing to develop findings, recommendations, and commendable efforts.

¹ A Program Review is an evaluation of district and/or non-district incentive programs that focuses on whether funded projects meet requirements of the incentive program. CARB developed [program review policies and procedures](#) that provide additional information on program reviews.

C. Results

Program review staff identified zero findings during the program review. Program review staff provides 14 general recommendations relevant for multiple programs and 15 program specific recommendations. Program review staff identified 20 commendable efforts across seven of the eight programs as outlined in Exhibit 1. Section 3 of this report provides program-specific recommendations and commendable efforts.

Exhibit 1

Count of Recommendations and Commendable Efforts by Program

Program	Recommendations	Commendable Efforts
1. Carl Moyer Program (CMP)	1	3
2. Community Air Protection (CAP) Program	2	3
3. Funding Agricultural Replacement Measures for Emission Reductions (FARMER)	–	3
4. Goods Movement Emission Reduction Program (GMERP)	1	1
5. Lower-Emission School Bus Program (LESBP)	–	–
6. Clean Car's 4 All (CC4A)	4	3
7. Low Carbon Transportation Incentives and Air Quality Improvement Program (LCT and AQIP)	3	3
8. Volkswagen Beneficiary Mitigation Plan (VW)	4	4
Total	15	20

D. Conclusion

Crowe determined that BAAQMD operated the incentive programs in accordance with the requirements of the documents applicable to the programs reviewed within the scope during fiscal years 2015-16 through 2021-22. BAAQMD achieved the emissions reduction objectives of its programs and promoted the adoption of clean vehicles across California.

1. Introduction

CARB reviews incentive programs to ensure that expenditures of grant funds are in accordance with program guidelines and are within legal requirements. Projects are selected for review following a risk assessment. Projects selected for review represent an overall mixture of funds expended in the fiscal years under review. Findings reported here pertain to the individual circumstances described and do not apply to other projects.

The Bay Area Air Quality Management District is California's first regional air district and is responsible for air quality in the San Francisco Bay Area. The District implements air pollution reduction incentive projects in nine (9) counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and portions of Sonoma. The District encompasses approximately 5,000 square miles and is home to over 8 million people. Incentive programs are an important element of regional attainment strategies, reducing emissions to help meet requirements of the federal Clean Air Act Amendments and the California Clean Air Act.

The following eight (8) BAAQMD incentive programs were included in this program review:

1. Carl Moyer Memorial Air Quality Standards Attainment Program (Carl Moyer Program, or CMP)
2. Community Air Protection (CAP) Incentives
3. Funding Agricultural Replacement Measures for Emission Reductions (FARMER) Program
4. Goods Movement Emission Reduction Program (GMERP)
5. Lower Emission School Bus Program (LESBP)
6. Clean Cars 4 ALL (CC4A)
7. Low Carbon Transportation Incentives (LCT) Program and Air Quality Improvement Program (AQIP)
8. Volkswagen Environmental Mitigation Trust for California (VW).

Appendix A includes a description of each of these programs. The scope of the review generally includes grant agreements between CARB and the District made between fiscal year (FY) 2015-16 and FY 2021-22. Exhibit 2 summarizes the applicable fiscal years covered by this program review for each of the eight programs.

The review began with an in-person entrance conference held on December 14, 2023. Staff from BAAQMD, CARB, the California Department of Finance Office of State Audits and Evaluations (Department of Finance) and Crowe attended this meeting. Additionally, Crowe staff presented the results of the program review at an exit meeting held with the grantee on December 19, 2024.

This review was conducted in accordance with CARB's Policies and Procedures (P&P) for review of incentive programs, which are viewable on the [CARB website](#). The purpose of the program review and the fiscal review audit is to determine whether the District is implementing the incentive programs consistent with the statutory and regulatory authorities listed in Exhibit 3.

Exhibit 2
Bay Area Air Quality Management District
Scope of Program Review

Program	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
1. CMP	x	x	x	x	x	x	x
2. CAP Incentives ²	—	—	x	x	x	—	x
3. FARMER	—	—	x	x	x	x	x
4. GMERP ³	x	—	—	x	x	—	—
5. LESBP ⁴	x	x	x	x	x	x	x
6. CC4A ⁵	—	—	—	—	x	x	x
7. LCT and AQIP ⁶	x	x	x	x	x	—	—
8. Volkswagen Environmental Mitigation Trust	—	—	—	v	x	x	x

Exhibit 3
Program Authority

Program	Authorities
1. CMP	Health and Safety Code, sections 44275 through 44299.2
2. CAP Incentives	- Assembly Bill (AB) 617(C. Garcia, Chapter 136, Statutes of 2017) - AB 134 (Committee on Budget, Chapter 254, Statutes of 2017) - Senate Bill 856 (Committee on Budget and Fiscal Review, Chapter 30, Statutes of 2018)
3. FARMER	- AB 134 (Committee on Budget, Chapter 254, Statutes of 2017) - AB 109 (Ting, Chapter 249, Statutes of 2017)
4. GMERP	Health and Safety Code sections 39625 through 39627.5
5. LESBP	Health and Safety Code sections 44299.90 through 44299.91
6. CC4A	California Code of Regulations, Title 13, Division 3, Chapter 13, Article 3 AB 630 (Cooper, Chapter 636, Statutes of 2017)
7. LCT and AQIP	California Code of Regulations, Title 13, Division 3, Chapter 8.2 Guidelines for the AB 118 (Nunez, Chapter 750, Statutes of 2007) Greenhouse Gas Reduction Funding
8. Volkswagen Environmental Mitigation Trust	- State of California Beneficiary Plan for the Volkswagen Environmental Mitigation Trust June 2018 - Bay Area AQMD Volkswagen Mitigation Agreement for Zero Emission Freight and Marine Bay Area AQMD Volkswagen Mitigation Agreement Light Duty Zero Emission Vehicle (ZEV) Infrastructure

² There was no appropriation for the Community Air Protection Incentives Program (CAP) in FY 2020-2021

³ Not subject to audit by the third-party fiscal auditor.

⁴ No Diesel Emission Reduction Act (DERA) projects included in the program review.

⁵ No funds were awarded in FY 2019-20.

⁶ The Air Quality Improvement Program (AQIP) was not included as part of this program review.

2. Review Process Overview

Carl Moyer Memorial Air Quality Standards Attainment Program (CMP)

The Carl Moyer Memorial Air Quality Standards Attainment Program (CMP) is a grant program that funds the incremental cost of cleaner-than-required engines, equipment, and other sources of air pollution. BAAQMD was required to adhere to the 2011 and the 2017 Carl Moyer Program Guidelines (Guidelines) for the program review period. BAAQMD followed the 2011 Guidelines in 2015-16 and the 2017 Guidelines in 2016-17 through the end of the program review period. The Guidelines require that emission control technologies be certified or verified by CARB or by U.S. EPA when CARB does not have an applicable certification or verification program.

For the CMP, the scope of this program review covered \$87.6 million in grant awards between FY 2015-16 and 2021-22, representing 465 projects. Crowe reviewed BAAQMD's CMP application preparation/submittal process, documentation requirements, application review and approval process, program and project financials, marketing and outreach strategies, cost effectiveness calculations, reporting, and data security measures. Crowe conducted an initial meeting with BAAQMD staff to gain an understanding of BAAQMD's approach to operating the program, including processes, key documents, and staffing. Crowe submitted a data request that included the population of CMP projects for the program review period of FY 2015-16 through 2021-22. Crowe selected a sample of CMP projects and conducted detailed testing on them to determine whether BAAQMD complied with requirements specified in the CMP Guidelines, implementation manuals, and grant agreement terms and conditions.

Crowe selected 24 projects for file review and conducted virtual inspections of two (2) projects. Project categories within the scope of the program review included off-road construction and mobile agriculture, on-road heavy-duty school bus, marine vessels, and infrastructure.

For school bus projects under CMP, a subset of the CMP program, the scope of the program review covered \$10.3 million in grant awards for FY 2015-16 through 2021-22, which funded 10 projects. Crowe selected two (2) projects for file review and conducted a virtual inspection of one (1) project.

Detailed program funding levels, the number of projects, and the sample of projects selected are provided in Appendix B. A detailed listing of the program review procedures is provided in Appendix C. A list of guidance documents utilized to conduct the program review is provided in Appendix D. Finally, Appendix E includes additional details on the outreach methodologies BAAQMD employs for the CMP.

Community Air Protection (CAP) Incentives Program

CARB established the Community Air Protection Program (CAPP) in response to Assembly Bill (AB) 617 (C. Garcia, Chapter 136, Statutes of 2017). Funding for CAP Incentives primarily comes from the Greenhouse Gas Reduction Fund (GGRF), though some General Fund money has likewise been appropriated in the past. Air districts must follow the *Community Air Protection Incentives Guidelines* (CAP Incentives Guidelines), the *Funding Guidelines for California Climate Investments*; and for Moyer Program projects implemented using CAP Incentives, those projects must also follow the relevant source category chapter in the CMP Guidelines. CAP Incentives is a statewide program that primarily focuses on facilitating emissions reductions through clean air projects in disadvantaged and low-income communities as well as communities selected by CARB to participate in CAPP and those communities that are consistently nominated for participation. CAP Incentives funds emissions-reducing mobile source vehicle and equipment projects, infrastructure projects, stationary source projects, and other community-identified projects, with a priority on zero-emission projects wherever feasible.

For CAP Incentives, the scope of the program review covered \$87.3 million in grant awards for FY 2017-18 through 2021-22, which funded 182 projects. Crowe reviewed BAAQMD's CAP Incentives application preparation/submittal process, documentation requirements, application review and approval process, program and project financials, marketing and outreach strategies, cost effectiveness calculations, reporting, and data security measures. Crowe conducted an initial meeting with BAAQMD staff to gain an understanding of BAAQMD's approach to operating CAP Incentives including processes, key documents, and staffing. Crowe submitted a data request that included the population of projects for the program review period of FY 2017-18 through 2021-22. Crowe selected a sample of CAP projects and conducted detailed testing on them to determine whether BAAQMD complied with requirements specified in the CAP Incentives Guidelines, district's policies and procedures, and grant agreement terms and conditions.

Crowe selected 18 projects for file review and conducted virtual inspections of three (3) projects. Project categories within the scope of the program review included off-road construction, cargo handling and airport ground support, on-road heavy-duty school buses, locomotives, marine vessels, and infrastructure.

Detailed program funding levels, the number of projects, and the sample of projects selected are provided in Appendix B. A detailed listing of the program review procedures is provided in Appendix C. A list of guidance documents Crowe utilized to conduct the program review is provided in Appendix D.

Funding Agricultural Replacement Measures for Emission Reductions (FARMER) Program

The Funding Agricultural Replacement Measures for Emission Reductions (FARMER) Program provides funding through local air districts for agricultural harvesting equipment, heavy-duty trucks, agricultural pump engines, tractors, and other equipment used in agricultural operations. Funding sources for the program have included the Greenhouse Gas Reduction Fund (GGRF), Air Quality Improvement Program Fund (AQIP), California Tire Recycling Management Fund, Alternative and Renewable Fuel and Vehicle Technology Fund, Air Pollution Control Fund, and the General Fund.

For FARMER, the scope of the program review covered \$7.8 million in grant awards for FY 2017-18 through 2021-22, which funded 69 grantee applications. Crowe reviewed BAAQMD's FARMER application preparation/submittal process, documentation requirements, application review and approval process, program and project financials, marketing and outreach strategies, cost effectiveness calculations, reporting, and data security measures. Crowe conducted an initial meeting with BAAQMD staff to gain an understanding of BAAQMD's approach to operating the program, including processes, key documents, and staffing. Crowe submitted a data request that included the population of projects for the program review period of FY 2017-18 through 2021-22. Crowe selected a sample of projects and conducted detailed testing on them to determine whether BAAQMD complied with requirements specified in the FARMER Guidelines, implementation manuals, and grant agreement terms and conditions.

Crowe selected four (4) projects for file review and conducted a virtual inspection for one (1) project. Project categories within the scope of the program review included off-road agricultural equipment.

Detailed program funding levels, the number of projects, and the sample of projects selected are provided in Appendix B. A detailed listing of the program review procedures is provided in Appendix C. A list of guidance documents utilized to conduct the program review is provided in Appendix D.

Goods Movement Emission Reduction Program (GMERP)

The Prop 1B / Goods Movement Emission Reduction Program (GMERP) is a partnership between CARB and local agencies, air districts, and seaports to reduce air pollution emissions and health risk from freight movement along California's trade corridors including the: Los Angeles / Inland Empire region, Central Valley region, Bay Area region and San Diego / Border region. Local agencies within these trade corridors apply to CARB for funding and offer financial incentives to owners of diesel engine trucks, locomotives, ships, harbor craft, and cargo handling equipment used in freight movement. The incentives are used to upgrade diesel engines to cleaner technologies. Projects funded under this program must achieve early or extra emission reductions not otherwise required by law or regulation and zero-emission infrastructure projects.

For GMERP, the total scope of this program review covered \$17.9 million⁷ in grant awards between FY 2015-16 and 2021-22, representing 75 projects. Crowe reviewed BAAQMD's GMERP application process, documentation requirements, application review and approval process, program and project financials, marketing and outreach strategies, and reporting. Crowe conducted an initial meeting with BAAQMD staff to gain an understanding of BAAQMD's approach to operating the program, including processes, key documents, and staffing. Crowe submitted an initial data request that included the population of applicants for the program review period of FY 2015-16 through 2021-22.

Crowe used the population of GMERP projects to select a sample of applicants to conduct detailed testing to determine whether BAAQMD complied with the requirements within the GMERP Guidelines, and grant agreement terms and conditions. Crowe selected a sample of 10 projects, or a total of \$9.65 million in grant awards, for file review. Sampled projects included the on-road (heavy-duty truck), locomotive, and shore power categories.

Detailed program funding levels, the number of projects, and the sample of projects selected are provided in Appendix B. A detailed listing of the program review procedures is provided in Appendix C. A list of guidance documents utilized to conduct the program review is provided in Appendix D. Finally, Appendix E includes additional details on the outreach methodologies BAAQMD employs for the GMERP.

Lower Emission School Bus Program (LESBP)

LESBP was initially identified as part of the scope of the program review, however BAAQMD did not have an LESBP grant agreement with CARB after July 1, 2015. BAAQMD did not receive new LESBP funding beyond this date.

BAAQMD funded 12 LESBP projects during the scope of our program review period (i.e., between July 1, 2015 and June 30, 2022). BAAQMD funded these 12 projects from its Mobile Source Investment Fund (MSIF).⁸

In 2017, CARB updated the Carl Moyer Program Guidelines to add a school bus category and BAAQMD subsequently stopped utilizing the LESBP guidelines and instead funded school bus projects through the Carl Moyer Program. Crowe did not evaluate any school bus projects funded through LESBP because of the small number of LESBP projects funded during the program review period, and the program was no longer ongoing so recommendations would have had a limited impact on future program implementation.

⁷ Total grant awards and projects are from Year 5 funding for GMERP as of the April 15, 2022 semi-annual report. Years 1 to 4 GMERP funding and grant awards were completed prior to this FY 2015-2016 to FY 2021-2022 program review period and are therefore outside the scope of this program review.

⁸ The BAAQMD's website specifies that the Mobile Source Incentive Fund (MSIF) revenues are collected from a \$2 fee on vehicles registered in the Bay Area and generate about \$11 million each year (source: <https://www.baaqmd.gov/funding-and-incentives/funding-sources>).

Clean Cars For All (CC4A)

The Clean Cars for All (CC4A) Program offers grants to income-qualified residents in pollution-affected communities to replace older vehicles with cleaner alternatives such as hybrid, plug-in hybrid, battery electric, and fuel cell electric vehicles. CC4A also provides these residents with mobility options like public transit cards and electric bicycles in lieu of the clean vehicle option. The Bay Area program began in March 2019 with a goal to reduce smog-forming pollutants and support California's environmental goals, which include significant reductions in greenhouse gas emissions and an increase in zero-emission vehicles.

By replacing older, high-emitting, vehicles with newer, cleaner and more fuel-efficient cars or other transportation options, this program reduces smog-forming pollutants (NO_x and ROG) to help meet State and Federal air quality standards. The CC4A Program also supports the Bay Area and California's goals for reductions in greenhouse gas emissions (80% below 1990 levels by 2050), and zero-and near-zero emission vehicle deployment (90% of the Bay Area passenger vehicles by 2050 and 5 million vehicles statewide by 2030).

BAAQMD's CC4A program has received over \$73 million in program funding from state and local funds since inception. Funding for the district's CC4A program comes from a variety of sources, including California Climate Investments, Volkswagen Settlement Funds, and the Air Quality Improvement Program. Eligible program participants are legal vehicle owners living within the BAAQMD's jurisdiction, in qualifying zip codes, with an income at or below specified percentages of the Federal Poverty guidelines. Participants can only apply once per household and cannot combine this grant with those from other similar state or regional programs.

Participants can choose from a range of clean vehicles or mobility options, with grant amounts ranging from \$5,000 to \$9,500 based on the transportation option selected and the participant's income level. Additional incentives are available for home charger installations and public charge cards.

The application process is managed through an online portal, with support available from case managers. Grid Alternatives⁹, a contractor for CC4A since the program's inception provides case management support and assists with outreach to low-income households in disadvantaged communities. The program includes stringent eligibility and documentation requirements and post-inspection and vehicle scrapping are mandatory to complete the grant process.

The CC4A Program offers up to \$2,000 in electric vehicle charger rebates to participants who purchase or lease a new or used hybrid vehicle, plug-in hybrid electric vehicle (PHEV) or battery hybrid electric vehicle (BHEV) and complete their post-inspection and vehicle dismantling. Participants can choose between a Level 2 home charger or a portable charger, with reimbursement covering the charger, installation, labor, and necessary permits.

The scope of this program review includes grant awards between CARB and BAAQMD made in fiscal years FY 2016-17 through 2021-22. After noting that the Bay Area did not adopt and implement this program until 2019, Crowe adjusted the program review period to include FY 2019-20 through 2021-22. The review began with an entrance conference held on December 14, 2023.

⁹ Grid Alternatives is a non-profit organization based in Oakland, California, with eight affiliate offices serving all of California, Colorado, Washington D.C., Virginia, Maryland and Delaware.

Based on the procedures we performed as described in Appendix C, Crowe determined that BAAQMD operated the CC4A program in accordance with the requirements of the CC4A Guidelines, and included in guiding legislation¹⁰, the CC4A Implementation Manuals, and grant agreements developed by CC4A and the Enhanced Fleet Modernization Program (EFMP) Plus Up program.

Crowe reviewed CC4A's application process, documentation requirements, application review process, financials, marketing and outreach strategies, reporting and data security measures. Crowe conducted an initial meeting with CC4A staff to gain an understanding of BAAQMD's approach to operating the program and key documents, processes and personnel. Crowe submitted an initial data request that included the population of applicants for the program review period of fiscal year 2019-20 through 2021-22. Crowe used the population of CC4A projects to select sample applicants to conduct detailed testing to determine whether BAAQMD complied with the requirements within the CC4A Guidelines, CC4A Implementation Manuals, and grant agreement terms and conditions.

In addition, Crowe reviewed dealership contracts to assess compliance with program requirements. Dealerships play a significant role in the CC4A application process as they are responsible for the sale of hybrid, plug-in hybrid, hydrogen fuel cell, and battery electric vehicles. Crowe interviewed BAAQMD staff to understand how dealership employees are trained and how they execute sales for funding applicants. Crowe sampled nine (9) of 89 total Bay Area dealerships to determine if these dealerships complied with their contracts with BAAQMD. Crowe found that the dealerships complied with requirements of their contracts. While relations between CC4A and dealerships are overall positive, Crowe identified areas for improvement in efficiency and standardization for dealerships which are included in the Recommendations section of this report.

In very rare cases, if a vehicle is sold at an incorrect price or to an applicant who does not qualify, the vehicle must be returned. Crowe obtained the report of all returned vehicles across dealerships. There were 6 returned vehicles, all purchased in 2020, and the sales were completed by various dealerships. Reasons for returns were either that the miles per gallon (MPG) requirement was not met, a hybrid was purchased instead of the PHEV or BEV specified on the award letter, or there was an open recall on the Carfax report.

As part of the program requirements, applicants must take their vehicles to a dismantler for an inspection prior to the release of funds, and then back to the dismantler upon purchase of the new vehicle. There are currently only two companies that are verified dismantlers, Infinity Salvage and Pick N Pull. There is one Infinity Salvage location and five Pick N Pull locations in the Bay Area. Crowe obtained the signed dismantler agreements between the two dealerships and BAAQMD and determined the dismantlers complied with the terms of their agreement.

Crowe selected 18 applicants to determine compliance with the CC4A Guidelines, CC4A Implementation Manuals, and grant agreements. The program review staff analyzed the submitted documents and noted that it followed the application process workflow provided by the BAAQMD team. The samples selected each had their application, terms and conditions, award letter, documentation of appropriate reviews, and evidence of payment.

A list of guidance documents Crowe utilized to conduct the program review is provided in Appendix D.

Low Carbon Transportation (LCT) Incentives and Air Quality Improvement Program

The Low Carbon Transportation (LCT) Incentives and Air Quality Improvement Program provides mobile source incentives to reduce greenhouse gas, criteria pollutant, and toxic air contaminant emissions through the deployment of advanced technology and clean transportation in the light-duty and heavy-duty sectors. LCT investments are supported by Cap-and-Trade auction proceeds.

¹⁰ A list of guiding legislation can be found here: <https://ww2.arb.ca.gov/node/2793>.

For the LCT, the scope of the program review covered \$2.7 million in grant awards for FY 2016-17 through 2019-20, representing one project. In 2017, BAAQMD was awarded \$2.7 million in funding by CARB to support the Goodwill Industries Electric Delivery Vehicle Demonstration Project. The project scope included replacing old diesel equipment with ten battery-electric delivery trucks and one battery-electric debris truck, installing supporting charging infrastructure, and collecting operational data. Goodwill Industries uses the vehicles for pick-up and delivery of donations in the Bay Area.

We reviewed BAAQMD's grant agreement with CARB, compliance requirements (e.g., meeting participation, approval process, payment, and oversight) and evaluated compliance with the FY 2014-15 funding plan for the Air Quality Improvement Program and LCT Greenhouse Gas Reduction Fund Investments, and the FY 2014-15 Grant Solicitation for Zero-Emission Truck and Bus Pilot Commercial Deployment Projects. Crowe conducted an initial meeting with BAAQMD staff to gain an understanding of BAAQMD's approach to operating the LCT program, including processes, key documents, and staffing. Crowe submitted a data request which included the grant agreement, grant provisions, business process workflows, and additional work statements. Crowe used these documents to determine whether BAAQMD followed the grant agreement terms and conditions.

Crowe selected the Goodwill Industries project for detailed file review as part of the program review.

We provide detailed program funding levels, the number of projects, and the sample of projects selected in Appendix B. Appendix C includes a list of guidance documents utilized to conduct the program review.

Volkswagen Environmental Mitigation Trust Program

On October 25, 2016, and May 17, 2017, the United States District Court for the Northern District of California approved Partial Consent Decrees (Consent Decrees) as part of the settlement agreements with Volkswagen (VW) for their use of illegal defeat devices in certain 2.0-liter and 3.0-liter diesel vehicles.

Appendix D (the Environmental Mitigation Trust) of the first Consent Decree requires VW to pay \$2.7 billion into an Environmental Mitigation Trust, \$423 million of which was allocated to the State of California to fund projects to reduce emissions of NOx caused by the subject vehicles. Past and future excess NOx emissions emitted from VW vehicles are intended to be mitigated by the actions prescribed in the Environmental Mitigation Trust.

CARB was designated as beneficiary to act on the State's behalf in implementing its allocation of the VW Environmental Mitigation Trust. As required by the Consent Decree, CARB developed a Beneficiary Mitigation Plan (BMP) through a public process. The Plan was approved in May 2018. The Plan describes the eligible mitigation actions from the list specified in the Consent Decree that will be funded from the State's allocation of the Trust.

The Plan allocates \$360 million of California's total Trust allocation to statewide funding opportunities in the following five project categories that are focused mostly on "scrap and replace" projects for the heavy-duty sector:

1. Zero-emission transit, school, and shuttle buses (\$130M)
2. Zero-emission class 8 freight and port drayage trucks (\$90M)
3. Zero-emission freight and marine projects (\$70M)
4. Combustion freight and marine projects (\$60M)
5. Light-duty zero-emission vehicle infrastructure (\$10M).¹¹

¹¹ These categories and allocation amounts were determined with public input and are based on technology availability, the market demand as demonstrated by other funding programs, and the ability of the project funding categories to fully mitigate the excess NOx caused by the subject VW diesel vehicles.

Under agreement with CARB, the BAAQMD is serving as administrator (“VW Administrator”) of the Trust funds for the award of Trust funding for the Zero-Emission Freight and Marine (ZEFM) program (category 3 above) and Light-Duty Zero-Emission Vehicle Infrastructure (LDI) program (category 5 above). This portion of the program review focuses on these two categories. Appendix A provides additional information on these two programs.

For VW, the scope of this program review covered an \$88 million allocation to the BAAQMD to fund ZEFM and LDI projects. Between FY 2019-20 and 2021-22, \$23.42 million was awarded representing 145 deployed projects (see Appendix B). Crowe reviewed BAAQMD’s VW application process, documentation requirements, application review and approval process, program and project financials, outreach strategies and reporting. Crowe conducted an initial meeting with BAAQMD staff to gain an understanding of BAAQMD’s approach to operating the program, including processes, key documents, and staffing. Crowe submitted an initial data request that included the population of grantees for the program review period of FY 2019-20 through 2021-22. Crowe used the population of applicants to select a sample of grantees to conduct detailed testing to determine whether BAAQMD complied with the requirements within the Beneficiary Mitigation Plan, implementation manuals, and mitigation agreement terms and conditions.

We selected 31 projects for file review and conducted virtual inspections of six projects. Detailed program funding levels, the number of projects, and the sample of projects selected for the program review are identified in Appendix B. A detailed listing of the program review procedures is provided in Appendix C. A list of guidance documents utilized to conduct the program review is provided in Appendix D.

3. Results

This section provides the results of the program review and is organized as follows:

- A. Findings*
- B. Commendable Efforts*
- C. Recommendations.*

A. Findings

“Findings” are Grantee’s practices found to be inconsistent with one or more requirements specified in statute, State guidelines, or Policies and Procedures. See Appendix D for the sources of these requirements. “Conditions” are detailed descriptions of the Grantee’s practices that resulted in findings as revealed by the review. “Required Actions” are the minimum actions the Grantee must take to mitigate the findings.

CARB staff may offer “Recommendations” when Grantee practices are found to be consistent with program requirements; although mitigation is not required, a change in practices would improve program effectiveness, efficiency, or transparency.

Carl Moyer Memorial Air Quality Standards Attainment Program (CMP)

Program review staff identified no findings during the program review.

Community Air Protection (CAP) Incentives Program

Program review staff identified no findings during the program review.

Funding Agricultural Replacement Measures for Emission Reductions (FARMER) Program

Program review staff identified no findings during the program review.

Goods Movement Emission Reduction Program (GMERP)

Program review staff identified no findings during the program review.

Lower Emission School Bus Program (LESBP)

Crowe did not evaluate any school bus projects funded through LESBP because of the small number LESBP projects funded during the program review period, and the program was no longer ongoing.

Clean Cars For All (CC4A)

Program review staff identified no findings during the program review.

Low Carbon Transportation (LCT) Incentives and Air Quality Improvement Program

Program review staff identified no findings during the program review.

Volkswagen Environmental Mitigation Trust Program

Program review staff identified no findings during the program review.

B. Commendable Efforts

A commendable effort is an exceptional practice that goes beyond the basic requirements for implementing an incentive program. Resulting from this review, Crowe identified the following commendable efforts by the Grantee.

Carl Moyer Memorial Air Quality Standards Attainment Program (CMP)

Crowe provides three (3) commendable efforts for the programs as required by the program review guidelines. The commendable efforts include the following:

1. Program Review staff commends the Grantee for its responsiveness and diligence in responding to requests for information and making staff at all levels available to the program review team.
2. Program Review staff commends the Grantee for its adaptability during COVID-19 through efforts such as making the pre and post inspections virtual and allowing application extensions.
3. Program Review staff commends the Grantee for utilizing allowable flexibility to maximize the number of projects funded while minimizing the burden on the grantees through BAAQMD's approach to the cost effectiveness calculations. For example, by using the maximum project life, BAAQMD provide grantees with the maximum possible funds for that specific project.

Community Air Protection (CAP) Incentives Program

Crowe provides three (3) commendable efforts for the programs as required by the program review guidelines. The commendable efforts include the following:

1. Program Review staff commends the Grantee for its responsiveness and diligence in responding to requests for information and making staff at all levels available to the program review team.
2. Program Review staff commends the Grantee for its adaptability during COVID-19 through efforts such as making the pre and post inspections virtual and allowing application extensions.
3. Program Review staff commends the Grantee for utilizing allowable flexibility to maximize the number of projects funded while minimizing the burden on the grantees through BAAQMD's approach to the cost effectiveness calculations. For example, by using the maximum project life, BAAQMD provide grantees with the maximum possible funds for that specific project.

Funding Agricultural Replacement Measures for Emission Reductions (FARMER) Program

Crowe provides three (3) commendable efforts for the programs as required by the program review guidelines. The commendable efforts include the following:

1. Program Review staff commends the Grantee for its responsiveness and diligence in responding to requests for information and making staff at all levels available to the program review team.
2. Program Review staff commends the Grantee for its adaptability during COVID-19 through efforts such as making the pre and post inspections virtual and allowing application extensions.
3. Program Review staff commends the Grantee for utilizing allowable flexibility to maximize the number of projects funded while minimizing the burden on the grantees through BAAQMD's approach to the cost effectiveness calculations. For example, by using the maximum project life, BAAQMD provide grantees with the maximum possible funds for that specific project.

Goods Movement Emission Reduction Program (GMERP)

Crowe provides one (1) commendable effort for the program as required by the program review guidelines. The commendable efforts include the following:

1. Program Review staff commends the Grantee for its responsiveness and diligence in responding to requests for information and making staff at all levels available to the program review team.

Clean Cars For All (CC4A)

Crowe provides three (3) commendable efforts for the program as required by the program review guidelines. The commendable efforts include the following:

1. Program Review staff commends the Grantee for its responsiveness and diligence in responding to requests for information and making staff at all levels available to the program review team.
2. Program Review staff commends the Grantee for its adaptability during COVID-19 through efforts such as making the pre and post inspections virtual and allowing application extensions.
3. Program Review staff commends the Grantee on its use of the Fluxx system. This highlights its commitment to operational transparency.
4. Air District continues to review and update policies and processes to avoid duplicate payments made to the same applicant. During the program review period, program review staff identified a duplicate payment made to a single applicant. The applicant submitted two separate applications using different e-mail addresses and was approved for payment under both applications. BAAQMD implemented the following programmatic changes to help prevent and identify duplicate applicants:
 - a. **Terms and Conditions** – updated on 2/5/2020 to specify “Participants may submit one application per household.”
 - b. **Terms and Conditions** – updated on 4/28/2021 to define household, clarify grantees can only apply once per household and lifetime, and identify that the “participant may not receive more than one grant per vehicle owner even if owners are not in the same household.”
 - c. **Internal application review procedures to check for participants applying again after receiving a grant.**
 - d. **Add new fields to the application** (e.g., first time or repeat applicant) to further assist with identifying participants who are not eligible to apply. Review participant responses during the standard application review process and compare them with the “Duplicate Application Check report.”

Low Carbon Transportation (LCT) Incentives and Air Quality Improvement Program

Crowe provides three (3) commendable efforts for the program as required by the program review guidelines. The commendable efforts include the following:

1. Program Review staff commends the Grantee for its responsiveness and diligence in responding to requests for information and making staff at all levels available to the program review team.
2. Program Review staff commends the Grantee for its adaptability during COVID-19 through efforts such as making the pre and post inspections virtual and allowing application extensions.
3. Program Review staff commends the Grantee for consistency in program implementation, fiscal transparency, project management, and working towards achieving expected emission reductions in the face of unexpected challenges, equipment issues, and delays especially with zero-emission technologies.

Volkswagen Environmental Mitigation Trust Program

Crowe provides four (4) commendable efforts for the program as required by the program review guidelines. The commendable efforts include the following:

1. Program Review staff commends the Grantee for its responsiveness and diligence in responding to requests for information and making staff at all levels available to the program review team.
2. Program Review staff commends the Grantee for its adaptability during COVID-19 through efforts such as allowing application extensions.
3. Program Review staff commends the Grantee for consistent and collaborative communications with applicants throughout the project evaluation/selection phase, with clear requests for additional required information. Also, the Grantee showed flexibility to work with recipients to adjust project schedules, via amendments, when caused by unforeseen and uncontrollable delays, and to replace projects with ones of similar benefit.
4. Program Review staff commends the Grantee for being able to award 80 percent of the ZEFM funds to projects within disadvantaged/low-income communities (by the fourth solicitation) when the BMP only called for 75 percent funding. Program Review staff commends the Grantee for being able to award 100 percent of the VW LDI funds to projects within disadvantaged/low-income communities when the BMP only called for 35 percent funding.

C. Recommendations

Crowe provides recommendations for the programs as required by the program review guidelines. The recommendations are intended to enhance current program effectiveness and to inform future program development. Recommendations may include new program processes or opportunities to enhance current processes already performed by BAAQMD to meet the requirements of program guidelines. The program review period ended in 2021-22 and the recommendations are based on each program as of this date. BAAQMD may have already implemented some of the recommendations in part or in full. The recommendations include the following:

General (recommendations relevant for multiple programs)

1. Outreach

- a. **Research Decline in Outreach Activities.** Research and understand the reasons behind the decline in outreach activities since 2020, which was likely due to the COVID-19 pandemic, and develop strategies to increase engagement through email, physical mail, and presentations. Consider working with a third-party vendor to engage in social media outreach or identify new approaches to increase participation (e.g., incentives for participation). Understanding the decline in participation may help in formulating outreach strategies to increase participation.
- b. **Collect Information to Understand Effectiveness of Source Attribution.** Make the source attribution questionnaire in the application mandatory. This can inform BAAQMD about which outreach methods are most effective in raising awareness about the program and encouraging people to apply for grants.
- c. **Standardize Outreach Event Categories.** Implement a standardized categorization system for outreach events, such that each event is consistently labeled with pre-defined categories. This can reduce the time spent on recategorizing events and improve data accuracy and uniformity.
- d. **Create a New Category for Environmental Justice (EJ) Communities.** Update the existing EJ (AB 1390) category to improve tracking outreach efforts in the impacted areas. This can help BAAQMD monitor outreach efforts to attract potential applicants from the nine (9) highest impacted areas within the Air District's jurisdiction.

- e. **Develop Quality Control Procedures for Data Entry.** Implement improved mandatory fields for important data points such as attendance, quantity, location, and description for all outreach events. This may result in more comprehensive data collection and improve the reliability of data analysis.

2. Project Lifecycle Tracking

- a. **Improve Data Management Practices.** Standardize data entry formats and ensure uniformity across all project categories. This will facilitate more effective data analysis and tracking, reducing the need for extensive data cleaning. For example:
 - i. MY 22 (FY 2019-2020) vs. FYE 2024
 - ii. School Bus vs. School Bus + Infrastructure
- b. **Implement Data Validation Checks.** Introduce data validation checks to minimize human errors, such as mis-typed dates and out-of-order sequences and improve the accuracy and reliability of the data.
- c. **Enhance Tracking Mechanisms.** Continue to optimize the use of Microsoft List or other task tracking software to streamline project tracking and data sharing among team members, improve real-time collaboration, and reduce complexities in data analysis.

3. Application Process and Project Monitoring

- a. **Actively Monitor Delegated Authority.** As a quality control measure over compliance with internal policies and to improve the integrity of the approval process, enforce the requirement for all delegated authority levels to approve applications, as per the grant agreement review process. The application was approved without all delegated authority levels approving the application for 6 or 13% of sampled projects.
- b. **Complete Pre-Inspection Forms.** To enhance the accuracy and completeness of inspection records, require that all required data fields on pre-inspection forms are completed and approved by BAAQMD management. Pre-inspection forms were not signed by the 3rd party inspector and/or approved by BAAQMD personnel for 2 or 4% of sampled projects.
- c. **Adhere to Project Close-Out Procedures.** Continue to validate proper project closure and compliance with internal guidelines, verify that BAAQMD sends close-out letters to the grantee in accordance with BAAQMD's policies and procedures. Although BAAQMD indicated these projects have been completed, BAAQMD stated close out letters were not sent to the grantee for 3 or 6.5% of sampled projects.
- d. **Request More Reliable Documentation.** Request more concrete evidence of usage (e.g., photographs of odometer readings, equipment maintenance reports) for grant calculations in order to verify usage records are not falsified and that the proper grant amount is allocated to the grantee based on actual usage.
- e. **Create an Updated Applicant's Checklist.** Create an updated completeness checklist for the applicant to verify required documentation was provided in the application before submission.

4. Grant Funding Reconciliation (recommendation only for CMP and CAP)

- a. **Improve Data Reconciliation.** Regularly reconcile data between the Clean Air Reporting Log (CARL) database and liquidation reports to identify and address discrepancies.

Carl Moyer Memorial Air Quality Standards Attainment Program (CMP)

1. Environmental Justice (EJ) Target

- a. For CMP projects, BAAQMD should continue to strive to achieve a 50 percent EJ target on an annual basis. BAAQMD did meet this threshold during fiscal years 2015/16 through 2018/19. However, starting in fiscal year 2019/20, BAAQMD met the 50 percent EJ target on an annual basis. BAAQMD faced challenges meeting this goal due to a significant influx of new CAP funds (\$50 million in the first year) beginning in 2018, which diverted 1390 projects that would have otherwise been funded by CMP. Additionally, BAAQMD had to adjust internal processes to accommodate the significant increase in funding and requirements to fund projects in priority areas.

Community Air Protection (CAP) Incentives Program

1. **Develop Community-led Approach.** BAAQMD achieved the goals of the CAP Incentives program related to program expenditures, its commitment to prioritizing and funding zero-emission technologies and investing in projects within and benefitting AB 617 selected communities. The District should continue taking a community-led approach to its incentive program whereby it works to create new programs and to modify existing programs to be responsive to the community identified strategies developed by community members.
2. **Monitor Location for CAP Incentives Projects.** Require methods of tracking equipment over the project life including vehicle GPS location data, more frequent equipment GPS checks, or more frequent audits to verify CAP Incentives funds are ultimately used to benefit the impacted communities and to maintain grantee accountability.

Goods Movement Emission Reduction Program (GMERP)

1. **Improve Data Reconciliation.** Data entered into the Goods Movement Online Database (GMOD¹²) does not always match BAAQMD's internal records. The Air District should verify on a quarterly basis that the information in GMOD is accurate, provide written comments on any discrepancies, and ensure users have the most up-to-date data for decision-making. Additionally, the Air District should reconcile data, such as ranking lists and cost-effectiveness, between GMOD and its internal records.

Clean Cars For All (CC4A)

1. Dealership Training Standardization

- a. **Include Section Covering Data Security in Training Curriculum:**
 - i. Include content on customer service, handling sensitive information, and troubleshooting common issues.
- b. **Certification Process:**
 - i. Implement a certification test at the end of the training session to ensure comprehension and retention of the program rules.
 - ii. Require dealership staff to pass the certification before they can process CC4A transactions.
- c. **Ongoing Support and Resources:**
 - i. Provide continuous access to updated program materials and a dedicated hotline or email support for dealership staff to ask questions or to clarify program procedures.

¹² GMOD is CARB's searchable database that provides information and progress on local agency projects, as well as individual equipment projects. GMOD helps to automate processes, which aligns with the GMERP 2015 Guidelines requirements, and to prepare reports.

d. **Feedback Mechanism:**

- i. Establish a feedback loop where dealership staff can provide insights and suggestions on the training process and program implementation, helping to refine and improve the training curriculum over time.

2. **Build Relationship with Community-Based Organizations (CBOs)**

a. **Continue Identifying Potential CBO Partners:**

- i. Continue to research and identify CBOs that align with the CC4A's mission and have a strong presence in the target communities.
- ii. Continue to evaluate the potential for partnerships based on past collaborations, community reach, and alignment of goals.

b. **Develop Partnership Framework:**

- i. Create a clear framework for collaboration that outlines the roles, expectations, and contributions of both the CC4A program and the CBOs.
- ii. Include mechanisms for funding, resource sharing, and joint marketing efforts.

Improve Regular Communication. Organize regular meetings and updates with CBO partners to discuss progress, share data, and adjust strategies as needed. Use these interactions to build trust and ensure that the partnerships are mutually beneficial.

c. **Joint Outreach and Education Programs:**

- i. Continue and improve outreach programs that leverage the CBOs' local knowledge and networks to educate the community about the CC4A program.
- ii. Continue and improve joint educational materials that are culturally and linguistically appropriate for the target audience.

3. **Conduct Regular Data Access Reviews**

a. **Improve Formal Review Procedures:**

- i. Develop and implement a more formal process for conducting regular access reviews of all personnel with access to sensitive program data.
- ii. Define the frequency of reviews, responsibilities, and the steps to be followed during each review.

b. **Training and Awareness:**

- i. Train relevant staff on the importance of access control and the procedures for reporting any discrepancies or unauthorized access.
- ii. Promote a culture of security awareness within the organization.

c. **Improve Documentation and Compliance:**

- i. Improve process to document all access reviews and actions taken as a result of the reviews to ensure compliance with regulatory requirements and internal policies.
- ii. Regularly update access control policies to reflect changes in the program or regulatory environment.

4. **BAAQMD should include both the dealership name and its parent company name in the payment database to easily identify the correct entity was paid.** The BAAQMD payment database includes the name of the local dealership which often differs from the payee listed on payment information. Having this additional information in the payment database would allow for more effective tracking of payments in future Program Reviews.

Low Carbon Transportation (LCT) Incentives and Air Quality Improvement Program

1. Project Monitoring

- a. **Track Project Milestones.** Work more closely with the grantee to receive more frequent updates on project completion status as well as potential project risks (e.g., unexpected challenges, equipment delivery delays, and other issues). Notify CARB of project issues and make timely amendments to the grantee agreement as needed to promptly address necessary project modifications.
- b. **Enhance Timeliness of Project Close Out.** The original Goodwill project was expected to start in 2017 and be completed by the fall of 2019. There was an over 1-year delay. The trucks were deployed in 2018 but the invoice for the trucks was submitted in June 2020. The final project report was expected in the fall of 2020 but wasn't completed until February 2021. BAAQMD should continue to implement a process to regularly review deadlines within grant agreements including setting alerts for management and staff responsible for project close out procedures.

2. Project Costs and Funding

- a. **Create a Cost Model for Setting Project Funding Levels.** Build a cost model with a robust methodology for estimating the cost of each proposed vehicle / equipment item. Utilize cost-effectiveness limits to determine maximum project funding award amounts.¹³ Identify funding caps for projects which, if exceeded, are subject to the BAAQMD's Board approval. Crowe notes that BAAQMD has subsequently built a cost model as recommended.

3. Planning for Future Demonstration Projects and Leveraging Lessons Learned

- a. **Monitor Goodwill Project Outcomes.** Continue to analyze vehicle utilization, vehicle availability, vehicle range, operation and maintenance costs, and administrative costs over the operational period. Measure the cost-benefits of the zero-emission technologies funded and assess whether they meet program goals. Evaluate whether the vehicles remained operational over their intended useful life.
- b. Perform variance analysis of cost categories to identify those with material differences between estimated and actual costs. Identify root causes of cost overruns, if applicable, and potential areas for improvement (e.g., project management, better initial cost estimates). Crowe notes that BAAQMD has subsequently added process to monitor project outcomes as recommended.
- c. **Research Best Practices.** Develop case studies for similar projects completed by comparable jurisdictions and air districts in California. Build a library of best practices around project management, communication with stakeholders (e.g., end-users, vehicle-technology provider / manufacturers, technical consultants, and program evaluators), and project monitoring.
- d. **Evolve Project Oversight Approach.** Refine documented administrative procedures and controls related to how BAAQMD monitors similar projects. Examples of techniques BAAQMD could evolve include more field visits and field evaluations, risk monitoring and mitigation, more extensive status reporting, enhanced communications with grantee, and contingency planning.
- e. **Evaluate Use of Payment Retainage Strategies.** Continue to implement retainage amounts where a percentage of the amount billed by a grantee for a particular task is withheld prior to completion (e.g., 5% or 10%). This can incentivize the grantee to meet schedule requirements, performance benchmarks, as well as to manage its cash flow effectively.

¹³ For example, using Carl Moyer Program's advanced technology cost-effectiveness limit of up to \$100,000 per weighted ton for the emissions reduction as a benchmark to establish cost-effectiveness limits for zero-emission equipment / vehicles.

Volkswagen Environmental Mitigation Trust Program

Zero-emission Freight and Marine (ZEFM) Projects

1. Application Process and Project Monitoring

- a. **Require Timely Destruction of Baseline Equipment.** To validate proper project closure and compliance with contractual requirements, BAAQMD should formally notify recipients both at the application stage and post-award (e.g., via continuous email prompts) to reinforce the requirement to scrap the baseline equipment within 60 days of when the new project equipment is placed into operation. Consider penalties for failure to scrap the equipment within a specified period of time (e.g., 90 or 120 days).
- b. **Require Timely Submission of Project Implementation Report (PIR).** To validate proper project closure and compliance with contractual requirements, BAAQMD should formally notify recipients both at the application stage and post-award (e.g., via continuous email prompts) in an effort to obtain PIRs within 30 days of the date the new project equipment is placed into operation.
- c. **Develop Common File Structure Naming and Organization for Project Documents.** Continue to explore the potential for standardizing the naming convention and organization of all documents received from the applicant/recipient, and those added by staff, for each project. This will create consistency, allow users to determine if required information has been submitted, and ease the retrieval of information for future program reviews.

Light-duty Zero-Emission Vehicle Infrastructure (LDI) Projects

1. Project Readiness

- a. **Additional Project Readiness Requirements.** To limit the likelihood that a funded project is not completed within the contractually required timeline, or completed at all, require applicants to provide additional written information/documentation with the application that BAAQMD can use to validate/support that proposed projects are at a stage where construction can begin. This additional information could include supporting documentation regarding the status of project planning, design, permitting, and environmental approvals, as well as schedules/timelines for project completion. BAAQMD also can include a risk management plan requirement in the application to understand how an applicant will respond to project challenges and delays. BAAQMD should challenge potentially unrealistic project schedules at the application stage in light of its experience with similar projects (e.g., incorporating lessons learned). BAAQMD also should add the degree of project readiness as an application evaluation criterion. Crowe notes that this requirement is not included in BAAQMD's contract with CARB or the Beneficiary Mitigation Agreement but was included as a requirement in the project solicitation issued by BAAQMD.

2. Application Process and Project Monitoring

- a. **Enhance Reporting Requirements and Actively Monitor Funded Projects for Timely Performance.** BAAQMD should closely monitor ongoing projects and require supporting documentation to evaluate project progress and milestone completion. BAAQMD should incorporate more granular delivery milestones into the contract schedule (e.g., design complete, permit obtained, equipment acquisition, start of construction, utility connection). BAAQMD should require recipients to report more project-specific information in their monitoring reports, including percentage complete, date milestone completed, and project issues/risks. For projects with potential delivery challenges, consider increasing the frequency of reporting from bi-annually to quarterly. Crowe notes that additional milestones have been added since the inception of the program beyond what was required in the contract with CARB.

BAAQMD also can set up more frequent communications with its recipients to discuss project status/issues/challenges and, if necessary, how/when to promptly replace failing projects with other comparable ones. During these communications, BAAQMD can also impress upon the recipient, important contractual reporting and close-out requirements.

- b. **Require Timely Submission of Monitoring Reports from Recipients.** To validate proper project closure and compliance with internal guidelines, BAAQMD should document that it formally notifies recipients (e.g., via continual email prompts) in an effort to obtain timely submittals of the required March 1 and September 1 reports.
- c. **Develop Common File Structure Naming and Organization for Project Documents.** Continue to explore the potential for standardizing the naming convention and organization of all documents received from the applicant/recipient, and those added by staff, for each project and across other programs. This will create consistency, allow users to determine if required information has been submitted, and ease the retrieval of information for future program reviews.

3. Project Award List Reconciliation

- a. **Improve Data Reconciliation.** Regularly reconcile project award data (referred to as the ranklist) between the CARB website and the BAAQMD's internal project award tracking reports to identify and address discrepancies.

4. Summary and Conclusions

Carl Moyer Memorial Air Quality Standards Attainment Program (CMP)

BAAQMD achieved the emissions reduction objectives of the CMP program and effectively promoted the adoption of cleaner-than-required vehicles in the BAAQMD. Although outreach efforts have significantly declined, BAAQMD continued to satisfy their liquidation requirements by funding eligible projects while also meeting match fund requirements.

Community Air Protection (CAP) Incentives Program

BAAQMD achieved the emissions reduction objectives of the CAP program and effectively promoted the adoption of cleaner-than-required vehicles in the BAAQMD. Although outreach efforts have significantly declined, BAAQMD continued to satisfy their liquidation requirements by funding eligible projects while also meeting match fund requirements.

Funding Agricultural Replacement Measures for Emission Reductions (FARMER) Program

BAAQMD achieved the emissions reduction objectives of the FARMER program and effectively promoted the adoption of cleaner-than-required vehicles in the BAAQMD.

Goods Movement Emission Reduction Program (GMERP)

Based on the procedures we performed as described in Appendix C, BAAQMD operated the GMERP program in accordance with the requirements of the Grant Agreement Terms and Conditions, 2015 GMERP Guidelines, and BAAQMD policies and procedures during fiscal years 2015-16 through 2021-22.

BAAQMD achieved the emissions reduction objectives of GMERP and funded projects that achieved early or extra emission reductions not otherwise required by law or regulation and zero-emission infrastructure projects.

Lower Emission School Bus Program (LESBP)

Crowe did not evaluate any school bus projects funded through LESBP because of the small number LESBP projects funded during the program review period, and the program was no longer ongoing.

Clean Cars For All (CC4A)

BAAQMD achieved the emissions reduction objectives of the CC4A program and effectively promoted the adoption of clean vehicles in the Bay Area. The CC4A application process met the requirements of guidelines and allowed for timely review of applicants. Automated communications and a structured queue system allowed for transparency throughout the process.

Low Carbon Transportation (LCT) Incentives and Air Quality Improvement Program

Based on the procedures we performed as described in Appendix C, BAAQMD operated the LCT program in accordance with the requirements of the Grant Agreement Terms and Conditions. BAAQMD is working towards achieving the emissions reduction objectives of the LCT program and effectively promoted the adoption of cleaner-than-required vehicles in the BAAQMD.

Volkswagen Environmental Mitigation Trust Program

Based on the procedures we performed as described in Appendix C, BAAQMD operated its VW programs in accordance with the requirements of the Mitigation Agreement Terms and Conditions, program implementation manuals, and BAAQMD policies and procedures during fiscal years 2019-20 through 2021-22.

BAAQMD is progressing toward achieving the NOx emissions reduction objectives of the VW ZEFM and VW LDI program and has promoted the adoption of cleaner-than-required vehicles. BAAQMD continues to satisfy the VW Environmental Mitigation fund liquidation requirements.

Appendix A: Program Descriptions

Carl Moyer Memorial Air Quality Standards Attainment Program (CMP)

The Carl Moyer Program provides grant funding for cleaner-than-required engines, equipment, and other sources of air pollution. Since 1998, the program has provided over \$60 million in grant funding each year throughout California. In June 2022, Senate Bill (SB) 154 authorized \$130 million, making the total funding allocated to the program since its inception well over \$1 billion.

The Moyer Program funds a variety of clean air projects involving diverse vehicles and equipment. The main project types include:

1. **Replacement:** Replacing older vehicles or equipment that still have remaining useful life with newer, cleaner versions. This project type includes on-road trucks and buses, which can be replaced through fleet modernization contracts or voucher incentive programs (VIP), as well as off-road equipment.
2. **Repower:** Installing a newer, cleaner engine in an existing vehicle or equipment to replace a higher-polluting engine.
3. **Retrofit:** Adding emission control systems to in-use engines, vehicles, or equipment.
4. **Vehicle Retirement (Car Scrap):** Offering payments to owners of older, more polluting light-duty vehicles to incentivize early retirement of these vehicles, which still have remaining useful life.
5. **Infrastructure:** Funding the installation of fueling or energy infrastructure necessary for fueling or powering advanced clean vehicles and equipment. While infrastructure projects do not directly reduce emissions, they support the deployment of cleaner technologies.

Funding sources include tire replacement and vehicle registration (smog abatement) fees. Funded projects must achieve early, or extra emission reductions not otherwise required by law or regulation.

CARB develops statewide implementation guidelines, distributes funds to air districts, and conducts periodic oversight. Air districts choose which project types to fund from a variety of eligible categories, including:

- Emergency vehicles
- Lawn and garden equipment
- Light duty vehicles
- Locomotives
- Marine vessels
- On-road vehicles and equipment (e.g., trucks, buses, school buses, transit vehicles, electrical charging stations)
- Off-road vehicles and equipment
- Shore power
- Stationary agriculture pumps.

As required by the Carl Moyer Program, and similar to other large and medium-sized air districts in California, the BAAQMD contributes matching funds.

Environmental Justice (AB 1390) Communities

The BAAQMD is committed to meeting the AB 1390 mandate, which requires that at least 50% of state funds be used to reduce air contaminants in communities with significant exposure to pollution, often including minority and low-income populations. To achieve this, the BAAQMD employs the CalEnviroScreen tool to identify Disadvantaged Communities (DAC) and Low-Income Communities (LIC) and utilizes its Community Air Risk Evaluation (CARE) program to pinpoint areas with high pollution vulnerability. Projects are prioritized based on their operation within these "Priority Areas," with specific criteria for on-road and off-road vehicles, marine vessels, and infrastructure projects.

BAAQMD tracks funds allocated to AB 1390 projects and divides funding into two pots if necessary, prioritizing projects that benefit Priority Areas. This strategic approach not only fulfills the AB 1390 requirements but also aims to improve air quality and public health in the most affected communities. More recently, BAAQMD has implemented several strategic measures to ensure compliance with the AB 1390 target in future funding years:

1. **Policy Update (October 2021):** The Air District revised its criteria for identifying projects that benefit AB 1390 areas. This update expanded the scope to include not only District Community Air Risk Evaluation (CARE) areas, but also disadvantaged and low-income communities as identified by the CalEnviroScreen tool. This change aims to more accurately direct funding to communities with significant air pollution exposure.
2. **Prioritization Measures (December 2021):** During the fiscal year 2022 funding cycle, the Air District introduced a waitlist system to prioritize projects benefiting EJ communities, ensuring that at least 50% of funds are allocated accordingly. This approach is complemented by targeted outreach efforts to attract projects within priority areas.
3. **Competitive Solicitations (2023):** Transitioning from a first-come, first-served model, the Air District initiated a competitive solicitation process in fiscal year 2024. This strategic shift allows for more effective prioritization of funds to projects within AB 1390 areas, thereby facilitating the achievement of the 50% funding target.

Through these policy updates and strategic initiatives, the Air District indicates that it is committed to enhancing its support for EJ communities so that funding is directed towards projects that deliver tangible benefits to those most affected by air pollution. These efforts reflect a proactive approach to meeting and sustaining the AB 1390 funding targets in the coming years.

Community Air Protection (CAP) Incentives Program

Over the last five years, following the passing of AB 617 (Chapter 136, Statutes of 2017) and the establishment of the Community Air Protection Program (CAPP), approximately \$1.2 billion has been provided to the CAP Incentives Program which focuses on facilitating emissions reductions through clean air projects in disadvantaged and low-income communities as well as communities selected by CARB to participate in CAPP and those communities that are consistently nominated for participation. Community engagement is key to project selection. While CARB develops statewide implementation guidelines, distributes funds to air districts and conducts oversight, the air districts must conduct a transparent and meaningful public process, including community outreach and public meetings, to guide funding decisions.

Funding for CAP Incentives primarily comes from the Greenhouse Gas Reduction Fund (GGRF), though some General Fund money has likewise been appropriated in the past. Air districts must follow the *Community Air Protection Incentives Guidelines* (CAP Incentives Guidelines), the *Funding Guidelines for California Climate Investments*, and for Moyer Program projects implemented using CAP Incentives, those projects must also follow the relevant source category chapter in the CMP Guidelines. CAP Incentives funds emission reducing mobile source vehicle and equipment projects, infrastructure projects, stationary source projects and other community-identified projects, with a priority on zero-emission projects wherever feasible.

The Legislature directed that Carl Moyer Program and Proposition 1B Program projects are eligible under the CAP Incentives Program.

The Funding Agricultural Replacement Measures for Emission Reductions (FARMER) Program

The FARMER Program provides funding through local air districts for agricultural harvesting equipment, heavy-duty trucks, agricultural pump engines, tractors, and other equipment used in agricultural operations. In September 2017, CARB received \$135 million to reduce emissions from the agricultural sector from AB 134 (Committee on Budget, Chapter 254, and Statutes of 2017) and AB 109 (Ting, Chapter 249, Statutes of 2017). Since then, the program received appropriations from the California Legislature in each subsequent fiscal year except FY 2020-21. Funding sources for the program have included the GGRF, the Air Quality Improvement Fund, the California Tire Recycling Management Fund, and the Alternative and Renewable Fuel and Vehicle Technology Fund.

CARB staff worked with local air districts and stakeholders through a public process to develop the FARMER Program Guidelines, which set the minimum requirements for the program and require that funded projects meet intended emission reductions.

Goods Movement Emission Reduction Program (GMERP)

Approved by voters in 2006, Proposition 1B allocated \$1 billion in bond funding to CARB to reduce emissions and health risks in communities heavily impacted by goods movement. The Goods Movement Emission Reduction Program (GMERP), established under Proposition 1B, addresses the significant air pollution from diesel engines used in freight transport across California. Health and Safety Code section 39625 et seq. establishes the Program and directs CARB to maximize the emission reduction benefits while achieving the earliest possible health risk reduction in communities heavily impacted by goods movement. Emissions from sources like trucks, locomotives, and ships pose severe health risks, particularly in regions such as the Los Angeles / Inland Empire, Central Valley, Bay Area, and San Diego / Border, where freight activities are concentrated.

Since its inception, the GMERP program has undergone several updates to its guidelines, reflecting advances in technology, changes in equipment costs, and evolving regulatory landscapes. These updates have increasingly focused on zero and near-zero emission technologies, with the latest guidelines proposing higher funding levels for such technologies and introducing new project categories.

The program's funding mechanism involves CARB awarding grants to local agencies, such as air districts and ports, which then provide financial incentives to equipment owners to adopt cleaner technologies. The competitive nature of the program is designed such that projects offering the greatest emission reductions per state dollar are prioritized. CARB's guidelines, developed in consultation with various stakeholders, aim to fund projects that are cost-effective, transparent, and accountable, while leveraging other funding sources. As required by the GMERP program, and similar to other large and medium-sized air districts in California, the BAAQMD contributes matching funds.

Projects funded by GMERP include:

- Upgrading diesel engines in trucks, locomotives, ships, harbor craft and cargo handling to cleaner technologies.
- Implementing zero and near-zero emission technologies for freight equipment.
- Installing transportation refrigeration units, zero emission transportation refrigeration units and associated charging infrastructure to reduce emissions from refrigerated transport.
- Developing infrastructure projects to support cleaner freight movement, such as electrification at ports and railyards.

The Lower Emission School Bus Program (LESBP)

The LESBP funds the clean-up school buses that serve California's public schools to reduce the exposure of school children to diesel exhaust. LESBP has been funded by bonds authorized by Proposition 1B, by local AB 923 and AB 2766 funds, and by grants of federal Diesel Emissions Reduction Act (DERA) funds. Previously, CARB distributed State Proposition 1B funds and federal DERA funds to the air districts, however, all Proposition 1B funds were expended by June 2014. Since that time LESBP has predominately been funded at the discretion of local air districts through local funds such as AB 923 funds and AB 2766 funds. The program provides grants to purchase new school buses that replace older, high-emitting buses or to retrofit existing diesel bus engines with CARB-verified diesel emission control systems. CARB develops statewide implementation guidelines and provides oversight of program implementation. Air districts select and fund school bus projects with public school districts and transportation providers in their areas. LESBP does not require the air district to contribute match funds.

EFMP and CC4A

CARB partners with implementing air districts to execute the CC4A, formerly EFMP Plus-Up project, programs in their air basin. The voluntary car scrap programs focus on promoting advanced technology for low-income California residents, with each program operating under its own specific statutes and regulations. Incentive amounts to participants are determined by the participant's household income level, whether the applicant lives in or near a disadvantaged community, and choice of replacement option, with up to \$9,500 toward the purchase of an advanced technology replacement vehicle (e.g., hybrid, plug-in hybrid, or zero-emission) or an alternative mobility option (e.g., transit passes, carsharing, or other options). In addition to these incentives, eligible participants may also receive a \$2,500 incentive towards a charge card or a home charger. AB 630 required CARB to adopt guidelines by January 1, 2019, establishing measurable goals for replacement of light-duty vehicles, and then post information on the performance of the CC4A Program annually.

Low Carbon Transportation (LCT) Incentives and Air Quality Improvement Program

The Low Carbon Transportation (LCT) program is a key CARB initiative aimed at reducing emissions from the transportation sector, which is a significant source of greenhouse gases and air pollutants in California. Supported by Cap-and-Trade auction proceeds, the LCT program provides incentives to accelerate the deployment of advanced transportation technologies and clean vehicles in both the light-duty and heavy-duty sectors.

The LCT program is designed with several objectives to address environmental and public health challenges. One of its primary goals is to reduce greenhouse gas emissions significantly by promoting the adoption of low-carbon and zero-emission vehicles. In addition to targeting greenhouse gases, the program also aims to decrease criteria pollutants and toxic air contaminants, thereby improving air quality and enhancing public health. To achieve these objectives, the program supports the deployment of advanced transportation technologies by funding projects that demonstrate and implement innovative solutions in the transportation sector.

Projects eligible for funding include:

- Zero-Emission Vehicles (ZEVs): Incentives for the purchase and use of battery electric vehicles (BEVs) and hydrogen fuel cell vehicles (FCEVs).
- Infrastructure Development: Funding for electric vehicle charging stations and hydrogen refueling infrastructure to support the growing number of ZEVs.
- Advanced Technology Demonstrations: Support for projects that showcase innovative transportation technologies, helping to accelerate their commercialization.

- Heavy-Duty Vehicle Upgrades: Incentives for transitioning heavy-duty vehicles, such as trucks and buses, to cleaner technologies.
- Alternative Fuel Vehicles: Support for vehicles using low-carbon alternative fuels, contributing to reduced petroleum dependency.

The LCT program is an integral part of California's comprehensive approach to transforming the transportation sector, aligning with other state initiatives to achieve ambitious climate and air quality goals. By providing financial incentives and fostering technological innovation, the program seeks to create a sustainable and resilient transportation system that benefits all Californians.

Volkswagen Environmental Mitigation Trust Program

Volkswagen Zero Emission Freight and Marine (ZEFM) Program

Under contract to CARB, BAAQMD serves as administrator ("VW Administrator") of the \$70 million in Trust funds allocated to the Zero-Emission Freight and Marine (ZEFM) program category. The ZEFM Program is available statewide and funds projects that accomplish one or more of the following:

- Scrap and replace heavy-lift forklifts, port cargo handling equipment, or airport ground support equipment, with new, commercially available, zero-emission technologies, or
- Repower marine engine in ferry, tugboats and towboats with new, commercially available, zero-emission technologies, or
- Install shore power systems for oceangoing vessels at port terminals.

The four (4) eligible equipment categories include:

- Port cargo handling equipment including heavy-lift forklifts;
- Airport ground support equipment;
- Marine vessel repower (ferries, tugboats, and towboats);
- Shore power at berths for oceangoing vessels.

By funding cost-effective, zero-emission projects and awarding at least 75 percent of funding to projects that reduce emissions in California's disadvantaged and low-income communities, the ZEFM program seeks to maximize NOx reductions and benefits to populations most impacted by poor air quality. It also seeks to drive widescale adoption of zero-emission off-road equipment that has typically relied on conventional diesel technologies.

The Mitigation Agreement between CARB and BAAQMD was signed in February 2019. The performance period for this agreement extends through May 24, 2028. As Project Administrator, BAAQMD is required to fulfill the elements in the Volkswagen Environmental Mitigation Trust Fund Implementation Manual for the Zero Emission Freight and Marine Program.

There have been four (4) statewide solicitations for the ZEFM program as follows:

1. June 18 - August 31, 2020; Competitive
2. May 25, 2021 - March 22, 2022; Non-competitive¹⁴
3. September 29, 2022 – July 20, 2023; Non-competitive (out of scope of this program review)
4. August 22, 2023 – February 28, 2024; Non-competitive (out of scope of this program review).

¹⁴ This solicitation was opened on May 25, 2021 with a close date of September 22, 2021. Due to a low participation rate, the BAAQMD extended the close date to March 22, 2022.

Volkswagen Light-Duty Electric Vehicle Infrastructure (LDI) Program

Funding for this category is intended to fund infrastructure for light-duty zero-emission vehicles (ZEV), with a target of \$5 million for electric vehicle charging stations and \$5 million for hydrogen refueling stations. This allocation provides funding to help purchase, install, operate, and maintain new charging or refueling infrastructure for zero-emission vehicles. Applicants were encouraged to combine this funding with other available funding sources at the state, federal, and local level. These funds are administered statewide using a competitive process and are intended to support projects that meet the infrastructure needs of a growing ZEV population. At least 35% of this allocation is expected to benefit low-income or disadvantaged communities.

Electric Vehicle Charging Infrastructure

The Mitigation Agreement between CARB and BAAQMD was signed in February 2019. The performance period for this agreement extends through May 24, 2028. As Project Administrator, BAAQMD is required to fulfill the elements in the VW Light Duty Zero-Emission Vehicle Infrastructure Implementation Manual.

BAAQMD released a competitive statewide solicitation for \$5 million in funding for electric vehicle charging stations on May 11, 2021. The application period closed August 18, 2021. BAAQMD received applications for 89 stations, including 460 chargers.

Hydrogen Refueling Infrastructure

BAAQMD signed an agreement with CARB on February 20, 2019. BAAQMD signed an agreement with the California Energy Commission (CEC) on May 29, 2020 which provides \$5 million in VW Mitigation Trust funding for hydrogen refueling infrastructure. BAAQMD funding supplements other CEC funds.¹⁵

The CEC released their solicitation on December 19, 2019 targeting 100 new publicly available hydrogen refueling stations; this solicitation was open for 155 days. The application period closed May 22, 2020. BAAQMD received 3 applications for 30 stations.

¹⁵ The \$5 million in funding for hydrogen refueling stations is augmenting the \$45.7 million available through the California Energy Commission's grant funding opportunity, released in January 2020.

Appendix B: Program Funding Levels, Number of Projects, and Sample of Projects Selected

Carl Moyer Memorial Air Quality Standards Attainment Program (CMP)

CMP Program Funding Levels

Fiscal Year	Grant Agreement Number	Project Funds	Administration Funds	Total Grant Award	Required District Match
2016	G15-M003	\$6,817,150.00	\$454,477.00	\$7,271,627.00	\$1,090,744.00
2017	G16-M002	6,874,030.00	458,269.00	7,332,299.00	1,099,845.00
2018	G17-M003	7,309,435.00	487,296.00	7,796,731.00	1,169,510.00
2018	G17-M033	1,047,743.00	69,849.00	1,117,592.00	N/A
2019	G18-MO03	8,153,662.00	543,578.00	8,697,240.00	1,304,586.00
2019	G18-MO33	1,213,125.97	80,875.06	1,294,001.03	N/A
2020	G19-MO02	9,946,715.00	663,114.00	10,609,829.00	1,591,474.00
2020	G19-MO-41-02	1,389,865.00	92,658.00	1,482,523.00	N/A
2021	G20-MO-03	9,358,173.00	623,878.00	9,982,051.00	1,497,308.00
2021	G20-MSR-02	1,359,150.00	90,610.00	1,449,760.00	N/A
2022	G21-MO-02	26,704,063.00	1,780,271.00	28,484,334.00	4,272,650.00
Total		\$80,173,111.97	\$5,344,875.06	\$85,517,987.03	\$12,026,117.00

CMP Funding Amount per AB 1390 to Benefit Environmental Justice (EJ) Communities – Annual Basis as of May 14, 2024

Funding Source	Fiscal Year	EJ Project Liquidated	All Projects Liquidated	Benefitting EJ (%)	Target EJ (%)
CMP	2016	\$2,738,472.00	\$6,880,211.95	40%	50%
CMP	2017	1,941,860.71	7,097,223.98	27%	50%
CMP	2018	1,490,500.00	8,686,277.87	17%	50%
CMP	2019	2,135,589.97	9,269,663.74	23%	50%
CMP	2020	6,410,043.68	12,480,908.58	51%	50%
CMP	2021	7,576,116.72	12,021,315.02	63%	50%
CMP	2022	\$1,296,169.00	\$1,930,769.00	67%	50%

CMP Funding Amount per AB 1390 to Benefit Environmental Justice (EJ) Communities – Cumulative Basis as of May 14, 2024

Funding Source	Fiscal Year ¹⁶	EJ Project Liquidated	All Projects Liquidated	Benefitting AB 1390 (%)	Target AB 1390 (%)
CMP	2017	\$8,306,422.68	\$31,933,377.54	26%	50%
CMP	2018	11,977,994.36	37,534,074.17	32%	50%
CMP	2019	17,612,250.37	42,458,165.21	41%	50%
CMP	2020	\$17,417,919.37	\$35,702,656.34	49%	50%

**Number of Projects and Liquidated Amounts
FY 2015/16 – 2021/22**

Program Name	Number of Projects	Grant Amount
Carl Moyer Program (CMP)	465	\$87,399,448.89

**Sample of Projects Selected for Review
FY 2015/16 – 2021/22**

Program	Number of Projects Selected for Review	Engines	Grant Amount
Carl Moyer Program (CMP)	24	82	\$4,944,212.34

Community Air Protection (CAP) Incentives Program

CAP Incentives Program Funding Levels

Fiscal Year	Grant Agreement Number	Project Funds	Administration Funds	Total Grant Award
2018	G17-MCAP-03 Amendment 2	\$46,875,000.00	\$3,125,000.00	\$50,000,000.00
2019	G18-MCAP-01-1	37,312,500.00	2,487,500.00	39,800,000.00
2020	G19-MCAP-01-1	28,491,218.85	1,899,414.59	30,390,633.44
2021	N/A	N/A	N/A	N/A
2022	G21-MCAP-02	35,438,365.79	2,362,557.72	37,800,923.51
Total		\$148,117,084.64	\$9,874,472.31	\$157,991,556.95

**Number of Projects and Liquidated Amounts
FY 2015/16 – 2021/22**

Program Name	Number of Projects	Grant Amount
Community Air Protection (CAP) Incentives	182	\$87,343,619.11

¹⁶ Cumulative funding amount for fiscal year 2016 is not provided because it would include funding for fiscal year 2015 which is outside of the examination scope. Additionally, fiscal years 2021 and 2022 are missing because Moyer Year 25 through 26 projects have not been executed / liquidated.

**Sample of Projects Selected for Review
FY 2015/16 – 2021/22**

Program	Number of Projects Selected for Review	Engines	Grant Amount
Community Air Protection (CAP) Incentives	18	193	\$30,372,349.26

The Funding Agricultural Replacement Measures for Emission Reductions (FARMER) Program

FARMER Program Funding Levels

Fiscal Year	Grant Agreement Number	Project Funding	Project Implementation Funding	Total Grant Amount
2017-18	G17-AGIP-02	\$1,866,375.00	\$124,425.00	\$1,990,800.00
2018-19	G18-AGIP--07	1,802,522.00	120,168.00	1,922,690.00
2019-20	G19-AGIP-02	748,944.00	59,218.00	808,162.00
2021-22	G21-AGIP-01	3,522,093.00	234,807.00	3,756,900.00
2022-23	G22-AGIP-01	2,484,281.00	165,619.00	2,649,900.00
2023-24	G23-AGIP-01	1,242,187.00	82,813.00	1,325,000.00
Total		\$11,666,402.00	\$787,050.00	\$12,453,452.00

**Number of Projects and Liquidated Amounts
FY 2017/18 – 2021/22**

Program Name	Number of Projects	Grant Amount
FARMER	69	7,794,193.54

**Sample of Projects Selected for Review
FY 2017/18 – 2021/22**

Program	Number of Projects Selected for Review	Engines	Grant Amount
FARMER	4	12	883,058.78

Goods Movement Emission Reduction Program (GMERP)

GMERP Program Funding Levels

Grant Number	Project Funds	Administrative Funds	Total
G14GMBL1	\$12,623,802.00	\$378,714.00	\$13,002,516.00
G14GMBR1	\$48,000.00	\$2,400.00	\$50,400.00
G14GMBT1	\$19,294,999.89	\$964,749.58	\$20,259,749.47
G14GMBS1	\$4,412,165.00	\$132,365.00	\$4,544,530.00
Total	\$36,378,966.89	\$1,478,228.58	\$37,857,195.47

GMERP Number of Projects and Grant Amounts¹⁷

Total Number of Funded Projects	Total Grant Amount of Funded Projects	Number of Contracts Selected for Program Review	Number of Projects Selected for Program Review	Grant Amount for Selected Projects for Program Review
75	\$17,860,280	10	44	\$13,028,683

GMERP Sampled Grantees for Program Review

No.	Contract Number	No. Projects per Contracts Reviewed	Grantee	Project Type
1	15GM0028	1	FREIGHT LINE EXPRESS TRUCKING	On-Road
2	15GM0031	2	SIDHU, CHAMKAUR SINGH	On-Road
3	16GM0010	1	D & N TRUCKING INC.	On-Road
4	16GM0035	1	DURKEE DRAYAGE COMPANY, INC.	On-Road
5	17GM0023	14	SANDMAN, INC	On-Road
6	17GM0024	10	AJR TRUCKING, INC.	On-Road
7	17GMCH05	6	FONTANA WOOD TREATING, INC	Cargo Handling
8	20GMCH09	3	WM BOLTHOUSE FARMS INC	Cargo Handling
9	15GML1	4	UNION PACIFIC RAILROAD CORPORA	Locomotives
10	17GML1	2	CALIFORNIA NORTHERN RAILROAD C	Locomotives

The Lower Emission School Bus Program (LESBP)

Crowe did not select any LESBP projects to review because the BAAQMD funded a significantly smaller number of LESBP projects during the review period compared to other programs. Additionally, after 2017, the Air District no longer operated a LESBP program.

¹⁷ Totals represent Year 5 funding for GMERP as of the April 15, 2022 semi-annual report. Year 1-4 funding and grant awards were completed prior to the program review period.

Clean Cars for All (CC4A)

Grant Funds by Year within Program Review Period

Grant	Allocated Funding
G16-LCTI-04-2	\$5,000,000
G17-VW-01	\$5,000,000
G18-PLUS-03	\$4,000,000
G20-PLUS-03-01	\$3,000,000
G21-CC4A-03	\$8,333,333
Total	\$25,333,333

Projects Funded by Year within Program Review Period

Year	Number of Projects Funded	Grant Amount to Applicants	Number of Projects Selected for Review
2019	161	\$1,249,540.24	6
2020	1,022	8,826,207.48	3
2021	265	2,109,831.00	5
2022	870	7,023,202.00	4
Total	2,318	\$19,208,780.70	18

Low Carbon Transportation (LCT) Incentives and Air Quality Improvement Program

LCT Number of Projects and Grant Amounts

Total Number of Funded Projects	Total Grant Amount of Funded Projects	Number of Projects Sampled for Program Review	Grant Amount for Sampled Projects for Program Review
1	\$2,738,557.00	1	\$2,738,557.00

Volkswagen Environmental Mitigation Trust Program

Volkswagen Mitigation Trust Fund

Zero Emission Freight and Marine and Light-Duty Electric Vehicle Infrastructure Programs

Total Grant Budget

Program	Project Funds	Administration Funds	Total Project Budget
Zero Emission Freight and Marine (ZEFM)	\$70,000,000	\$7,000,000	\$77,000,000
Light-Duty Zero-Emission Vehicle Infrastructure (LDI) Program	\$10,000,000	\$1,000,000	\$11,000,000
Total	\$80,000,000	\$8,000,000	\$88,000,000

Volkswagen Mitigation Trust Fund
Zero Emission Freight and Marine and Light-Duty Zero-Emission Vehicle Infrastructure Programs
Number of Projects and Grant Funding Amounts Awarded

Program Name	Number of Projects Awarded	Grant Amount Awarded to Recipients
Zero Emission Freight and Marine (ZEFM) Program	91	\$23,597,790 ¹⁸
Light-Duty Zero-Emission Vehicle Infrastructure (LDI) Program		
Electric	53	\$5,000,000 ¹⁹
Hydrogen Refueling Infrastructure	1	\$5,000,000 ²⁰
Total	145	\$33,597,790

Volkswagen Mitigation Trust Fund
Zero Emission Freight and Marine and Light-Duty Zero-Emission Vehicle Infrastructure Programs
Sample of Projects Selected for Program Review

Project Category	Sampled Projects	Grant Amount
Zero Emission Freight and Marine (ZEFM)	5	\$5,184,500
Light-Duty Zero-Emission Vehicle Infrastructure (LDI) Program		
<i>Electric</i>		
EVgo	5	\$1,710,000
RenewAge Energy Solutions	20	\$900,000
Subtotal LDI	25	\$2,610,000
<i>Hydrogen Refueling Infrastructure</i>		
First Element Fuel, Inc. via the California Energy Commission Hydrogen solicitation	1	\$5,000,000
Total	31	\$12,794,500

Volkswagen Mitigation Trust Fund
Zero Emission Freight and Marine (ZEFM) Program
Sample of Projects Selected for Program Review, by Vendor

No.	Project Number	Grant Recipient	Project Type
1	VWFM-20-0075	Delta Airlines Inc.	Airport ground support equipment (GSE)
2	VWFM-20-0064	ComAv LLC	Forklift
3	VWFM-20-0098	SA Recycling, LLC	Forklift
4	VWFM-22-0514	Angel Island Tiburon Ferry Inc.	Ferry
5	VWFM-21-0162	San Diego Unified Port District	Shorepower

¹⁸ Source: BAAQMD-ZEFM award list dated October 1, 2024 (see <https://www.californiavwtrust.org/results/>).

¹⁹ Source: VWLDI EV Rank list, updated May 10, 2024.

²⁰ Awarded amount was included in as part of a broader California Energy Commission competitive grant solicitation for Hydrogen Refueling Infrastructure issued in May 2020. That solicitation identified \$115.7M in total available grant funds, including \$5M in Volkswagen Mitigation Trust funds.

**Volkswagen Mitigation Trust Fund
Light-Duty Electric Vehicle Infrastructure Program
Sample of Projects Selected for Program Review, by Vendor**

EVgo Charging Station Sites Sampled:

No.	Charging Site ID	Charging Site Address
1	LDV-21-0377_S01	10950 International Blvd, Oakland, CA 94603
2	LDV-21-0377_S02	661 W Redondo Beach Blvd, Gardena, CA 90247
3	LDV-21-0377_S03	3029 S Robertson Blvd, Los Angeles, CA 90034
4	LDV-21-0377_S04	6005-6101 Rosemead Blvd, Pico Rivera, CA 90660
5	LDV-21-0377_S05	3460 Marron Rd, Oceanside, CA 92056

RenewAge Charging Station Sites Sampled:

No.	Charging Site ID	Charging Site Address
1	LDV-21-0135_S01	1124 J Street, Modesto, CA 95354
2	LDV-21-0135_S02	805 North H Street, Lompoc, CA 93436-4158
3	LDV-21-0135_S03	655 Main Street, Watsonville, CA 95076
4	LDV-21-0135_S04	39305 Paseo Padre Parkway, Fremont, CA 94538
5	LDV-21-0135_S05	2333 Shattuck Avenue, Berkeley, CA 94704-1591
6	LDV-21-0135_S06	790 1st Street, Gilroy, CA 95020
7	LDV-21-0135_S07	14360 Roscoe Boulevard, Panorama City, CA 91412
8	LDV-21-0135_S08	22 East Eighth Street, National City, CA 91950
9	LDV-21-0135_S09	850 N Wilcox Avenue, Montebello, CA 90640
10	LDV-21-0135_S10	18616 S Gridley Road, Artesia, CA 90701
11	LDV-21-0135_S11	401 E. Valley Boulevard, San Gabriel, CA 91776
12	LDV-21-0135_S12	16141 Beach Boulevard, Huntington Beach, CA 92647
13	LDV-21-0135_S13	23511 Paseo De Valencia, Laguna Hills, CA 92653
14	LDV-21-0135_S14	601 Bay Avenue, Capitola, CA 95010
15	LDV-21-0135_S15	35 S El Dorado Street, Stockton, CA 95202
16	LDV-21-0135_S16	6239 Pacific Avenue, Stockton, CA 95207
17	LDV-21-0135_S17	5748 Sunrise Boulevard, Citrus Heights, CA 95610
18	LDV-21-0135_S18	1049 7th Street, Wasco, CA 93280
19	LDV-21-0135_S19	874 Lincoln Way, Auburn, CA 95603
20	LDV-21-0135_S20	800 East Florida Avenue, Hemet CA 92543

Volkswagen Mitigation Trust Fund Hydrogen Refueling Infrastructure

Below are the five (5) VW Mitigation Trust funded hydrogen refueling station locations awarded by the CEC. The recipient is FirstElement Fuel, Inc., and all proposed stations are located in disadvantaged or low-income communities.

Hydrogen Refueling Stations (Funded with VW Mitigation Trust Funds):

No.	Applicant	Station Address	Station City	Funding Amount
1	FirstElement	510 East Santa Clara Street	San Jose	\$1M
2	FirstElement	1930 South Waterman Avenue	San Bernardino	\$1M
3	FirstElement	3160 Carlson Boulevard	El Cerrito	\$1M
4	FirstElement	6392 Beach Boulevard	Buena Park	\$1M
5	FirstElement	4280 Foothill Boulevard ²¹	Oakland	\$1M

We assessed the project as a whole for the Hydrogen Refueling program. The BAAQMD provided a relatively limited oversight role on this project, approving maximum VW Mitigation Trust funding levels per site, receiving reports from the CEC, processing invoices, and reporting progress to CARB in monthly coordination meetings.

²¹ Note that an originally awarded station, proposed at 2160 South Euclid Avenue in Ontario, CA, was replaced with a station, proposed at 4280 Foothill Boulevard in Oakland, CA. This change was made in January of 2022 because the Ontario station was placed on hold by the site owner and the Oakland station was progressing faster than anticipated, and its construction timeframe aligned with the remaining stations.

Appendix C: Program Review Procedures

Crowe conducted the following tasks and subtasks to complete the program review of the Bay Area Air Quality Management District's program implementation. Program review tasks and subtasks included the following:

1. Obtain and evaluate applicable policies, incentive program guidelines and agreements, the BMP, state administrative requirements and general accounting procedures including:
 - a. BAAQMD and CARB Grant agreement terms and conditions
 - b. Program Guidelines (developed by CARB)
 - c. BAAQMD and CARB mitigation agreement terms and conditions
 - d. Program Guidelines in the form of the Beneficiary Mitigation Plan or BMP (developed by CARB)
 - e. Website information identifying resources, workshops, funding sources.
2. Summarize results of the document evaluation as a basis for developing and refining the Program Review Plan.
3. Meet with CARB personnel to gain a high-level understanding of guiding laws, regulations, rules, policies, grant agreements and guidelines.
4. Prepare and submit an initial data request, including:
 - a. Policies and procedures related to each incentive program
 - b. Organizational charts
 - c. Documentation related to how the grantee awards funding, including:
 - i. Guidelines prepared by grantees
 - ii. Application processes including application intake, review, approval and pre- and post-inspections
 - iii. Outreach materials (e.g., presentations, mailers)
 - iv. Fact sheets
 - v. Frequently asked question (FAQs)
 - vi. Specific grantee requirements
 - d. Applicant listings for the applicable assessment period (i.e., project populations)
 - e. Applicable laws and regulations governing incentive programs the grantee manages
 - f. Financial information related to grant funding received and grants awarded.
5. Schedule and conduct virtual or on-site visit to interview grantee management, staff, and related program personnel to evaluate responses to data requests.
6. Conduct process walk throughs with grantee subject matter experts (SMEs) to understand the following:
 - a. Program goals and objectives
 - b. Program performance
 - c. Acceptance of funds from CARB
 - d. Solicitation of applications
 - e. Outreach efforts
 - f. Environmental justice policies and their implementation
 - g. Application evaluation process
 - h. Reporting to CARB
 - i. Administrative expenses
 - j. Data security.

7. Develop sample of applicants to conduct analyses of and request applicant file documentation (in electronic format where possible)
 - a. Applications
 - b. Results of application review
 - c. Sales contract
 - d. Proof of registration
 - e. Proof of ownership
 - f. Proof of income if selected for income verification (e.g., tax return, W-2).
8. Conduct follow up correspondence with grantee to validate project file contents, request explanations and/or obtain additional data and information.
9. Obtain financial records to support how the grantee spent funds. Note, the California Department of Finance was concurrently conducting a financial audit of the BAAQMD program, therefore Crowe reviewed financial information but did not conduct testing of financial data.
10. Develop findings and recommendations. Findings and recommendations may include, but not be limited to the following, as applicable:
 - a. Opportunities to increase efficiency and effectiveness, including a listing of the program's strengths and opportunities for improvement
 - b. Determination of whether grantees and their funding recipients are following appropriate agreements, guidelines, and fiscal and accounting standards
 - c. Determination of whether grantee incentive programs are demonstrating:
 - i. Consistency in program implementation; including any variations from program standards
 - ii. Achievement of program goals including key performance indicators
 - iii. Transparency and public accountability
 - d. Assessment of training programs and metrics on training outcomes
 - e. Recommendations for process improvement
 - f. Assessment of grantees' key internal controls, including instances of inefficient or ineffective operational policies, procedures, or practices
 - g. Identify exemplary practices that could be implemented by grantees and administrators of these incentive programs
 - h. Identify areas that may strengthen working relationships between State and local entities.

Appendix D: References

Carl Moyer Memorial Air Quality Standards Attainment Program (CMP)

1. [Carl Moyer Program 2011 Guidelines](#) (December 31, 2014), California Air Resources Board
2. [Carl Moyer Program 2017 Guidelines](#) Volume I and Volume II (April 27, 2017), California Air Resources Board-
3. Carl Moyer Program 2017 Guidelines Chapter 7 Marine Update (September 20, 2023), California Air Resources Board
4. Carl Moyer Program 2017 Guidelines Light Duty VAVR Revised Tables (March 16, 2021), California Air Resources Board
5. Carl Moyer Program 2017 Guidelines Appendix C Update (November 17, 2022), California Air Resources Board
6. Carl Moyer Program 2017 Guidelines Chapter 4 On Road Update (April 7, 2022), California Air Resources Board
7. Carl Moyer Program 2017 Guidelines Chapter 9 Lawn Garden Update (March 6, 2023), California Air Resources Board
8. Carl Moyer Program 2017 Guidelines Chapter 10 Infrastructure Update (June 20, 2017; January 18, 2023), California Air Resources Board
9. Carl Moyer Program Sample Calculations On Road Update (February 24, 2022), California Air Resources Board
10. Carl Moyer Program Sample Calculations (September 19, 2018), California Air Resources Board
11. Voucher Incentive Program 2016 Guidelines (December 11, 2015), California Air Resources Board
12. Voucher Incentive Program 2017 Guidelines (April 27, 2017), California Air Resources Board
13. Voucher Incentive Program 2018 Guidelines (December 28, 2017), California Air Resources Board
14. Voucher Incentive Program 2019 Guidelines (April 3, 2019), California Air Resources Board
15. Voucher Incentive Program 2020 Guidelines (April 3, 2020), California Air Resources Board
16. Voucher Incentive Program 2021 Guidelines (February 23, 2021), California Air Resources Board
17. Voucher Incentive Program 2022 Guidelines (February 28, 2022), California Air Resources Board
18. Voucher Incentive Program 2023 Guidelines (January 18, 2023), California Air Resources Board
19. Carl Moyer Program Policies and Procedures Funding Year 18, Bay Area Quality Management District
20. Carl Moyer Program Policies and Procedures Funding Year 18 Appendices, Bay Area Quality Management District
21. Carl Moyer Program Policies and Procedures Funding Year 19, Bay Area Quality Management District
22. Carl Moyer Program Policies and Procedures Funding Year 19 Appendices, Bay Area Quality Management District
23. Carl Moyer Program Policies and Procedures Funding Year 20, Bay Area Quality Management District
24. Carl Moyer Program Policies and Procedures Funding Year 20 Appendices, Bay Area Quality Management District²²
25. Carl Moyer Program Policies and Procedures Funding Year 21, Bay Area Quality Management District
26. Carl Moyer Program Policies and Procedures Funding Year 21 Appendices, Bay Area Quality Management District

²² The P&P was restructured before the Air District's Year 23 solicitation cycle to improve organization, remove redundant information, and eliminate extraneous administrative procedures. This streamlining was developed with the intent that the document meets CARB guidelines and provide District-specific policies and procedures. Policy changes included the addition of a new section and appendix for infrastructure projects, clarification on withholding payments for non-compliance, and specific changes to the On-Road and Off-Road categories, such as eligibility criteria and operational requirements.

27. Carl Moyer Program Policies and Procedures Funding Year 21, Bay Area Quality Management District
28. Carl Moyer Program Policies and Procedures Funding Year 21 Appendices, Bay Area Quality Management District
29. Carl Moyer Program Policies and Procedures Funding Year 22, Bay Area Quality Management District
30. Carl Moyer Program Policies and Procedures Funding Year 22 Appendices, Bay Area Quality Management District
31. Carl Moyer Program Policies and Procedures Funding Version 22.01 (October 3, 2022), Bay Area Quality Management District
32. Carl Moyer Program Policies and Procedures Funding Version 22.01 Appendices (October 20, 2022), Bay Area Quality Management District
33. Carl Moyer Program Policies and Procedures Funding Version 23.01 (June 29, 2023), Bay Area Quality Management District
34. Carl Moyer Program Policies and Procedures Funding Version 23.01 Appendices (October 20, 2022), Bay Area Quality Management District
35. Carl Moyer Program FY2015-2022 Policies & Procedures Significant Changes, Bay Area Air Quality Management District
36. Carl Moyer Program 2018 Yearly Report (August 23, 2018), Bay Area Air Quality Management District
37. Carl Moyer Program 2019 Yearly Report (August 23, 2019), Bay Area Air Quality Management District
38. Carl Moyer Program 2020 Yearly Report (August 27, 2020), Bay Area Air Quality Management District
39. Carl Moyer Program 2021 Yearly Report (September 3, 2021), Bay Area Air Quality Management District
40. Carl Moyer Program 2022 Yearly Report (August 29, 2022), Bay Area Air Quality Management District
41. Carl Moyer Program 2023 Yearly Report (October 4, 2023), Bay Area Air Quality Management District
42. Carl Moyer Program 2023 Staff Training Itinerary, Bay Area Air Quality Management District
43. Carl Moyer Program 2023 Cargo Handling Webinar (March 15, 2023), Bay Area Air Quality Management District
44. Carl Moyer Program 2023 General Grants Webinar (February 2, 2023), Bay Area Air Quality Management District
45. Carl Moyer Program 2023 Infrastructure Webinar (August 8, 2023), Bay Area Air Quality Management District
46. Carl Moyer Program 2023 Off Road Webinar (February 23, 2023), Bay Area Air Quality Management District
47. Carl Moyer Program 2023 Online System Guide, Bay Area Air Quality Management District
48. Carl Moyer Program 2023 School Bus Webinar (December 7, 2023), Bay Area Air Quality Management District
49. Carl Moyer Program Year 24 Readiness Requirement Infrastructure Solicitation (January 22, 2024), Bay Area Air Quality Management District
50. Carl Moyer Program Off Road ERP Dealership Training (January 11, 2024), Bay Area Air Quality Management District
51. Carl Moyer Program On Road Dismantler Training (October 2022), Bay Area Air Quality Management District
52. Carl Moyer Program Year 24 (FY 2021-2022) Competitive Solicitation Guidance (November 21, 2023), Bay Area Air Quality Management District
53. Carl Moyer Program Year 24 Infrastructure Projects with Ranking List Board of Directors Agenda (December 6, 2023), Bay Area Air Quality Management District

54. Carl Moyer Program IIS Process Maps (October 30, 2009), Bay Area Air Quality Management District²³
55. Carl Moyer Program, Community Air Protection, FARMER, School bus FY 2016-2022 Applications Updated List (May 23, 2024), Bay Area Air Quality Management District²⁴
56. Carl Moyer Program Data Reported to CARB using CARL Database from FY 2016-2024 Updated (May 14, 2024), California Air Resources Board
57. Carl Moyer Program, Community Air Protection, FARMER, School bus FY 2016-2022 Paid Projects by Funding Source, Bay Area Air Quality Management District
58. Carl Moyer Program, Community Air Protection, FARMER, School bus FY 2016-2022 Account Reports & Project Transactions (January 23, 2024), Bay Area Air Quality Management District
59. Carl Moyer Program NonEJ List of 578 Vehicle Buy Back Projects – Car Scrap (January 21, 2020), Bay Area Air Quality Management District
60. Carl Moyer Program FY 2016-2022 Audit Project List, Bay Area Air Quality Management District
61. Annual Reporting Data 2018-2023, Bay Area Air Quality Management District
62. Carl Moyer Program Year 16-22 / MSIF / AB134 Outreach Summary, Bay Area Air Quality Management District
63. Carl Moyer Program, Community Air Protection, FARMER, School Bus Project Lifecycle FY 2016-2022, Bay Area Air Quality Management District
64. Board of Director Agenda 13 Carl Moyer Program 2016-2017 (March 01, 2017), Bay Area Air Quality Management District
65. Board of Director Agenda 5A Carl Moyer Program FARMER 2017-2018 (May 02, 2018), Bay Area Air Quality Management District
66. Board of Director Agenda 9 FARMER 2022-2023 (November 02, 2022), Bay Area Air Quality Management District
67. Board of Director Agenda 13 Community Air Protection 2022-2023 (December 21, 2022), Bay Area Air Quality Management District
68. Board of Director Agenda 2 Community Air Protection 2019-2020 (June 17, 2020), Bay Area Air Quality Management District
69. Board of Director Agenda 10 Carl Moyer Program, Community Air Protection, FARMER 2021-2012 (December 01, 2021), Bay Area Air Quality Management District
70. Board of Director Agenda 11 Carl Moyer Program Update 2018-2019 (February 06, 2019), Bay Area Air Quality Management District
71. Board of Director Agenda 17 Carl Moyer Program 2017-2018 (February 21, 2018), Bay Area Air Quality Management District
72. Board of Director Agenda 10 Carl Moyer Program 2015-2016 (March 16, 2016), Bay Area Air Quality Management District
73. Board of Director Agenda 17 Community Air Protection FARMER 2018-2019 (April 3, 2019), Bay Area Air Quality Management District
74. Board of Director Agenda 7 Community Air Protection 2017-2018 (April 18, 2018), Bay Area Air Quality Management District
75. Board of Director Agenda 13 FARMER 2019-2020 (November 20, 2019), Bay Area Air Quality Management District
76. Board of Director Agenda 11 Carl Moyer Program 2019-2020 (March 04, 2020), Bay Area Air Quality Management District

²³ Bay Area have updated this list to include Year 17 solicitation applications because some projects in this Year 17 solicitation were funded with Moyer Year 18.

²⁴ Bay Area have updated this list to include Year 17 solicitation applications because some projects in this Year 17 solicitation were funded with Moyer Year 18 funds. Bay Area also updated the tabs for Years 21-24 because some statuses may have changed since they first created the list in December 2023.

77. Board of Director Agenda 23 Carl Moyer Program 2022-2023 (December 07, 2022), Bay Area Air Quality Management District
78. Carl Moyer Program Year 18 BAAQMD Resolution (March 16, 2016), Bay Area Air Quality Management District
79. Carl Moyer Program Year 18 Bay Area Executed Grant Agreement Coversheet (April 21, 2016), Bay Area Air Quality Management District
80. Carl Moyer Program Year 19 BAAQMD Resolution (March 1, 2017), Bay Area Air Quality Management District
81. Carl Moyer Program Year 19 Bay Area Grant Agreement Coversheet (May 15, 2017), Bay Area Air Quality Management District
82. Carl Moyer Program Year 20 BAAQMD Resolution (May 02, 2018), Bay Area Air Quality Management District
83. Carl Moyer Program Year 20 Bay Area Grant Agreement Coversheet (April 24, 2018), Bay Area Air Quality Management District
84. Carl Moyer Program Year 21 BAAQMD Resolution (February 6, 2019), Bay Area Air Quality Management District
85. Carl Moyer Program Year 21 Bay Area Grant Agreement Coversheet – Regular Moyer Year (April 24, 2019), Bay Area Air Quality Management District
86. Carl Moyer Program Year 21 Bay Area Grant Agreement Coversheet – State Reserve Year (May 17, 2019), Bay Area Air Quality Management District
87. Carl Moyer Program Year 22 BAAQMD Resolution (March 4, 2020), Bay Area Air Quality Management District
88. Carl Moyer Program Year 22 Bay Area Grant Agreement Coversheet (March 25, 2020), Bay Area Air Quality Management District
89. Carl Moyer Program Year 23 BAAQMD Resolution (January 20, 2021), Bay Area Air Quality Management District
90. Carl Moyer Program Year 23 Bay Area Grant Agreement Coversheet – Regular Moyer Year (May 28, 2021), Bay Area Air Quality Management District
91. Carl Moyer Program Year 23 Bay Area Grant Agreement Coversheet – State Reserve Year (May 28, 2021), Bay Area Air Quality Management District
92. Carl Moyer Program Year 24 BAAQMD Resolution (December 1, 2021), Bay Area Air Quality Management District
93. Carl Moyer Program Year 24 Bay Area Grant Agreement Coversheet – Regular Moyer Year (March 16, 2022), Bay Area Air Quality Management District
94. Carl Moyer Program Year 24 Bay Area Grant Agreement Coversheet – State Reserve Year (June 06, 2022), Bay Area Air Quality Management District

Community Air Protection (CAP) Incentives Program

1. California Climate Investments (CCI) Funding Guidelines, August 2018
2. Community Air Protection Incentives Guidelines (2019)
3. Community Air Protection Incentives 2019 Guidelines Staff Report
4. CCI Funding Guidelines 2022 Update to Section VII.B on Priority Population Definitions
5. [Sample Policies and Procedures Manual for Community Air Protection Incentives Projects](#)
6. Community Air Protection Grant Funding No. 2019-05 (April 3, 2019), Bay Area Air Quality Management District
7. Community Air Protection BAAQMD Resolution No. 2017-14 (December 20, 2017), Bay Area Air Quality Management District

8. Community Air Protection BAAQMD Resolution No. 2021-19 (December 1, 2021), Bay Area Air Quality Management District
9. Community Air Protection Grant Agreement Cover Sheet Year 2019/2020 (October 15, 2020), Bay Area Air Quality Management District
10. Community Air Protection Grant Agreement Cover Sheet Year 2 (FY 2018-2019) (May 10, 2022), Bay Area Air Quality Management District
11. Community Air Protection Grant Agreement Cover Sheet Year 20 (June 10, 2021), Bay Area Air Quality Management District
12. Community Air Protection Grant Agreement Cover Sheet Year 5 (FY 2021-2022) (June 23, 2022), Bay Area Air Quality Management District
13. Community Air Protection CARL Data (May 16, 2024), Bay Area Air Quality Management District
14. Community Air Protection 2018 Yearly CAP BAAQMD Jobs Outreach, Bay Area Air Quality Management District
15. Community Air Protection 2019 Mid-Cycle CAP Jobs Outreach Reporting Template Updated (May 2019), Bay Area Air Quality Management District
16. Community Air Protection 2019 Mid-Cycle CAP Report (May 30, 2019), Bay Area Air Quality Management District
17. Community Air Protection 2019 Yearly CAP BAAQMD Jobs Outreach, Bay Area Air Quality Management District
18. Community Air Protection 2020 Mid-Cycle CAP BAAQMD Jobs Outreach, Bay Area Air Quality Management District
19. Community Air Protection 2020 Yearly CAP BAAQMD Jobs Outreach (November 2020), Bay Area Air Quality Management District
20. Community Air Protection 2021 Mid-Cycle CAP BAAQMD Jobs Outreach, Bay Area Air Quality Management District
21. Community Air Protection 2021 Yearly CAP BAAQMD Jobs Outreach (October 31, 2021), Bay Area Air Quality Management District
22. Community Air Protection 2022 Mid-Cycle CAP BAAQMD Jobs Outreach (April 30, 2022), Bay Area Air Quality Management District
23. Community Air Protection 2022 Yearly CAP BAAQMD Jobs Outreach (November 2022), Bay Area Air Quality Management District
24. Community Air Protection 2023 Mid-Cycle CAP BAAQMD Jobs Outreach (May 2023), Bay Area Air Quality Management District
25. Community Air Protection 2023 Yearly CAP BAAQMD Jobs Outreach (November 2023), Bay Area Air Quality Management District

Funding Agricultural Replacement Measures for Emission Reductions (FARMER) Program

1. Funding Agricultural Replacement Measures for Emission Reductions Program Guidelines (March 23, 2018), California Air Resources Board
2. FARMER Demonstration Solicitation Final (April 2020), Bay Area Air Quality Management District
3. FARMER BAAQMD Resolution No. 2019-04 (April 3, 2019), Bay Area Air Quality Management District
4. FARMER BAAQMD Resolution No. 2022-26 (November 2, 2022), Bay Area Air Quality Management District
5. FARMER BAAQMD Resolution No. 2019-13 (November 20, 2019), Bay Area Air Quality Management District
6. FARMER BAAQMD Resolution No. 2018-04 (May 2, 2018), Bay Area Air Quality Management District

7. FARMER BAAQMD Resolution No. 2021-20 (December 1, 2021), Bay Area Air Quality Management District
8. FARMER BAAQMD Grant Agreement Cover Sheet G17 (April 19, 2021), Bay Area Air Quality Management District
9. FARMER BAAQMD Grant Agreement Cover Sheet G19 (April 8, 2022), Bay Area Air Quality Management District

Goods Movement Emission Reduction Program (GMERP)

1. Goods Movement 2015 Guidelines (June 2015), California Air Resources Board
2. Goods Movement Final 2015 Guidelines for Implementation, California Air Resources Board
3. Goods Movement Staff Org Chart and Business Process Workflow, Bay Area Air Quality Management District
4. Goods Movement Program Application for Year 5 Funding – On-Road Heavy Duty Diesel Trucks (July 31, 2015), Bay Area Air Quality Management District
5. Goods Movement Program Application for Year 5 Funding – Locomotives and Rail Yards (July 31, 2015), Bay Area Air Quality Management District
6. Goods Movement Program Application for Year 5 Funding – Ships at Berth & Cargo Handling Equipment (July 31, 2015), Bay Area Air Quality Management District
7. Goods Movement Program Supplemental Procedures for Ships at Berth Grid-Based Power Projects (September 2015), California Air Resource Board
8. Goods Movement Program Application for Year 5 Funding – Transportation Refrigeration Units (July 31, 2015), Bay Area Air Quality Management District
9. Goods Movement Program Cargo Handling Equipment (Year 5 Solicitation #1-2, 4-6) Preliminary Ranked List, Bay Area Air Quality Management District
10. Goods Movement Program Heavy Duty Diesel Trucks (Year 5 Solicitation #1-8) Preliminary Ranked List, Bay Area Air Quality Management District
11. Goods Movement Program Locomotives (Year 5 Solicitation #1-3) Preliminary Ranked List, Bay Area Air Quality Management District
12. Goods Movement Program Ships at Berth (Year 5 Solicitation #1) Preliminary Ranked List, Bay Area Air Quality Management District
13. Goods Movement Program Transportation Refrigeration Units (Year 5 Solicitation #1-2, 7) Preliminary Ranked List, Bay Area Air Quality Management District
14. Goods Movement Program Projects Terminated List, Bay Area Air Quality Management District
15. Explanation of Funding Flow from CARB to Applicant (January 23, 2024), Bay Area Air Quality Management District
16. Goods Movement Program Subledger Grant Detail Accounting Report Year 5 (January 23, 2024), Bay Area Air Quality Management District
17. Goods Movement Program Resolution 13-34 on Award of \$154M in Year 4 Funds (July 25, 2013), California Air Resource Board
18. Goods Movement Program Resolution 15-20 Updates to Guidelines (June 25, 2015), California Air Resource Board
19. Goods Movement Program Resolution 15-43 on Award of \$220M in Year 5 Funds (September 24-25, 2015), California Air Resource Board
20. Executive Order G-17-004 Updates to Guidelines (January 2017), California Air Resource Board
21. Executive Order G-20-143 Updates to Guidelines (February 2020), California Air Resource Board
22. Goods Movement Program Staff Report (July 25, 2013), California Air Resource Board
23. Goods Movement Program Staff Report (June 25, 2015), California Air Resource Board

24. Goods Movement Program Staff Report (September 24, 2015), California Air Resource Board
25. Goods Movement Program Fliers and Handouts (Year 4), Bay Area Air Quality Management District
26. Goods Movement Program Presentations (Year 4), Bay Area Air Quality Management District
27. Goods Movement Program Website Updates and Documents (Year 4), Bay Area Air Quality Management District
28. Goods Movement Program Press Release (November 5, 2013), Bay Area Air Quality Management District
29. Goods Movement Program Email Blast (Year 5), Bay Area Air Quality Management District
30. Goods Movement Program Fliers and Handouts (Year 5), Bay Area Air Quality Management District
31. Goods Movement Program Press Release (March 16, 2017), Bay Area Air Quality Management District
32. Goods Movement Program Dismantler Training (2013), Bay Area Air Quality Management District
33. Goods Movement Program Year 4 Applications (September 26, 2013) Hayward, CA, Bay Area Air Quality Management District
34. Goods Movement Program Year 4 Program Overview (June 25, 2013) San Jose, CA, Bay Area Air Quality Management District
35. Goods Movement Program Vendor Training (2013), Bay Area Air Quality Management District
36. Goods Movement Program Trucks Program (Year 5), Bay Area Air Quality Management District
37. Goods Movement Program Year 5 Webinar (November 18, 2020), Bay Area Air Quality Management District
38. Goods Movement Program On-Road Grant Funding Opportunities (June 7, 2017), Bay Area Air Quality Management District
39. Goods Movement Program Year 5 Port of Oakland Trucker Work Group (January 9, 2017), Bay Area Air Quality Management District
40. Goods Movement Program Certified Dismantler List, Bay Area Air Quality Management District

Clean Cars for All (CC4A)

1. BAAQMD CC4A Implementation Plan G22-CC4A-03_Rev2 (11-21-23)
2. BAAQMD CC4A Implementation Plan (12-20-2022)
3. BAAQMD EFMP Plus Up Plan Final-sep2017
4. Terms and Conditions - https://www.baaqmd.gov/~media/landing-pages/ccfa/resources/ccfa-terms-and-conditions-2024-final_march-22nd-2024_website-version-pdf.pdf?rev=91b9a07b974d45529ea40f692df55275&sc_lang=en
5. Grant Agreement G16-LCTI-04-02
6. Grant Agreement G17-VW-01-1
7. Grant Agreement G18-PLUS-03
8. Grant Agreement G20-PLUS-03
9. CARB Goals for CC4A 2019-20
10. CARB Goals for CC4A 2020-21
11. CARB Goals for CC4A 2021-22
12. Reports Submitted to CARB Q1-4 2019
13. Reports Submitted to CARB Q1-4 2020
14. Reports Submitted to CARB Q1-4 2021
15. Internal policies and procedures related to application intake, review, and approval
 - a. CC4A-Project Review Check List Final 10242023 CLEAN CARS 4ALL
 - b. CC4A-Project Review Check List Final CLEAN CARS FOR ALL CONFIDENTIAL 111523
 - c. CC4A-VW Entrance Interview Questions CONFIDENTIAL111523

- d. CC4A-VW Entrance Interview Questions November 2023 Confidential
- e. CC4A Application User Guide
- f. CC4A Outreach and Marketing 2024
- 16. CC4A Org Chart (2024)
- 17. Workflow for CC4A (2024)
- 18. List of CC4A Approved Projects
- 19. List of CC4A Dealerships
- 20. RFQ used to procure dealers within the dealer network
 - a. RFQ 2019 007 Appendix A Sample Award Letter
 - b. RFQ 2019 007 Appendix B Sample Sales Report
 - c. RFQ 2019 007 Appendix C Dealer Information Form
 - d. RFQ 2019 007 Appendix D Sample CC4A Contract
 - e. RFQ 2019 007 Dealer List for Clean Cars for All
 - f. RFQ 2019 007 Dealers and EVSE Installers Addendum No 2 013020
 - g. RFQ 2019 007 Dealers for Clean Cars for All Addendum No 1 102319
 - h. RFQ 2022 Appendix A Dealer Information Form Updated 062723
 - i. RFQ 2022 008 Appendix B Sample Sales Report
 - j. RFQ 2022 008 Appendix C Sample Award Letter Updated 122022
 - k. RFQ 2022 008 Appendix D Sample Contract Updated 090822
 - l. RFQ 2022 008 Appendix E Dealership Checklist Updated 122022
 - m. RFQ 2022 008 Appendix F Sample Proof of Insurance
 - n. RFQ 2022 008 Authorized Dealer List for Clean Cars for All Program
 - o. RFQ 2022 008 Authorized Dealer List for Clean Cars for All Program Updated 062723
 - p. RFQ 2022 008 Authorized Dealer List for Clean Cars for All Program Updated 090822
 - q. RFQ 2022 008 Authorized Dealer List for Clean Cars for All Program Updated 122022
- 21. Signed Contracts Between Selected Dealerships and BAAQMD
- 22. Listing of Vehicles Returned to Dealerships due to errors
- 23. Fluxx Disaster Recovery Plan (2024)
- 24. Fluxx Penetration Test Report (2024)
- 25. Fluxx SOC 2 Type 2 report (2024)
- 26. Fluxx SOC 2 Type 2 Report Bridge Letter (2024)
- 27. Fluxx Architecture Diagram (2024)
- 28. Guiding legislation

Low Carbon Transportation (LCT) Incentives and Air Quality Improvement Program

- 1. Low Carbon Transportation Goodwill Industries Electric Delivery Vehicle Project Final Report (February 2021), Goodwill Industries of San Francisco, San Mateo, and Marin Counties, Inc. (SFGoodwill).
- 2. Low Carbon Transportation Grant Agreement G16-ZTRK-01 Amendment 2 (October 20, 2020), California Air Resource Board
- 3. Low Carbon Transportation Grant Provisions G16-ZTRK-01 Amendment 2 – Exhibit A, California Air Resource Board
- 4. Low Carbon Transportation Budget Summary G16-ZTRK-01 Amendment 2 – Exhibit B, California Air Resource Board

5. Low Carbon Transportation Project Tasks/Milestones and Disbursement Schedule G16-ZTRK-01 Amendment 2 – Exhibit B, California Air Resource Board
6. Low Carbon Transportation Project Schedule G16-ZTRK-01 Amendment 2 – Exhibit B, California Air Resource Board
7. Low Carbon Transportation Key Project Personnel G16-ZTRK-01 Amendment 2 – Exhibit B, California Air Resource Board
8. Low Carbon Transportation Professional Services, Project Funds, and Air District Admin Accounting Report, Bay Area Air Quality Management District
9. Low Carbon Transportation Grant Provisions Chapter 4.4 – 4.8 Project Records G16-ZTRK-01 Amendment 2 –Exhibit A, California Air Resource Board
10. Explanation of Funding Flow from CARB to Applicant (January 29, 2024), Bay Area Air Quality Management District
11. Low Carbon Transportation Grant Provisions Chapter 3 Scope of Work G16-ZTRK-01 Amendment 2 –Exhibit A, California Air Resource Board
12. Low Carbon Transportation Grant Provisions Chapter 9 Project Records G16-ZTRK-01 Amendment 2 –Exhibit A, California Air Resource Board

Volkswagen Environmental Mitigation Trust Program

Zero-Emission Freight and Marine (ZEFM) Program

1. Beneficiary Mitigation Plan, dated June 2018
2. Volkswagen Mitigation Action Project Agreement for Zero-Emission Freight and Marine Projects (\$70M for zero-emission airport ground support equipment (GSE), heavy-lift forklifts, port cargo handling equipment, ferry, tugboat or towboat and oceangoing vessel shore power systems at berth).
3. Solicitation Guidance for the Zero-Emission Freight and Marine Program;
4. Pre-Solicitation Workshop Materials (presentation and recording);
5. Eblasts announcing upcoming solicitations and the opening of solicitations;
6. Example funding agreement;
7. Fliers for each of the five equipment types;
8. FAQ.
9. Volkswagen Environmental Mitigation Trust Fund Implementation Manual (IM), Zero Emission Freight and Marine Program, updated January 29, 2024.
10. ZEFM award list, dated November 4, 2020;
11. ZEFM award list, dated October 1, 2024 (on CARB website).
12. Monthly coordination meeting agendas and minutes for meetings between CARB and BAAQMD (2019-2024); each meeting provided an update on the ZEFM program status, solicitation status, and approved project lists.
13. Quarterly and semi-annual reports.

Light Duty Electric Vehicle Infrastructure (VW LDI) Program

1. Beneficiary Mitigation Plan, dated June 2018
2. Volkswagen Mitigation Action Project Agreement for Light-Duty Zero-Emission Vehicle (ZEV) Infrastructure Projects, Exhibit A (\$5M for charging stations, \$5M for hydrogen refueling stations)
3. Solicitation Guidance for the Light-Duty Electric Vehicle Infrastructure Program Volkswagen Environmental Mitigation Trust Fund, issued May 11, 2021, with the addition of:
 - a. Addendum #1, dated June 22, 2021;
 - b. Addendum #2 dated June 25, 2021.

4. Application Checklist (including project list template and sample letter of commitment from beneficiaries).
5. Pre-Application Webinar documents:
 - a. 5/26/21 presentation;
 - b. 6/23/21 presentation;
 - c. 7/29/21 presentation.
6. Question and Answer (Q&A) document, dated 7/6/2021;
7. Notice of Proposed Award, November 23, 2021.
8. Volkswagen Mitigation Trust Fund Implementation Manual for Light Duty Zero-Emission Vehicle Infrastructure – Electric Vehicle Infrastructure Program.
9. Evaluation scoring results, including supporting basis for ranking;
10. VWLDI Rank List, dated November 23, 2021;
11. VWLDI Rank List, dated September 16, 2022 (on CARB website);
12. List of Potential Project Beneficiaries dated August 17, 2021.
13. Grant Data (for selected projects)
 - EVgo*
 - a. EVgo Application;
 - b. Approval email;
 - c. Agreement, including amendments 1 and 2;
 - d. Project documentation (design documents, inspection reports, invoices, closeout);
 - e. Progress reports;
 - RenewAge*
 - a. RenewAge Application;
 - b. Approval email;
 - c. Agreement, including amendments 1 and 2;
 - d. Project documentation (design documents, inspection reports, invoices, closeout);
 - e. Progress reports.
14. Monthly coordination meeting agendas and minutes for meetings between CARB and BAAQMD (2019-2024); each meeting provided an update on the LDV program status and ranked project lists.
15. Quarterly and semi-annual reports.

Hydrogen Refueling Infrastructure Program

1. Grant Funding Opportunity, Clean Transportation Program, Hydrogen Refueling Infrastructure, Addendum 4, dated May 2020.
2. Agreement between BAAQMD and California Energy Commission, dated May 29, 2020; provided \$5M in funding to CEC to hydrogen refueling station projects.
3. GFO-19-602_Fourth_Revised_NOPACover_Letter_2023-05-12_ada; GFO-19-602_Fourth_Revised_NOPA_Table_2023-05-12_ada.
4. Reporting
 - a. Monthly coordination meeting agendas and minutes for meetings between CARB and BAAQMD (2019-2024); each meeting provided an update on the Hydrogen program status.
 - b. 2023 Annual Evaluation of Fuel Cell Electric Vehicle Deployment.

Appendix E: Program Outreach Methodology

Carl Moyer Memorial Air Quality Standards Attainment Program (CMP)

BAAQMD focuses on reducing emissions in highly impacted Bay Area communities through a comprehensive outreach campaign centered on the CMP. Each year, BAAQMD begins the campaign with an evaluation of the previous cycle's efforts, incorporating lessons learned and reviewing potential projects in light of CARB regulations and updates to the CMP Guidelines. The campaign is structured to be open-ended and sustained, without an RFP process, and aims to inform the public about the CMP while encouraging zero-emission equipment replacements. Key objectives include reaching individuals and entities in impacted communities and directing interested parties to the Air District's website and online application tool.

Outreach activities are diverse, including webinars, community meetings, public workshops, and vendor meetings. Written materials such as direct mailings, fact sheets, flyers, email blasts, and press releases are also utilized. The Air District's CMP website serves as a hub for program information, application links, and staff contact details. A stakeholder mailing list and email collection facilitate efficient communication with interested parties, and collaboration with equipment dealers and vendors enhances outreach efforts.

When processing project applications, staff gather information on how applicants heard about the program and whether they attended workshops. This feedback, along with a review of the outreach campaign and lessons learned, informs the planning of future outreach efforts. The Air District continues to provide CMP and other incentive program information through various channels, so that the public is informed about funding opportunities and program requirements. These efforts are designed to encourage the adoption of cleaner technologies and reduce emissions in impacted communities.

Community Air Protection (CAP) Incentives Program

BAAQMD indicates it is committed to reducing emissions in highly impacted Bay Area communities through the Community Air Protection (CAP) program, which emphasizes public outreach and dialogue with community organizations. This engagement, including collaboration with community steering committees, is intended so that BAAQMD selects and funds projects based on community input, aligning with the mandate of AB 617. Each year, BAAQMD evaluates past outreach efforts and integrates CAP activities into the annual CMP program, adapting methods to address community feedback and target key equipment categories.

To reach potential applicants, particularly in disadvantaged and low-income communities, the BAAQMD employs a variety of outreach methods. These include press releases, email blasts, webinars, and telephone calls. Public workshops, social media notices, and mail-outs further support these efforts. Designated staff provide technical assistance and maintain a stakeholder mailing list to facilitate communication. During solicitations, ongoing outreach telephone calls focus on Priority Areas, and program information is readily available on the Air District's website, along with an online Open-Air Forum for public input.

Transparency and public access are central to the BAAQMD's strategy. The Air District maintains websites for its CAP Incentives program, providing current information about availability and eligibility requirements. Before funding decisions are made, projects recommended for approval are posted online. BAAQMD also provides contact information for public inquiries and technical assistance. Outreach efforts prioritize projects that benefit disadvantaged and low-income communities, using CCI guidelines and the CCI Priority Populations map for evaluation.

In CAP Year 1, BAAQMD prioritized projects benefiting highly impacted and low-income areas as defined by AB 1550 and SB 535, focusing outreach efforts on the 880/80 Corridor, including East and West Oakland, Berkeley, and Richmond, as well as the Refinery Corridor from Rodeo to Pittsburg. In subsequent years, BAAQMD continued to prioritize projects in AB 617 CAP communities and other priority population areas, such as West Oakland, Richmond-San Pablo, East Oakland, and Bayview Hunters Point. These efforts were intended to focus CAP funding to primarily benefit the health of residents in these communities, with a focus on projects that included the cleanest available technologies and infrastructure.

While BAAQMD has been effective in allocating funds, it sees an opportunity to enhance collaboration with community steering committees to include community input in future projects. This involves distinguishing between community-requested projects, where communities lay out general types of projects, and community-identified projects, where the community selects specific projects. By strengthening this collaboration, BAAQMD believes it can better align with the objectives of AB 617, allowing for projects that not only benefit communities but also ones that are shaped by their input and priorities.

BAAQMD reports semi-annually to CARB on the implementation of CAP incentives, detailing public outreach events and campaigns, including dates, locations, and attendance. Staff from various divisions, including Community Engagement and Planning and Climate Change, work with AB 617 identified communities to understand community priorities, implement emission reduction plans, and identify potential community projects. By prioritizing projects that benefit these communities, BAAQMD aims to improve public health and environmental outcomes and thus fulfill the objective.

Goods Movement Emission Reduction Program (GMERP)

BAAQMD engages in outreach activities to elicit community and public participation for its projects. The agency implements mechanisms for public input on equipment project solicitations, ranked project lists, progress reports, and status updates, which are accessible on both the CARB and BAAQMD websites. To enhance transparency, BAAQMD maintains a public-facing website with a direct hyperlink from its main webpage. This site provides essential information, including local agency contact details, links to CARB's program website, and details on equipment project solicitations and ranked project lists.

In terms of marketing for GMERP, BAAQMD employs a variety of strategies to reach owners of program-eligible equipment. These strategies include maintaining a list of interested parties, utilizing web-based marketing, and placing advertisements in local and non-English publications, as well as on the radio. The agency also issues public notices, distributes brochures, partners with trade associations, and holds outreach events. For independent truck owner/operators, BAAQMD designs targeted outreach programs, including events outside normal working hours, to inform them about funding opportunities and assist with applications. This outreach includes educational kiosks, toll-free numbers with multilingual support, and notices in local papers.

BAAQMD provides information on fuel efficiency upgrades for trucks, such as aerodynamic devices and low-rolling resistance tires, which can reduce emissions and offer cost savings. While the BAAQMD does not fund these upgrades, other incentives may be available. In alignment with AB 761, BAAQMD encourages small business participation in infrastructure projects by advertising bidding opportunities, providing bidding procedures, and offering training and technical assistance. The agency collects and reports statistics on small business participation in this program.

July 14, 2025

Steven S. Cliff, Ph.D.
Executive Officer
California Air Resources Board
1001 I Street
Sacramento, CA 95814

Dear Dr. Cliff,

The Air District is pleased to accept the California Air Resources Board's (CARB) 2025 Incentive Program Review -- Final Report. This Program Review was conducted by a third-party auditor, Crowe, LLP (Crowe), on behalf of CARB, and spanned seven years (FY 2015-16 through 2021-22) and eight incentive programs, totaling over \$334 million in grant funds and thousands of emission reduction projects. CARB conducts program reviews to ensure grant funds are awarded and expended in accordance with program guidelines and legal requirements.

Crowe's Final Report highlights extensive commendable efforts and recommendations, with no findings. The report confirms that the Air District's incentive program implementation was fully consistent with applicable statutes and guidelines, including determinations of project eligibility and compliance with reporting requirements. Concurrently, the California Department of Finance (DOF) conducted a fiscal review of the same programs, scope, and timeframes. That report, issued in February 2025, includes the Air District's response.

Over the past 28 years, the Air District's implementation of State-sponsored incentive programs has significantly reduced emissions from mobile sources of air pollution in the Bay Area, greatly enhancing air quality and public health. These comprehensive reviews highlight the success of the Air District's programs in achieving high standards and fulfilling our mission to protect public health, address historical and current environmental inequities, and mitigate climate change and its impacts.

In line with our District's commitment to continuous improvement, we are continuing to review and implement relevant recommendations, such as creating a unified modern data management system to improve the efficiency of tracking and reporting key metrics as they evolve. Our aim is to enhance transparency and expedite the reporting of results for our communities and region.

We appreciate the professional approach of Crowe and CARB staff during the program review process and the ongoing support provided by the CARB liaison team. We remain committed to delivering high-quality incentive programs and look forward to our continued partnership with CARB to proactively address the evolving challenges and demands of these voluntary, but essential, emissions and exposure reduction programs.

Sincerely,



Philip M. Fine, Ph.D.
Executive Officer/APCO

Cc: Marites Sicat, Branch Chief
Incentives and Technology Advancement Branch, Mobile Source Division

Tung T. Le, Executive Director
California Air Pollution Control Officers Association

Marilyn StandingHorse, Certified Public Accountant
Office of State Audits and Evaluations, California Department of Finance

Aaron Coen, Contract Manager
Crowe LLP



Bay Area Air Quality Management District

Performance Audit

Report No. 24-3900-074
March 2025

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Final reports are available on our website at <https://oreports.dof.ca.gov/report.html>.

You can contact our office at:

California Department of Finance
Office of State Audits and Evaluations
915 L Street, 6th Floor
Sacramento, CA 95814
(916) 322-2985

March 14, 2025

Jack Kitowski, Division Chief
Mobile Source Control Division
California Air Resources Board
1001 I Street
Sacramento, CA 95814

Final Report—Bay Area Air Quality Management District Fiscal Compliance Audit

The California Department of Finance, Office of State Audits and Evaluations, has completed its fiscal compliance audit of the Bay Area Air Quality Management District's implementation of the California Air Resources Board air pollution reduction incentive programs.

The enclosed report is for your information and use. The District's response to the report findings and our evaluation of the response are incorporated into this final report. This report will be placed on our website.

If you have any questions regarding this report, please contact David Shockey, Manager, or Robert Scott, Supervisor, at (916) 322-2985.

Sincerely,



Cheryl L. McCormick, CPA
Chief, Office of State Audits and Evaluations

cc: On following page

cc: Lucina Negrete, Assistant Division Chief, Mobile Source Control Division, California Air Resources Board
Tess Sicat, Chief, Incentives and Technology Advancement Branch, Mobile Source Control Division, California Air Resources Board
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BACKGROUND, SCOPE, AND METHODOLOGY

BACKGROUND

The California Air Resources Board (CARB) administers state-level financial incentive programs with the aim to reduce emissions from on- and off-road vehicles and equipment. Vehicle and equipment owners apply for funds through local air quality management districts or air pollution control districts. While CARB is responsible for program oversight, districts implement the incentive programs.¹

The Bay Area Air Quality Management District is 1 of 35 air districts partnering with CARB to improve air quality through implementing CARB's air pollution reduction incentive programs. The District regulates air pollution sources in the nine counties surrounding the San Francisco Bay: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, southwestern Solano, and southern Sonoma counties. It is governed by a 24-member board of directors composed of locally elected officials from each of the nine Bay Area counties, with the number of board members from each county being proportionate to its population.²

The District shares responsibility with CARB for ensuring state and federal air quality standards are achieved and maintained. The District receives incentive program funds from CARB through grants. The grants provide the District funding to offset program implementation costs and reimburse applicants for replacing or retrofitting vehicles or equipment with low-emission vehicles or equipment. Districts are required to follow CARB-approved program guidelines for implementing programs.³

The District participates in the six incentive programs detailed in Table 1.

Table 1: Incentive Programs

Carl Moyer Memorial Air Quality Standards Attainment Program (CMP)	CMP contributes to cleaner air by funding the incremental costs of retrofitting older engines with cleaner-than-required engines and equipment. Eligible equipment includes medium and heavy-duty trucks and buses, mobile agricultural and construction equipment, marine vessels, locomotives, and school buses. Public or private entities operating eligible engines or equipment within the District's jurisdiction participate by applying for a grant. CMP requires a 15-percent match of local funds. ⁴
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¹ Excerpts obtained from <https://ww2.arb.ca.gov/our-work/topics/incentives>.

² Excerpts obtained from <https://www.baaqmd.gov/en/about-the-air-district>.

³ Excerpts obtained from <https://ww2.arb.ca.gov/california-air-districts>.

⁴ Excerpts obtained from <https://ww2.arb.ca.gov/our-work/programs/carl-moyer-memorial-air-quality-standards-attainment-program>.

Community Air Protection Incentives (CAP)	CAP focuses on reducing exposure in communities most impacted by air pollution. The District prioritizes projects that reduce emissions in the District's most impacted communities, including West Oakland, Richmond-San Pablo, East Oakland, Bayview Hunters Point/Southeast San Francisco, and disadvantaged and low-income communities as designated by California Climate Investments. Eligible project types include mobile sources and infrastructure projects also eligible under the CMP. ⁵
Clean Cars 4 All (CC4A)	CC4A provides incentives to help lower-income consumers living in priority populations replace their old, higher-polluting vehicles with newer, cleaner transportation. Participants can purchase or lease a new or used hybrid electric vehicle, plug-in hybrid electric vehicle, zero-emission vehicle, or zero-emission motorcycle. ⁶
Funding Agricultural Replacement Measures for Emission Reductions (FARMER)	FARMER provides funding through local air districts for agricultural harvesting equipment, heavy-duty trucks, agricultural pump engines, tractors, and other equipment used in agricultural operations. ⁷
Low Carbon Transportation/Air Quality Improvement Program (LCT/AQIP)	LCT/AQIP provides mobile source incentives to reduce greenhouse gas, criteria pollutant, and toxic air contaminant emissions by deploying advanced technology and clean transportation. ⁸
Volkswagen Environmental Mitigation Trust for California (VWM)	VWM provides about \$423 million for California to mitigate the excess nitrogen oxide emissions caused by Volkswagen's use of illegal emissions testing defeat devices in certain Volkswagen diesel vehicles. ⁹

SCOPE

At the request of CARB, the California Department of Finance, Office of State Audits and Evaluations, conducted a fiscal grant compliance audit of the District's implementation of CARB's air pollution reduction incentive programs. The audit included the incentive programs and fiscal years detailed in Table 2.

Table 2: Funding Received by Incentive Program and Fiscal Year

Incentive Program	Fiscal Year						
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
CMP	✓	✓	✓	✓	✓	✓	✓
CAP			✓	✓	✓		✓
CC4A		✓	✓	✓		✓	✓
FARMER			✓	✓	✓		✓
LCT/AQIP		✓					
VWM				✓			

⁵ Excerpts obtained from <https://ww2.arb.ca.gov/capp/fund/capi/community-air-protection-incentives>.

⁶ Excerpts obtained from <https://ww2.arb.ca.gov/our-work/programs/clean-cars-4-all>.

⁷ Excerpts obtained from <https://ww2.arb.ca.gov/our-work/programs/farmer-program>.

⁸ Excerpts obtained from <https://ww2.arb.ca.gov/our-work/programs/low-carbon-transportation-incentives-and-air-quality-improvement-program>.

⁹ Excerpts obtained from <https://ww2.arb.ca.gov/our-work/programs/volkswagen-environmental-mitigation-trust-california>.

The audit objective was to determine whether the incentive programs' revenues, expenditures, and resulting balances as of June 30, 2022, for the incentive programs and respective fiscal years identified in Table 2, were in compliance with applicable grant agreements, program guidelines, and statutes.

The District's management is responsible for ensuring accurate financial reporting and compliance with applicable grant agreements, program guidelines, and statutes. CARB and the District are responsible for the state and local administration of the incentive programs.

METHODOLOGY

To plan the audit, we gained an understanding of the programs, and identified relevant criteria, by interviewing CARB and District personnel, reviewing the executed agreements and amendments, funding plans, program guidelines, CARB website, and applicable statutes.

We conducted a risk assessment, including evaluating whether the District's key internal controls significant to our audit objective were properly designed, implemented, and operating effectively. Key internal controls evaluated focused on the review and approval process for expenditures, interest revenue calculation and allocation, reimbursement request preparation, and fund liquidation. Our assessment included conducting interviews with District personnel and testing transactions related to expenditures, interest revenue, and resulting balances.

Additionally, we assessed the reliability of the expenditure and revenue ledgers and payroll statements generated from the District's accounting system, Oracle's JD Edwards, and its payroll system, Dayforce. To assess the reliability of revenue and expenditure detail schedules generated by these systems, we interviewed District staff, reviewed information process flows and administrative operating and finance office procedure manuals, examined existing reports and documents, traced and agreed detail expenditure, revenue, and payroll transactions to source documents such as vendor invoices, timesheets, pay statements and disbursement records, indirect cost allocation worksheets, interest income allocation worksheets and bank statements, and to grant agreements, service contracts and approved purchase orders. We determined that the detailed expenditure and revenue ledgers, and payroll statements were sufficiently reliable to address the audit objective.

Based on the results of our planning, we developed specific methods for gathering evidence to obtain reasonable assurance to address the audit objective. Our methods are detailed in the Table of Methodologies.

Table of Methodologies

Audit Objective: To determine whether the incentive programs' revenues, expenditures, and resulting balances were in compliance with applicable grant agreements, program guidelines, and statutes.
Methods
• Randomly selected 38 of 2,888 project expenditures from all incentive programs across all funding fiscal years and 2 project expenditures deemed high-risk. Determined the following: ◦ Grant and interest income funded expenditures were allowable, grant-related, authorized, supported, and incurred within the grant period by reviewing grant agreements, project contracts, District accounting records, vendor invoices, and checks, and comparing to relevant criteria. ◦ Match-funded expenditures were allowable, grant-related, supported, and incurred within the grant period by reviewing grant agreements, project contracts, District records, and vendor invoices, and comparing to relevant criteria. • Randomly selected 85 program administrative expenditures assessed as low-risk and 2,970 administrative expenditures assessed as high-risk from 7,874 District direct labor costs and third-party vendor transactions across all incentive programs and all funding fiscal years. Determined if selected expenditures were allowable, authorized, coded to an eligible funding program, supported, and incurred within the grant period by reviewing employee pay statements, grant agreements, invoices, timesheet hours and dollars, and approved year-end journal entries, and comparing to relevant criteria. • Selected 100 percent of all 27 grants' indirect cost dollars charged to administration funds and recalculated the allowable indirect cost dollars recoverable by applying the District-approved indirect cost rate to direct labor dollars to ensure the amount charged to administration funds is equal to or less than the amount allowable. Additionally, we reviewed cost categories and cost pools included in the indirect cost rate to ensure the costs were not prohibited or also included as a direct cost category. • Selected 100 percent of the three expired grants requiring match contributions and determined if match funding requirements were met by scheduling program revenues and expenditures, including match expenditures, and comparing to match requirements in relevant criteria. • Selected 100 percent of all 27 grant revenues for project and administration funds and traced and agreed allocations from District revenue ledgers to the grant agreements. • Randomly selected 5 of 487 interest revenue allocations across all programs and fiscal years and determined if interest revenue was earned and equitably allocated to the appropriate programs and grants by reviewing San Mateo County interest apportionment reports and District accounting records. • Selected 100 percent of the 27 expired grants and determined whether the District was required to remit any expired grant unused funds by reviewing grant agreements and accounting records and comparing them to relevant criteria.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

CONCLUSION

Based on the procedures performed and evidence gathered, we obtained reasonable assurance the incentive programs' revenues, expenditures, and resulting balances as of June 30, 2022, were in compliance with applicable grant agreements, program guidelines, and statutes, except as noted in Findings 1 and 2. Revenues, expenditures, and resulting balances as of June 30, 2022, by program and fiscal year for CMP, CAP, CC4A, FARMER, LCT/AQIP, and VWM are detailed in Appendix A.

FINDINGS AND RECOMMENDATIONS

Finding 1: Unallowable Method Used to Recover Employee Paid Time Off

The District recorded and reimbursed direct labor costs totaling \$1,135,812 across six incentive programs throughout the audit period for employee paid time off (PTO), including vacation, holidays, and sick leave. Specifically, District employee PTO hours were directly charged to programs during the period in which the leave was taken and not the period in which it was accrued. Additionally, PTO hours were charged as direct labor hours and were not included in the fringe benefit rate or a fully loaded rate. As a result, PTO costs were not applied to the appropriate programs and periods corresponding to when employees accrued the PTO. Further, the District records indirect costs for all direct labor hours based on calculated and internally approved indirect cost rates. The related indirect costs for these PTO hours were similarly charged to periods where leave was taken rather than accrued. See Table 3 for a summary of impacted PTO costs by program, including the related indirect costs.

Table 3: Paid Time Off Costs by Incentive Program

Incentive Programs	PTO Costs	Indirect Costs	Total PTO and Indirect Costs
CMP	\$ 17,514	\$ 9,078	\$ 26,592
CAP	585,038	252,414	837,452
CC4A	140,549	36,636	177,185
FARMER	27,053	4,174	31,227
LCT/AQIP	11,442	0	11,442
VWM	49,875	2,039	51,914
Total	\$ 831,471	\$ 304,341	\$ 1,135,812

Grant agreements and incentive program guidelines¹⁰ permit the District to recover actual employee hourly costs for incentive program implementation and monitoring activities and require the District to comply with Generally Accepted Accounting Principles (GAAP), which include Governmental Accounting Standards Board (GASB) pronouncements. GASB Statement 16 paragraph 6 states a liability for compensated absences should be accrued

¹⁰ Grant Agreements in the *Fiscal Management Systems and Accounting Standards* paragraph, Carl Moyer Program Guidelines, 2017 Revision, Chapter 3, Part K, Community Air Protection Incentives 2019 Guidelines, Chapter 2, Part F, paragraph 1, FARMER Program Guidelines, Chapter 4, Part 1.

as employees earn the rights to the benefits. Accounting for compensated absences as a fringe benefit would be considered allowable per GASB standards and reporting practices. For example, the FARMER reporting template notes Fringe Costs as those that "generally refer to benefits (e.g., health benefits, paid time-off, etc.)" However, the District's employee PTO costs were not charged as fringe benefits when the employee accrued PTO hours, but as direct labor hours when the employee used PTO hours for implementing or monitoring program activities.

The District stated that charging incentive program funds for PTO costs when used instead of accrued has been its practice for several years and that PTO is appropriately allocated to each program by the Dayforce payroll system. However, PTO is an employee benefit that is accrued when earned and chargeable to funding sources from the period earned and is not a cost that can be charged when the employee uses the PTO. Therefore, the District could not demonstrate the PTO costs charged to the respective incentive program funds and fiscal year (i.e., grants) are equitable, allowable, grant-related, and incurred within the grant period.

Recommendations:

- A. Collaborate with CARB and revise the fringe benefits allocation to include PTO when accrued to determine the appropriate benefits charged to the respective incentive programs and fiscal years to offset the \$1,135,812 in questioned costs. Alternatively, identify other incentive program implementation allowable costs to substitute for the questioned PTO costs summarized above.
- B. Develop and implement procedures to ensure incentive program grant funds charged for billable PTO direct labor program implementation and monitoring activity costs comply with grant requirements and GAAP.

Finding 2: Grant Match Funding Requirement Was Not Met Within the Grant Period

For LCT/AQIP, the District did not meet the grant match requirement. Specifically, the District reported incurring \$1,040,814 of the \$1,697,362 (61.3 percent) of the local match funding required and did not obtain written authorization to modify or extend the grant scope and/or schedule by the performance end date of December 31, 2020. As part of a competitive incentive program fund awarding process, the District executed Grant G16-ZTRK-01, which required the District to match its \$2,738,557 grant incentive program funds with \$1,697,362 of local District funding or in-kind match cost dollars by the grant performance end date.

The District's match was third-party operating costs of "advanced technology pilot" vehicles purchased with grant funds. The District stated that the third party had difficulties deploying and operating the purchased vehicles because of new technology implementation challenges and the negative economic activity impact of the COVID-19 pandemic on operating the purchased vehicles. Additionally, the District stated it expected match funding requirements to be met after the grant period, as it would require an additional three years of vehicle operation to meet its mileage and use requirements. Although the District communicated the challenges with meeting its match requirement, it did not request or receive written approval from CARB to extend the grant beyond the December 31, 2020, performance end-period date.

Grant G16-ZTRK-01, Exhibit A, Section 1.3, and Exhibit B required \$1,697,362 in local District match. Per grant amendment 2, the timeline for the District to achieve fiscal and program grant goals was December 31, 2020. Additionally, grant agreement sections 5.2, 5.6, and 10.1 state that changes in the project scope and/or schedule require written approval or a grant agreement amendment made in writing and signed by both parties.

Recommendations:

- A. Collaborate with CARB to ensure grant deliverables and outcomes are achieved through data collection, monitoring, and documentation, ensuring CARB has a complete record of achieved fiscal and program benefits, including match funding requirements.
- B. Develop and implement procedures to ensure match requirements and deliverables are achieved within specified timelines or amend grant terms and timelines in accordance with the grant agreement.

Schedule 1: CMP Summary

Moyer Year	Fiscal Year	Total Revenue	Total Expenditures (Excluding Match)	Resulting Balance ^{11, 12, 13}
18	2015-16	\$ 7,328,750	\$ 7,334,689	\$ (5,939)
19	2016-17	7,385,125	7,445,315	(60,190)
20	2017-18	7,904,413	7,875,024	29,389
20 State Reserve ¹⁴	2017-18	1,117,592	1,047,743	69,849
21	2018-19	8,899,261	8,153,706	745,555
21 State Reserve	2018-19	1,294,001	1,270,701	23,300
22	2019-20	10,820,611	2,121,690	8,698,921
22 State Reserve	2019-20	1,482,523	375,358	1,107,165
23	2020-21	10,186,967	12,807	10,174,160
23 State Reserve	2020-21	1,449,760	0	1,449,760
24	2021-22	28,627,171	8,927	28,618,244
24 State Reserve	2021-22	4,800,000	0	4,800,000

¹¹ Health and Safety Code section 44287, subdivision (j) states funds not liquidated by the District by June 30 of the fourth calendar year following the date of the reservation shall be returned to CARB. Resulting balances were not yet required to be expended as of the end of the audit period, June 30, 2022, for Moyer Years 21, 22, 23, and 24.

¹² The negative grant balances for Moyer Year 18 and 19 are due to interest revenue earned and recorded in prior periods and expended in subsequent periods, and may result in the appearance of a negative grant balance.

¹³ Moyer Year 20 balances are attributed to interest income earned in 2017-18 from prior Moyer Year grant balances and expended subsequently within applicable Moyer Year liquidation dates.

¹⁴ State Reserve funds are a portion of the CMP funds set aside to provide monetary grants focusing on a specific project type(s).

Schedule 2: CMP Revenue

Moyer Year	Fiscal Year	Program Funds	Administrative Funds	Interest Revenue ¹⁵	Total Revenue
18	2015-16	\$ 6,817,150	\$ 454,477	\$ 57,123	\$ 7,328,750
19	2016-17	6,874,030	458,269	52,826	7,385,125
20	2017-18	7,309,435	487,296	107,682	7,904,413
20 State Reserve	2017-18	1,047,743	69,849	0	1,117,592
21	2018-19	8,153,662	543,578	202,021	8,899,261
21 State Reserve	2018-19	1,213,126	80,875	0	1,294,001
22	2019-20	9,946,715	663,114	210,782	10,820,611
22 State Reserve	2019-20	1,389,865	92,658	0	1,482,523
23	2020-21	9,358,173	623,878	204,916	10,186,967
23 State Reserve	2020-21	1,359,150	90,610	0	1,449,760
24	2021-22	26,704,063	1,780,271	142,837	28,627,171
24 State Reserve	2021-22	4,500,000	300,000	0	4,800,000

Schedule 3: CMP Expenditures¹⁶

Moyer Year	Fiscal Year	Project Expenditures	Administrative Expenditures ¹⁷	Total Expenditures (Excluding Match)	Match Expenditures	Total Expenditures
18	2015-16	\$ 6,880,212	\$ 454,477	\$ 7,334,689	\$ 1,090,744	\$ 8,425,433
19	2016-17	6,983,979	461,336	7,445,315	1,099,845	8,545,160
20	2017-18	7,309,432	565,592	7,875,024	1,169,510	9,044,534
20 State Reserve	2017-18	1,047,743	0	1,047,743	0	1,047,743
21	2018-19	7,594,369	559,337	8,153,706	1,304,586	9,458,292
21 State Reserve	2018-19	1,189,825	80,876	1,270,701	0	1,270,701
22	2019-20	1,495,063	626,627	2,121,690	0	2,121,690
22 State Reserve	2019-20	282,700	92,658	375,358	0	375,358
23	2020-21	0	12,807	12,807	0	12,807
23 State Reserve	2020-21	0	0	0	0	0
24	2021-22	0	8,927	8,927	0	8,927
24 State Reserve	2021-22	0	0	0	0	0

¹⁵ CMP interest earned is reported as a lump sum figure for all grants including State Reserve funds.

¹⁶ Interest expenditures related to project and administration costs are incorporated into those columns.

¹⁷ Administrative expenditures presented reflect amounts in the District's accounting records and are not adjusted for potential changes as a result of Finding 1.

Schedule 4: CAP Summary

Grant Number	Fiscal Year	Total Revenue	Total Expenditures	Resulting Balance ¹⁸
G17-MCAP-03	2017-18	\$ 50,016,894	\$ 49,813,660	\$ 203,234
G18-MCAP-01	2018-19	40,240,309	23,507,150	16,733,159
G19-MCAP-01	2019-20	31,339,402	1,429,106	29,910,296
G21-MCAP-02	2021-22	39,095,429	0	39,095,429

Schedule 5: CAP Revenue

Grant Number	Fiscal Year	Project Funds	Administrative Funds	Interest Revenue	Total Revenue
G17-MCAP-03	2017-18	\$ 46,875,000	\$ 3,125,000	\$ 16,894	\$ 50,016,894
G18-MCAP-01	2018-19	37,312,500	2,487,500	440,309	40,240,309
G19-MCAP-01	2019-20	28,491,219	1,899,414	948,769	31,339,402
G21-MCAP-02	2021-22	35,438,366	2,362,558	1,294,505	39,095,429

Schedule 6: CAP Expenditures¹⁹

Grant Number	Fiscal Year	Project Expenditures	Administrative Expenditures ²⁰	Total Expenditures
G17-MCAP-03	2017-18	\$ 46,594,302	\$ 3,219,358	\$ 49,813,660
G18-MCAP-01	2018-19	21,123,377	2,383,773	23,507,150
G19-MCAP-01	2019-20	734,050	695,056	1,429,106
G21-MCAP-02	2021-22	0	0	0

Schedule 7: CC4A Summary

Grant Number	Fiscal Year	Total Revenue	Total Expenditures	Resulting Balance ²¹
G16-LCTI-04	2016-17	\$ 5,075,887	\$ 5,075,887	\$ 0
G17-VW-01-1	2017-18	5,021,457	5,021,457	0
G18-PLUS-03	2018-19	4,016,363	4,016,363	0
G20-PLUS-03-03	2020-21	3,009,098	2,466,629	542,469
G21-CC4A-03	2021-22	18,019,972	1,948,223	16,071,749

¹⁸ The District has until June 30, 2023, 2024, 2025, and 2026 to expend or remit resulting balances to CARB for 2017-18, 2018-19, 2019-20, and 2021-22, respectively.

¹⁹ Interest expenditures related to project and administration costs are incorporated into those columns.

²⁰ Administrative expenditures presented reflect amounts in the District's accounting records and are not adjusted for potential changes as a result of Finding 1.

²¹ The District has until June 30, 2023 and 2025 to expend or remit the resulting balances to CARB for 2020-21 and 2021-22, respectively.

Schedule 8: CC4A Revenue

Grant Number	Fiscal Year	Project Funds	Administrative Funds	Interest Revenue	Total Revenue
G16-LCTI-04	2016-17	\$ 4,250,000	\$ 750,000	\$ 75,887	\$ 5,075,887
G17-VW-01-1	2017-18	4,250,000	750,000	21,457	5,021,457
G18-PLUS-03	2018-19	3,400,000	600,000	16,363	4,016,363
G20-PLUS-03-03	2020-21	2,550,000	450,000	9,098	3,009,098
G21-CC4A-03	2021-22	15,300,000	2,700,000	19,972	18,019,972

Schedule 9: CC4A Expenditures²²

Grant Number	Fiscal Year	Project Expenditures	Administrative Expenditures ²³	Total Expenditures
G16-LCTI-04	2016-17	\$ 4,324,851	\$ 751,036	\$ 5,075,887
G17-VW-01-1	2017-18	4,275,487	745,970	5,021,457
G18-PLUS-03	2018-19	3,417,392	598,971	4,016,363
G20-PLUS-03-03	2020-21	2,066,264	400,365	2,466,629
G21-CC4A-03	2021-22	1,506,000	442,223	1,948,223

Schedule 10: FARMER Summary

Grant Number	Fiscal Year	Total Revenue	Total Expenditures	Resulting Balance ²⁴
G17-AGIP-02	2017-18	\$ 2,024,732	\$ 2,024,732	\$ 0
G18-AGIP-07	2018-19	1,950,274	1,836,370	113,904
G19-AGIP-02	2019-20	815,316	444,633	370,683
G21-AGIP-01	2021-22	3,756,900	0	3,756,900

Schedule 11: FARMER Revenue

Grant Number	Fiscal Year	Project Funds	Administrative Funds	Interest Revenue	Total Revenue
G17-AGIP-02	2017-18	\$ 1,866,375	\$ 124,425	\$ 33,932	\$ 2,024,732
G18-AGIP-07	2018-19	1,802,522	120,168	27,584	1,950,274
G19-AGIP-02	2019-20	757,652	50,510	7,154	815,316
G21-AGIP-01	2021-22	3,522,093	234,807	0	3,756,900

²² Interest expenditures related to project and administration costs are incorporated into those columns.

²³ Administrative expenditures presented reflect amounts in the District's accounting records and are not adjusted for potential changes as a result of Finding 1.

²⁴ The District has until June 30, 2023, 2024, and 2026 to expend or remit the resulting balances to CARB for 2018-19, 2019-20, and 2021-22, respectively.

Schedule 12: FARMER Expenditures²⁵

Grant Number	Fiscal Year	Project Expenditures	Administrative Expenditures ²⁶	Total Expenditures
G17-AGIP-02	2017-18	\$ 1,898,413	\$ 126,319	\$ 2,024,732
G18-AGIP-07	2018-19	1,714,635	121,735	1,836,370
G19-AGIP-02	2019-20	400,580	44,053	444,633
G21-AGIP-01	2021-22	0	0	0

Schedule 13: LCT/AQIP Expenditures²⁷

Grant Number	Fiscal Year	Project Expenditures	Administrative Expenditures ²⁸	Match – In-Kind ²⁹	Match – Funds ³⁰	Total
G16-ZTRK-01 ³¹	2016-17	\$ 2,600,460	\$ 136,696	\$ 258,981	\$ 781,833	\$ 3,777,970

Schedule 14: VWM Summary

Grant Number	Fiscal Year	Total Revenue	Total Expenditures	Resulting Balance ³²
G18-VWM-03	2018-19	\$ 11,042,292	\$ 1,448,431	\$ 9,593,861

Schedule 15: VWM Revenue

Grant Number	Fiscal Year	Project Funds	Administrative Funds	Interest Revenue	Total Revenue
G18-VWM-03	2018-19	\$ 10,000,000	\$ 1,000,000	\$ 42,292	\$ 11,042,292

Schedule 16: VWM Expenditures³³

Grant Number	Fiscal Year	Project Expenditures	Administrative Expenditures ³⁴	Total Expenditures
G18-VWM-03	2018-19	\$ 962,095	\$ 486,336	\$1,448,431

²⁵ Interest expenditures related to project and administration costs are incorporated into those columns.

²⁶ Administrative expenditures presented reflect amounts in the District's accounting records and are not adjusted for potential changes as a result of Finding 1.

²⁷ Interest expenditures related to projects and administration costs are incorporated into those columns.

²⁸ Administrative expenditures presented reflect amounts in the District's accounting records and are not adjusted for potential changes as a result of Finding 1.

²⁹ The District did not meet the match funding requirement, as noted in Finding 2.

³⁰ Ibid.

³¹ The Zero Emission Truck Pilot Commercial Deployment Projects grant award was \$2,738,557. The District filed four reimbursement claims totaling \$2,737,156 (Project plus Administrative Expenditures), leaving an expired grant balance of \$1,401.

³² The District has until May 24, 2028 to expend or remit the resulting balance to CARB.

³³ Interest expenditures related to project and administration costs are incorporated into those columns.

³⁴ Administrative expenditures presented reflect amounts in the District's accounting records and are not adjusted for potential changes as a result of Finding 1.

February 26, 2025

VIA ELECTRONIC MAIL (OSAEReports@dof.ca.gov)

Cheryl L. McCormick, CPA
Chief, Office of State Audits and Evaluations
915 L Street
Sacramento, CA 95814-3706

Re: Draft Report No. 24-3900-074, Bay Area Air Quality Management District, Fiscal Compliance Audit

Dear Ms. McCormick,

We are in receipt of the above-referenced draft report, dated February 11, 2025, from the California Department of Finance, Office of State Audits and Evaluations (Department of Finance) concerning implementation of the California Air Resources Board (CARB) air pollution reduction incentive programs.

The Bay Area Air Quality Management District (Air District) appreciates your entire audit team's thorough review and efforts invested in ensuring compliance with applicable grant guidelines. We set forth below Air District responses to the Findings and the Recommendations:

Finding 1: Unallowable Method Used to Recover Employee Paid Time Off

Due to the lack of clarity on the criteria being cited and the absence of specific guidelines on how leave time must be charged, we request that this finding be reclassified as a recommendation.

The Air District's financial records are independently audited to ensure compliance with Generally Accepted Accounting Principles (GAAP), including Governmental Accounting Standards Board (GASB) pronouncements. GAAP is a set of standardized guidelines for financial accounting and reporting in the United States that ensures consistency and transparency, and it serves as a "gold standard" for financial practices in America.

The Air District reports accrued paid time off (PTO) in its annually audited financial statements, which are reviewed by an independent auditor to ensure compliance with GAAP. However, GAAP and GASB only require the accrued PTO to be reported as a liability for financial purposes and does not mandate expense recognition at the time of accrual. The Air District uses the modified accrual basis of accounting to report PTO liability, recording it as a long-term debt in its financial report as cited in and supported by GASB Statement 16 paragraph 6: "for governmental and similar trust funds, only the current portion of the liability should be reported in the funds; the remainder of the liability should be reported in the General Long-Term Debt Account Group (GLTDAG) and compensated absences expenditures should be recognized using a modified accrual basis of accounting."

The **modified accrual basis of accounting** is a method used primarily by government agencies for financial reporting. It combines elements of both **cash basis** and **full accrual basis** accounting. As noted in the Air District's audited financial statement, "Expenditures of the governmental funds are generally recognized when the related fund liability is incurred, except debt service expenditures and expenditures related to compensated absences (also known as PTO) which are recognized when the payment is due."

While we agree with the auditor that PTO is an eligible cost, the difference of opinion arises on how and when PTO is charged to the grant programs. Importantly, neither GAAP, nor GASB nor any of the individual grant programs mandate any certain method for when PTO is recognized.

Grant agreements and incentive program guidelines permit the Air District to recover actual employee hourly costs for staff that are directly assigned to the grants program. **The guidance and contractual requirements from CARB clearly allow for cost-recovery of staff time who work directly on grant programs. They, however, do not specify the method for charging leave time, so we believe the method employed by the Air District, which charges the grant program when time is used, rather than when it's accrued, is an allowable, accurate and transparent method of accounting that is supported by GAAP and GASB.**

Specifically, we disagree with the auditor's assertion that grant programs must be billed at the time PTO is accrued. Charging at the time of accrual could lead to situations where costs are allocated to a grant program even if the employee later leaves the program or separates from employment before using the accrued leave. Our approach—charging the grant program only when leave is taken—ensures that costs are assigned to the appropriate program based on actual usage, thereby maintaining accuracy and accountability.

Furthermore, we strongly disagree with the auditor's statement that "the Air District could not demonstrate the PTO costs charged to the respective incentive program funds and fiscal year (i.e., grants) are equitable, allowable, grant-related, and incurred within the grant period." All staff hours, including leave hours, are meticulously tracked through our Dayforce payroll system and written procedures. Our time-tracking system proportionally allocates all compensated hours—including leave—across the funding sources that benefit from the employee's work for the pay period. The system takes the PTO hours taken in a given pay period and allocates the PTO proportionately using the hours worked on each grant during the pay period. This methodology ensures an equitable distribution of costs based on actual work contributions.

- As to **Recommendation A**, while the methodology used by the Air District for over twenty years (20) has been consistently applied and previously accepted during DOF audits and reporting submittal and reviews by CARB, the Air District agrees to work with CARB to account for the \$1,135,812 in questioned, paid time off (PTO) costs. The auditor did not acknowledge the Air District subsidized the grant programs and did not charge the full amount of indirect costs to the grants, which would have fully covered the amount questioned. The Air District also agrees to work with CARB to develop guidance on how to charge billable PTO hours going forward.
- As to **Recommendation B**, the Air District's financial statements and procedures are audited annually by an independent auditor, consistently confirming compliance with Generally Accepted Accounting Principles (GAAP). In accordance with GAAP, the Air District records accrued PTO as a liability when it is earned on its annual financial

statement. However, the associated expense is only recognized when an employee utilizes the accrued sick or vacation leave. This practice is consistent with GAAP, GASB and federal grants, where the expenditure is typically charged when the expense is paid rather than when it is earned or obligated.

Finding 2: Grant Match Funding Requirement was not met within the grant period

We do not agree that the issue should be a Finding because we believe there was approval by CARB to consider expenses incurred after the term in the agreement.

Although a portion of the Air District's match requirement was met after the original term of the contract with CARB, we believed there was approval by CARB for us meeting the remaining match requirement within the term of the Air District's agreement with Goodwill and BYD (that ended in December 2022). Additionally, we also provided more matches than what was required, as detailed below.

The Bay Area Air District and its partners, Goodwill and BYD, were awarded \$2,738,557 in Low Carbon Transportation/Air Quality Improvement Program (LCT/AQIP project) by CARB on February 15, 2017, for a pilot project to build 11 first-generation electric delivery and refuse trucks and demonstrate the feasibility of operating this leading-edge technology in the field. BYD, our technology partner, was an early manufacturer of heavy-duty electric trucks and buses, and Goodwill, our operations and community partner, is a nonprofit organization that provides job training, employment placement, and other community-based services, including reuse and recovery services through its network of thrift stores. To support this project in 2018, the Air District executed a three-party contract with Goodwill and BYD that included all requirements from CARB, plus a provision for two additional years of vehicle operation, and a retainer of \$151,430 to be paid by the Air District as match once all operational requirements were met.

The audit report states that "the third party had difficulties deploying and operating the purchased vehicles due to new technology implementation challenges and the negative economic impact of the COVID-19 pandemic." To clarify, while significant challenges and delays were experienced during the project's implementation, the Air District and our partners successfully addressed and resolved these issues through perseverance and close collaboration. However, the global COVID-19 pandemic and the Statewide Emergency Stay-at-Home Order #N-33-20 issued on March 19, 2020, which required all non-essential workers in California to stay at home, were unforeseen and impossible to fully mitigate. In March 2020, Goodwill services were not considered by the state to be an essential activity and drivers' operations were severely limited for the remainder of 2020.

Although the pandemic-related mandatory work-stoppage was covered under the contract's force majeure provision, we continued to work on this project to meet the contractual requirements and project purpose. The contract required the submittal of quarterly reports to CARB, but due to the significant external challenges, the Air District started providing verbal and written reports at a significantly higher frequency, we increased the meeting frequency among the partners, including CARB, to twice monthly and eventually to twice weekly. At these meetings we discussed impacts to vehicle usage (operations) from the mandatory work stoppage and technical issues inherent to advanced technology projects, both of which subsequently impacted our (and Goodwill's) ability to meet the match requirement by December 2020.

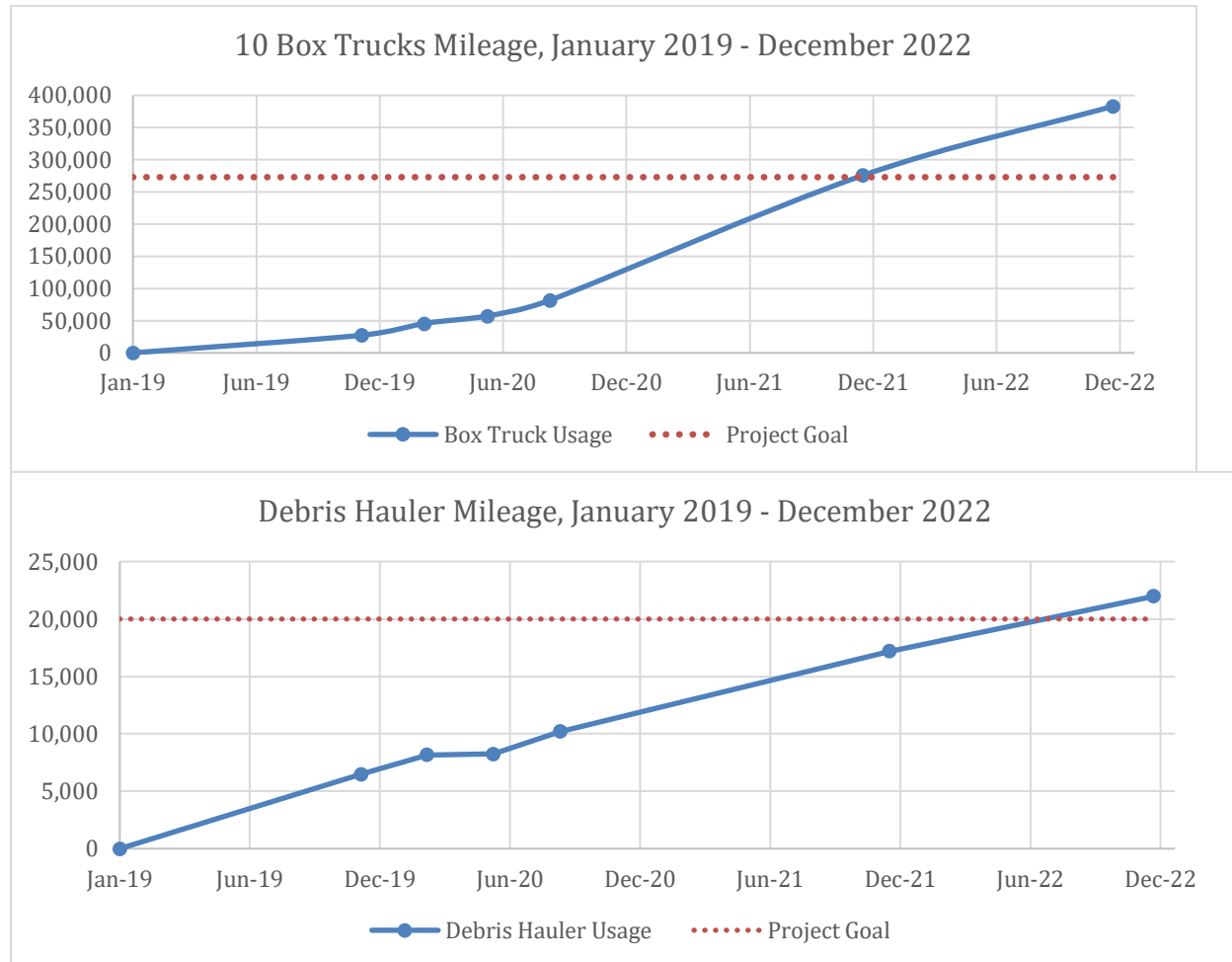
While the agreement between CARB and the Air District did not include a specific mileage usage requirement, Goodwill's in-kind match that was specified in the agreement was derived based on drivers' salaries and the anticipated usage of the funded vehicles. This anticipated usage was calculated using historical mileage of Goodwill's diesel fleet totaling 273,000 miles for the 10 box trucks and 20,000 miles for the one debris hauler. This method of calculating anticipated usage is the standard accepted procedure used by CARB in many of its grant programs, such as Carl Moyer. However, due to the challenges of implementing new technologies as well as the COVID-19 work stoppage, Goodwill was unable to achieve the anticipated usage, and hence in-kind match, by the end of the term of the agreement with CARB, as shown in Figure 1. The "low usage" concern and related inability for Goodwill to meet its match requirement was brought up and discussed with CARB in the summer of 2019, as often as twice a week throughout 2020, provided in writing in the regular bi-weekly agendas, and meeting summaries, quarterly progress reports, and in the draft and final reports submitted to CARB.

The Air District's contract with CARB states that "any change in budget allocations, re-definition of deliverables, or extension of the project schedule must be requested in writing to [C]ARB Project Liaison and approved by [C]ARB, in its sole discretion." At the biweekly meeting held on August 18, 2020, CARB stated that while the matching funds were part of the original evaluation of the project, they were open to making adjustments to account for reductions in the operation.

On several occasions we discussed with our CARB liaison the possibility of extending the term and were informed that an extension beyond 2020 required legislative action and given the global pandemic, this was not a priority and ultimately deemed unnecessary. Instead, the Air District and CARB agreed on an alternate approach, where the required match would be met by December 2022, within the time frame of the Air District's contract with BYD and Goodwill. This alternative approach was documented in the fourth and final disbursement request, and CARB responded to the request in writing, stating that the information provided by the Air District showed the funds spent, and to be spent for match "are either correct or close enough" and that it was "not changing anything nor asking for any revisions." (See Final Disbursement Request at page 17; CARB email from M. Baker to L. Hui dated December 21, 2020).

The Air District also documented this alternative approach in the final report, which was accepted by CARB in writing. In response, CARB commended the Air District on its successful project: the Air District "created a comprehensive and well-written final project report," and "[i]t was a pleasure to work with [the Air District] on this successful project." (See CARB email from M. Baker to L. Hui dated February 8, 2021).

Our understanding was thus that CARB had given written approval for this alternate approach, where the match would be met within the term of the Air District's agreement with Goodwill, based on our extensive verbal and written communications; acceptance of the fourth disbursement request and the final report, and the fact that CARB made a full final payment when it closed out the grant. Based on this understanding and agreement, we continued to monitor the project and Goodwill continued to operate and report for an additional two years, incurring significant and unforeseen costs as shown in Figure 1 and in Table 1. Goodwill's continued operation resulted in higher usage than what was anticipated, and as a result contributed more in-kind match than what was required by the agreement with CARB.

FIGURE 1. CUMULATIVE MILES OF THE 11 FUNDED ELECTRIC TRUCKS

TABLE 1. SUMMARY OF ACTUAL CASH AND IN-KIND MATCH (2018-2022) VS. MATCH REQUIRED

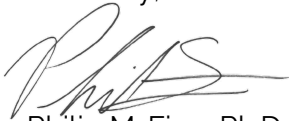
	[A] Required by Contract	[B] Total Incurred December 2020 Match by	[C] Total Incurred December 2022* Match by	[C]-[A] Difference (Additional Match)*
Air District Cash Match	\$151,430	\$157,892.25	\$305,638.45	\$154,208.45
Goodwill In-Kind Match	\$358,468	\$165,841.63	\$451,637.07	\$93,169.07
Goodwill Cash Match	\$1,187,464	\$844,144.35	\$1,124,649.75	(\$62,814.25)
BYD Cash Match	\$0	\$8,177.09	\$8,177.09	\$8,177.09
BYD In-Kind Match	\$0	\$122,934.60	122,934.60	122,934.60
Total	\$1,697,362	\$1,298,989.91	\$2,013,036.95	\$315,674.95

*The total match amount shown is conservative and lower than the actual amount expended, as not all expenditures were tracked and attributed to this project. Therefore, the actual amount of match contributed is higher than what's reported in Table 1.

- As to **Recommendation A:** We firmly agree that collaboration, including robust communication, is crucial for successfully achieving deliverables and outcomes, and we increased the meeting and reporting frequency to as often as twice weekly, and more often as needed, to ensure there was robust communication among the partners, including CARB.
- We also provided a complete record in bi-weekly meetings verbally and through monthly written reports, as required by the grant agreement. Without this communication and the support of our liaison, we likely would have stopped working on the project soon after March 20, 2020, given the unprecedented and unmitigable impact of the Statewide Emergency Order. Instead, we were encouraged to continue work, including for another two years, thus exceeding the match requirements of the agreement, in accordance with our understanding of CARB's expectations.
- As to **Recommendation B:** We agree that clear written procedures and following terms are critical to ensure requirements and deliverables are achieved within specified timelines as per contractual requirements. Although we were told the contract would not be amended, we believed we had the necessary approval, including in writing, to continue the work needed to meet the match requirement after December 2020.

While our agency maintains emergency procedures for anticipated service disruptions, such as fires and earthquakes, we did not anticipate the prolonged emergency situation caused by the Covid-19 pandemic and the severe and long-lasting restrictions imposed by California and local health agencies. While we and our partners were able to quickly develop and implement procedures to resume remote administrative work, we could not swiftly mitigate the impact on operational services. As a lesson learned, we will develop a process to flag when a Force Majeure clause should be invoked for future projects.

Sincerely,



Philip M. Fine, Ph.D.

Executive Officer/Air Pollution Control Officer

The District's response to the draft report has been reviewed and incorporated into the final report. In evaluating the District's response, we provide the following comments:

Finding 1: Unallowable Method Used to Recover Employee Paid Time Off

The District disagrees with Finding 1, as it contends there is a lack of clarity on the criteria cited. The District also contends that its accounting of accrued paid time off (PTO) is reported in its annual financial statements, which are audited for compliance with Generally Accepted Accounting Principles. Further, the District asserts that its allocation of PTO through its Dayforce payroll system results in an equitable distribution of costs based on actual work performed.

Our audit scope, conclusions, and findings are limited to the expenditures, revenues, and resulting balances of the individual incentive programs and not the broader financial statements and accounting policies of the District. Per program guidelines, the District is permitted to recover actual employee hourly costs for incentive program implementation and monitoring activities. Governmental Accounting Standards Board Statement 16 states a liability for compensated absences should be accrued as employees earn the rights to the benefit. The District notes that governmental funds only need to report the current portion of the liability. However, the initial accrual of PTO is still required as it is earned. Further, the allocation of PTO by the Dayforce system as described by the District does not address the underlying issue of the accrual timing for these hours. The District could not demonstrate that charging PTO as it is used resulted in accurate and equitable allocation of PTO costs to each program and grant period. The District did not provide additional evidence to support that PTO charged to these programs relates to actual employee hourly costs for implementation and monitoring activities. Therefore, the finding and recommendations remain unchanged.

Finding 2: Grant Match Funding Requirement Was Not Met Within the Grant Period

The District disagrees that the LCT/AQIP match funding requirement was not met as it contends that there was approval from CARB for match expenditures incurred after the grant term to meet the requirement. While we acknowledge that CARB and the District communicated throughout the grant period regarding the match funding requirement not being met, the documentation provided was not sufficient to substantiate that CARB had approved an extension of the match funding period. As no additional evidence was provided with the District's response, the finding and recommendation will remain unchanged.



Bay Area Program Review and DOF Audit

Tess Sicat

Programs That Were Reviewed



- Carl Moyer Memorial Air Quality Standards Attainment Program (Moyer) - \$80 Million
- Community Air Protection Program Incentives (CAP) - \$148 million
- Funding Agricultural Replacement Measures for Emission Reductions (FARMER) - \$8 million
- Proposition 1B Goods Movement Emission Reduction Program (GMERP) - \$36.3 million
- Clean Cars 4 All (CC4A) - \$19.2 million
- Volkswagen Environmental Mitigation Trust for California (VW) - \$10 million
- Low Carbon Transportation Incentives and Air Quality Improvement Program (LCTI) - \$2.7 million
- Lower Emission School Bus Program (LESBP)

Commendable Efforts



- Responsiveness and Diligence
- Adaptability During COVID-19
- Effective Use of Program Flexibilities
- First district to be reviewed by this method

Mitigation

CARB supports Bay Area's proactive mitigation of the Fiscal Review finding.

No remittance of \$1.1 million to CARB.



Moving Forwards

CARB will work closely with Bay Area to implement the review recommendations, offering continued guidance and support for success.



Conclusion

Thank you for advancing air quality and public health—your impact is felt locally and statewide.





California Air Resources Board's 2025 Incentive Program Review and Department of Finance Fiscal Compliance Audit

Finance and Administration Committee

November 19, 2025

Danica Winston
Manager
Finance

Minda Berbeco, PhD
Manager
Strategic Incentives

Outline

- California Air Resources Board (CARB) 2025 Incentive Program Review
 - Presentation will be given by CARB staff
- The California Department of Finance (DOF) fiscal compliance audit of the Air District's implementation of the CARB air pollution reduction incentive programs
 - Background
 - Results and recommendations

Fiscal Compliance Audit Background

- The DOF completed the fiscal compliance audit
- Objective: Determine whether the incentive programs' revenues, expenditures, and resulting balances as of June 30, 2022, for the incentive programs followed applicable grant agreements, program guidelines, and statutes
- Report issued in February 2025

Fiscal Compliance Audit Background

Incentive programs included for fiscal years 2016-2022:

1. Carl Moyer Memorial Air Quality Standards Attainment Program
2. Community Air Protection Incentives
3. Funding Agricultural Replacement Measures for Emission Reductions
4. Clean Cars 4 All
5. Low Carbon Transportation Incentives Program and Air Quality Improvement Program
6. Volkswagen Environmental Mitigation Trust for California

Fiscal Compliance Audit Results

The fiscal compliance review resulted in two findings with recommendations:

Finding #1: Unallowable method used to recover employee Paid Time Off (PTO).

Recommendation A: Collaborate with CARB to revise the fringe benefit allocation to include PTO when accrued, ensuring appropriate benefit charges to respective incentive programs and fiscal years, and addressing \$1,135,812 in questioned costs.

Response: After consultation with independent audit firm and Government Accounting Standards Board (GASB), our PTO method is in compliance with Generally Accepted Accounting Principles and is consistent with the other larger air districts. CARB confirmed that the Air District is not required to reimburse the \$1,135,812 in PTO costs.

Fiscal Compliance Audit Results (cont.)

Finding #1

Recommendation B: Develop and implement procedures to ensure PTO-related labor costs charged to incentive program grants comply with grant requirements and Generally Accepted Accounting Principles (GAAP).

Response: The Air District will continue to work collaboratively with CARB to ensure full compliance with grant agreements and applicable accounting standards and establish written procedures on when and how PTO are allocated to grant programs.

Fiscal Compliance Audit Results (cont.)

Finding #2: Grant match funding requirements were not met within the grant period.

Project Background:

- Low Carbon Transportation/Air Quality Improvement Program
- Approximately \$2.8 million
- Pilot project to build 11 first-generation electric trucks
- Challenges included: Deployment, operations, pandemic, and shelter-in place

Fiscal Compliance Audit Results (cont.)

Finding #2 (continued)

Recommendation A: Collaborate with CARB to ensure grant deliverables and outcomes are achieved through data collection, monitoring, and documentation, ensuring CARB has a complete record of achieved fiscal and program benefits, including match funding requirements.

Recommendation B: Develop and implement procedures to ensure match requirements and deliverables are achieved within specified timelines or amend grant terms and timelines in accordance with the grant agreement.

Fiscal Compliance Audit Results (cont.)

Finding #2

Response:

- Air District increased meetings and reporting in response to challenges
- Approval was given by CARB to consider expenses incurred after agreement term as project match
- Air District will develop process to flag projects for invoking Force Majeure clause

Questions & Discussion

For more information:

Danica Winston | Manager | dwinston@baaqmd.gov

Minda Berbeco, PhD | Manager | mberbeco@baaqmd.gov

BAY AREA AIR DISTRICT
Memorandum

To: Chairperson Lynda Hopkins and Members
of the Finance and Administration Committee

From: Philip M. Fine
Executive Officer/APCO

Date: November 19, 2025

Re: Preliminary Annual Financial Report for Fiscal Year 2024-2025

RECOMMENDED ACTION

None; the Committee will discuss this item, but no action is requested at this time.

BACKGROUND

A financial report is submitted to the Committee quarterly for the relevant reporting period covering from the beginning of the fiscal year to the end of the most recent quarter.

This report provides an overview of the General Fund's financial activities for the entire fiscal year 2024-2025, including preliminary results for revenues, expenditures, and cash account balances and investment earnings for the reporting period.

DISCUSSION

Attachment A provides the preliminary annual financial report for the Fiscal Year 2024-2025, from July 1, 2024, to June 30, 2025, and encompasses the first, second, third, and fourth quarters.

BUDGET CONSIDERATION/FINANCIAL IMPACT

None.

Respectfully submitted,

Philip M. Fine
Executive Officer/APCO

Prepared by: Jun Pan
Reviewed by: Stephanie Osaze

ATTACHMENT(S):

1. Attachment A: FYE 2025 Q4 2025-06-30 Financial Report
2. FYE 2025 Q4 2025-06-30 Presentation

Attachment A: Preliminary Annual Financial Report for Fiscal Year 2024-2025

This report provides an update on the Air District's preliminary annual financial results for the fiscal year 2024-2025.

FINANCIAL RESULTS

The following information summarizes preliminary annual financial results for fiscal year 2024-2025

GENERAL FUND: STATEMENT OF REVENUES – Comparison of Prior Year Actual and Current Year Budget to Actual:

REVENUE TYPE	FYE 2024	FYE 2025	FYE 2025 - % of BUDGETED REVENUES
Property Tax	\$47,524,894	\$49,888,444	108%
Permit Fees*	\$61,685,541	\$67,833,867	101%
Penalty Assessment	\$3,052,634	\$4,008,496	100%
Grants (includes AB617)	\$12,472,976	\$13,693,413	67%
Other Revenues	\$7,903,610	\$9,283,955	167%
Total Revenues (exclude transfers)	\$132,639,655	\$144,708,174	101%

GENERAL FUND: STATEMENT OF EXPENDITURES - Comparison of Prior Year Actual and Current Year Budget to Actual:

EXPENDITURE TYPE	FYE 2024	FYE 2025	FYE 2025 - % of BUDGETED EXPENDITURES
Personnel - Salaries	\$58,793,096	\$66,742,180	95%
Personnel - Benefits	\$27,502,346	\$30,363,354	92%
Operational Services and Supplies	\$29,058,878	\$31,798,112	55%
Capital Outlay	\$4,268,478	\$7,015,355	59%
Total Expenditures (General Fund)	\$119,622,798	\$135,919,001	78%

CASH INVESTMENTS IN COUNTY TREASURY – Account Balances as of the end of fiscal year:

CASH/INVESTMENTS	FYE 2024	FYE 2025
General Fund	\$161,961,629	\$250,993,499
Transportation for Clean Air (TFCA)	\$144,344,034	\$157,872,565
Mobile Source Incentive Fund (MSIF)	\$77,367,759	\$90,699,400
Carl Moyer	\$120,408,083	\$151,999,094
CA Goods Movement	\$20,558,460	\$20,963,469
Air Quality Projects (Other)	\$1,542,675	\$1,545,622
Vehicles Mitigation	\$40,201,781	\$81,211,338
Total	\$566,384,421	\$755,284,987



Preliminary Annual Financial Report for Fiscal Year 2024-2025

Finance and Administration Committee

November 19, 2025

Jun Pan

Finance Manager

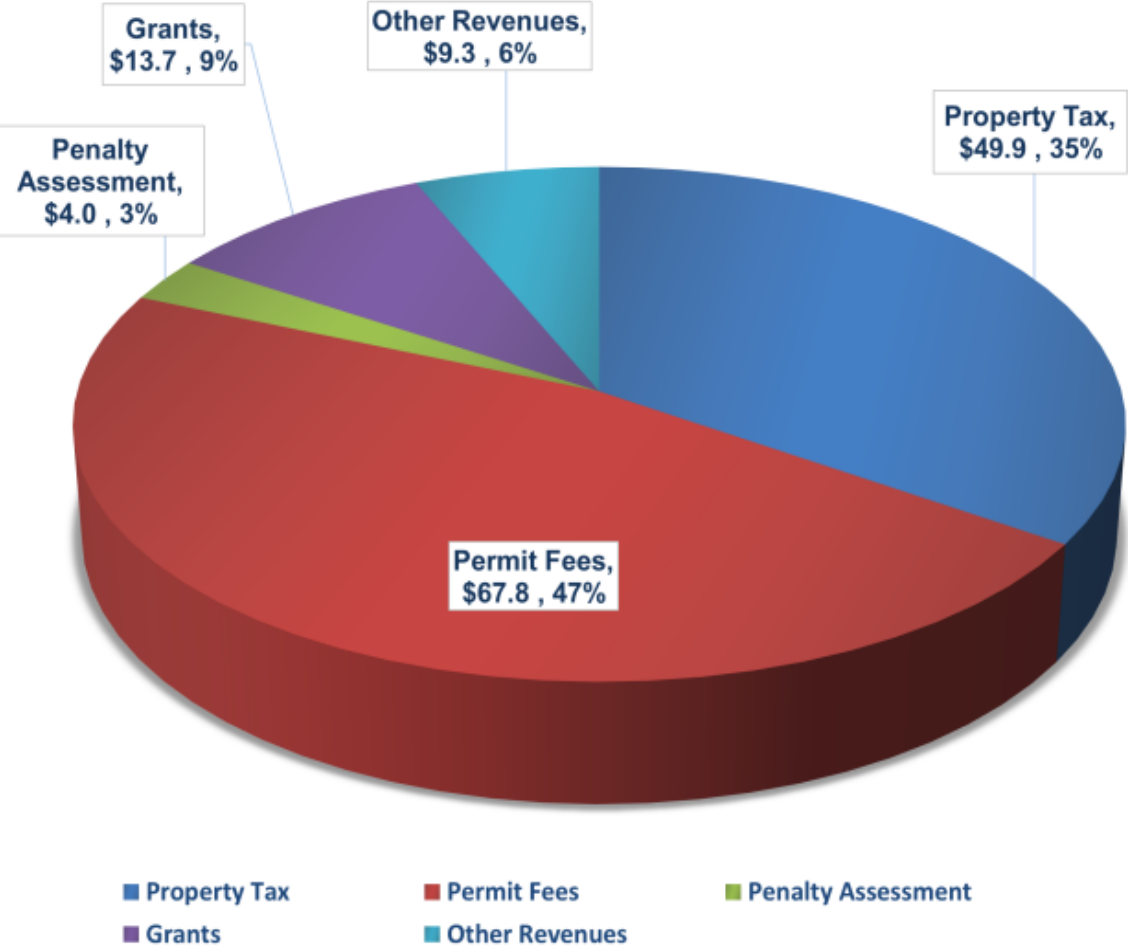
Finance Division

Presentation Outline

Provide a preliminary annual financial update which covers activities for the fiscal year ending (FYE) June 30, 2025

- Revenues
- Expenditures
- Cash and Investment Summary

FYE 2025 General Fund Revenue Overview



FYE 2025 (as of 6/30/2025) General Fund Revenues	in Millions	% of Total
Property Tax	\$49.9	34%
Permit Fees	\$67.8	47%
Penalty Assessment	\$4.0	3%
Grants	\$13.7	9%
Other Revenues	\$9.3	6%
Total	\$144.7	100%

General Fund Revenue – Budget vs Actual

(In Millions \$)

Categories	FYE 2025 Adopted Budget	FYE 2025 Amended Budget	FYE 2025 Actual (as of 6/30/2025)	Percentage of Amended Budget
Property Tax	\$46.3	\$46.3	\$49.9	108%
Permit Fees*	\$67.0	\$67.0	\$67.8	101%
Penalty Assessment	\$4.0	\$4.0	\$4.0	100%
Grants (includes Assembly Bill 617)	\$20.5	\$20.6	\$13.7	67%
Other Revenues	\$5.6	\$5.6	\$9.3	167%
Total Revenues	\$143.3	\$143.4	\$144.7	101%

* Permit Fees				
Application & Renewal Fees	\$46.8	\$46.8	\$48.6	104%
Title V Permit Fees	\$8.1	\$8.1	\$7.0	86%
Asbestos Fees	\$3.7	\$3.7	\$3.7	102%
Toxic Inventory Fees	\$1.3	\$1.3	\$1.6	122%
Community Health Impact Fees	\$1.2	\$1.2	\$1.3	109%
Criteria Toxic Reporting Fees	\$1.7	\$1.7	\$1.8	109%
Greenhouse Gas Fees	\$3.9	\$3.9	\$3.5	90%
Other Fees	\$.4	\$.4	\$.4	92%
Total Permit Fees	\$67.0	\$67.0	\$67.8	101%

- Overall, revenue is in line with budget
- Property tax revenues were favorable and exceeded the budget
- Permit fees are on target
- Less grant revenues recognized than initially projected
- Other revenues are greater due to higher more interest received during the year

General Fund Revenue Comparison

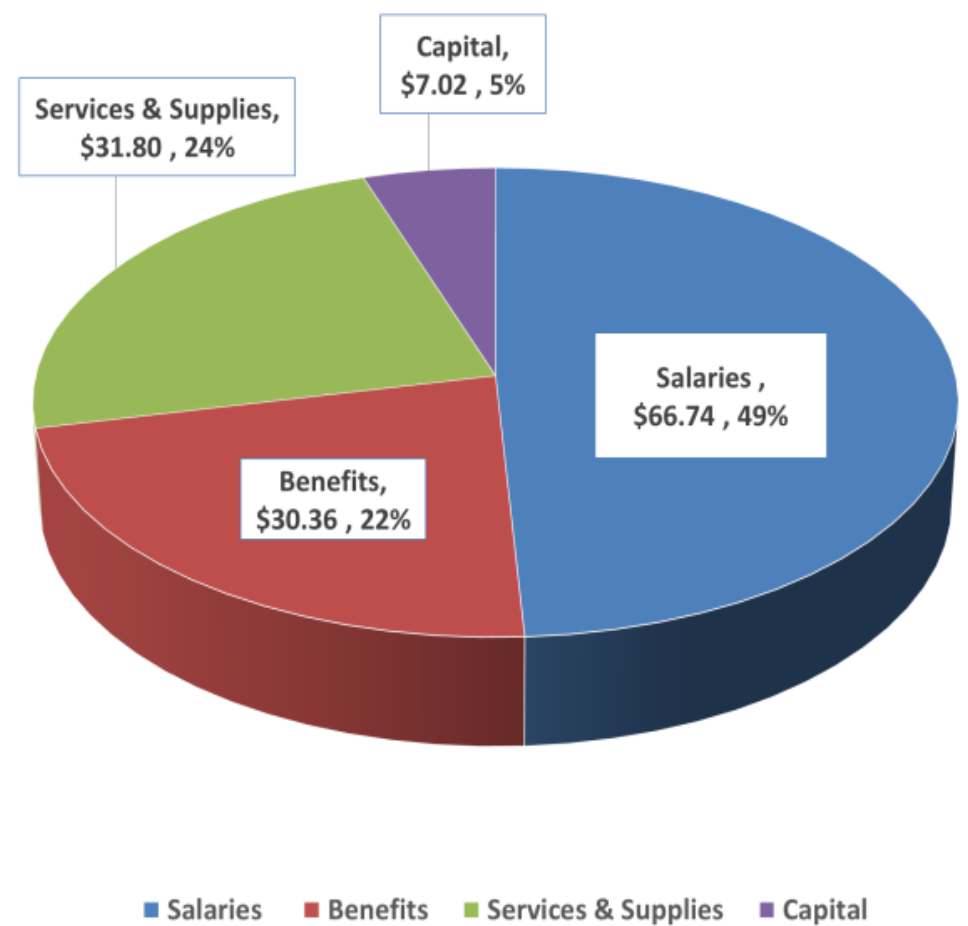
Prior Year vs. Current Year (In Millions \$)

Major Categories	FYE 2023 (As of 6/30/2023)	FYE 2024 (As of 6/30/2024)	FYE 2025 (As of 6/30/2025)	\$ DIFF FY25 - FY24
Property Tax	\$45.2	\$47.5	\$49.9	\$2.4
Permit Fees*	\$64.1	\$61.7	\$67.8	\$6.1
Penalty Assessment	\$2.0	\$3.1	\$4.0	\$1.0
Grants (includes Assembly Bill 617)	\$13.1	\$12.5	\$13.7	\$1.2
Other Revenues	\$4.9	\$7.9	\$9.3	\$1.4
Total Revenues	\$129.4	\$132.6	\$144.7	\$12.1

*Permit Fees	(As of 6/30/2023)	(As of 6/30/2024)	(As of 6/30/2025)	\$ DIFFERENCE
Application & Renewal Fees	\$45.3	\$43.2	\$48.6	\$5.4
Title V Permit Fees	\$7.4	\$6.7	\$7.0	\$.3
Asbestos Fees	\$3.8	\$3.6	\$3.7	\$.1
Toxic Inventory Fees	\$1.3	\$.7	\$1.6	\$.8
Community Health Impact Fees	\$1.2	\$1.2	\$1.3	\$.1
Criteria Toxic Reporting Fees	\$1.7	\$1.8	\$1.8	\$.1
Greenhouse Gas Fees	\$3.0	\$4.2	\$3.5	(\$\$.7)
Other Fees	\$.3	\$.3	\$.4	\$.0
Total Permit Fees	\$64.1	\$61.7	\$67.8	\$6.1

- Overall, FYE 2025 revenue increased by \$12 M over the prior year
- Property tax and permit fee increase consistent with market and approved fee rate adjustment
- Grant revenue activities increased over the prior year
- Other revenues higher due to increase in interest income

FYE 2025 General Fund Expenditure Overview



FY 2025 (as of 6/30/2025) General Fund Expenditures	in Millions	% of Total
Salaries	\$66.74	49%
Benefits	\$30.36	22%
Services & Supplies	\$31.80	23%
Capital	\$7.02	5%
Total	\$135.92	100%

General Fund Expenditure – Budget vs Actual

(In Millions \$)

Major Categories	FYE 2025 Adopted Budget	FYE 2025 Amended Budget	FYE 2025 Actual (as of 6/30/2025)	Percentage of Amended Budget
Personnel - Salaries	\$70.6	\$70.6	\$66.7	95%
Personnel - Benefits	\$33.0	\$33.0	\$30.4	92%
Operational Services and Supplies	\$43.5	\$58.0	\$31.8	55%
Capital Outlay	\$7.2	\$11.9	\$7.0	59%
TOTAL	\$154.3	\$173.5	\$135.9	78%
*Consolidated Personnel Salaries & Benefits				
Personnel - Salaries	\$76.5	\$76.5	\$72.3	95%
Personnel - Benefits	\$35.6	\$35.6	\$32.6	91%
Total	\$112.1	\$112.1	\$104.9	94%

- Amended budget includes carryover of FYE 2024 encumbrances as authorized by the FYE 2025 Budget Resolution
- Total expenditures represents 78% of the amended budget
- Salaries and benefits are consistent with the budgeted projections
- Actual services/supplies and capital expenses are lower due to the timing of payments for services rendered

*Consolidated includes both General Fund and Special Fund

Expenditures Comparison

Prior Year vs. Current Year (In Millions \$)

Major Categories	FYE 2023 (As of 6/30/2023)	FYE 2024 (As of 6/30/2024)	FYE 2025 (As of 6/30/2025)	\$ DIFF FY25 - FY24
Personnel - Salaries	\$54.6	\$58.8	\$66.7	\$7.9
Personnel - Benefits	\$30.0	\$27.5	\$30.4	\$2.9
Operational Services and Supplies	\$28.0	\$29.1	\$31.8	\$2.7
Capital Outlay	\$3.6	\$4.3	\$7.0	\$2.7
Total Expenditures	\$116.3	\$119.6	\$135.9	\$16.3
*Consolidated Personnel Salaries & Benefits				
Personnel - Salaries	\$59.4	\$64.1	\$72.3	\$8.2
Personnel - Benefits	\$31.2	\$29.0	\$32.6	\$3.6
Total Consolidated	\$90.6	\$93.1	\$104.9	\$11.8

*Consolidated includes both General Fund and Special Fund

- Salary expenses are higher in FYE 2025 due to general wage adjustments and more filled positions
- Benefit expenses are higher in 2025 due to increases in health premiums, pension contributions, and additional new hires
- Capital costs are higher due to Information Technology infrastructure and lab equipment purchases

Cash and Investment Summary

Cash and Investments with County Treasury		Description/Purpose
<i>(Based on June 2025 Account Balance)</i>		
	<i>(In Million \$)</i>	
General Account	\$113.5	General Operation
Local & Regional Community Benefit Account	\$109.6	Penalty Assessment Community Benefits
Restricted Account	\$27.9	Section 115 Prefunding Pension Trust & Debt Service
Total General Fund	\$251.0	
Special Funds	\$504.3	<i>Grant Funds</i>
Total	\$755.3	

Cash and Investment Summary (cont.)

- Air District's total cash balance is \$755.3 million. It represents 8.4% of the \$9 billion in the San Mateo County Investment Pool
- Net earning rate on 06/30/25 is 3.917%. The portfolio's average maturity is 2.28 year
- The General Fund cash balance totals \$251 million and supports general operations, local and regional programs, the Section 115 prefund pension trust, and debt service obligations
- Special Revenue Fund has \$504.3 million balance for various projects and grant specific

Cash and Investment Summary (cont.)

Special Funds (Grant Funds):		Description/Purpose
TFCA \$157.9 Transportation for Clean Air		On-Road Vehicles Emission Reduction (projects including: zero-emission trucks, school and transit buses, light- and heavy-duty charging infrastructure, vehicle buy-back, Clean Cars 4 All, Spare the Air, and pass through funding for local transportation agencies through the 40% County Program Manager Fund)
MSIF \$90.7 Mobile Source Incentive Fund		On-Road Projects & Vehicles buy back; used as match for state funds and to supplement (see Carl Moyer)
Carl Moyer \$152.0		Community Investment Programs (scrap and replacement of trucks; buses; agricultural, construction, cargo-handling, and airport ground support equipment; marine vessels; rail vehicles; transportation refrigeration units; infrastructure; and vehicle buy-back programs. CAP funds may additionally be used to support other eligible projects that reduce exposure to diesel particulate and air toxics)
Good Movement \$21.0		Emission Reduction Programs (Projects eligible for Goods Movement I-Bond Funding; in 2025 is now limited to Transportation Refrigeration Units)
Air Quality Projects \$1.5		Bike share projects and other grants projects (Eligibility is specific to each source and using other approved grant program guidelines to supplement and/or match other state and local grant sources)
Vehicles Mitigation \$81.2		Volkswagen Environmental Mitigation Trust (Light-duty charging stations and zero-emissions port, freight, and marine projects, including marine vessels, forklifts, cargo-handling equipment, and shore power projects.)
Total Special Funds \$504.3		

Questions & Discussion

For more information:

Jun Pan | Finance Manager | jpan@baaqmd.gov