



BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

AGENDA: 3C

Community Advisory Council's Environmental Justice Action Planning

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

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

Presentation Outcome



The Board of Directors will:

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

Presentation Outline



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

Presentation Requested Action



- None – Informational Presentation

Environmental Justice Perspectives from The Metropolitan Group



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

Environmental Justice Perspectives from The Metropolitan Group



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

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

Kickoff & Planning

2022 – March 2023

Conduct kickoff and planning activities:

- Presentation to the Board of Directors
- Engagement with the Community Advisory Council (CAC)
- CAC's EJ Policy Ad Hoc Committee begins to meet in December 2022
- Scoping and planning conversations with staff and leadership

Shared Learning

April – July 2023

Introduce EJ concepts and discuss potential District EJ actions with:

- Air District leadership
- EJ Policy Ad Hoc Committee
- Division Directors
- Community Equity, Health, and Justice Committee

Develop & Refine EJ Priorities

July – Dec 2023

EJ Policy Ad Hoc Committee develops EJ Priorities as a foundational guide for the EJ Action Plan and Strategic Plan based on input from:

- Air District leadership
- Division Directors & staff
- CAC

EJ Action Planning and Strategic Planning processes coordinate to align timelines and the development of EJ Goals and Strategies.

Develop & Refine EJ Action Plan

Jan – May 2024

EJ Policy Ad Hoc develops EJ Strategies and Actions for the Strategic Plan and the EJ Action Plan in coordination with:

- Air District leadership
- Division Directors & staff
- CAC
- Strategic Planning Team
- Community Equity, Health, and Justice Committee
- Board of Directors

Finalization, Implementation & Learning

June 2024 and thereafter

Present final EJ Action Plan for consideration to:

- CAC
- Community Equity, Health, and Justice Committee
- Board of Directors

Air District implements the EJ Action Plan.

Create opportunities for reflection and shared learning.

Importance of an EJ-oriented Process



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

Inputs for the EJ Priorities Development

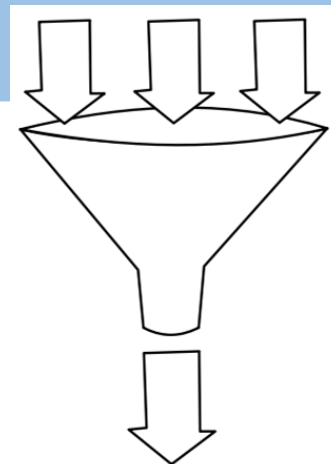


Desired Impacts of an EJ Action Plan

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

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

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



Draft EJ Priorities

Sept. CAC Retreat Prioritization Activity



Environmental Justice Priorities



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

Environmental Justice Priorities (cont.)



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

Environmental Justice Priorities (cont.)



1. (cont.)

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

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

Environmental Justice Priorities (cont.)



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

Environmental Justice Priorities (cont.)



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

Environmental Justice Priorities (cont.)



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

Environmental Justice Priorities (cont.)



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

Environmental Justice Priorities (cont.)



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

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

Environmental Justice Priorities (cont.)



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



Discussion

Key Steps in this EJ-oriented Process



Importance of a shared-learning phase and an Environmental Justice process in developing the EJ Action Plan.

Key steps in 2022-2023 have been:

- o September 2022: The Metropolitan Group presented to the Community Advisory Council (CAC) and the CAC voted to create the EJ Policy Ad Hoc Committee. First meeting of the EJ Policy Ad Hoc was in Dec 2022.
- o Early 2023: The EJ Policy Ad Hoc Committee reviewed potential EJ solutions, discussed priorities, and developed talking points for the EJ Action Plan project in order to all be on the same page regarding the EJ Action Plan's purpose and its development plan
- o May 2023: Presentation at Community, Equity, Health and Justice (CEHJ) Committee of the Board of Directors on the EJ Action Plan process

Key Steps in this EJ-oriented Process

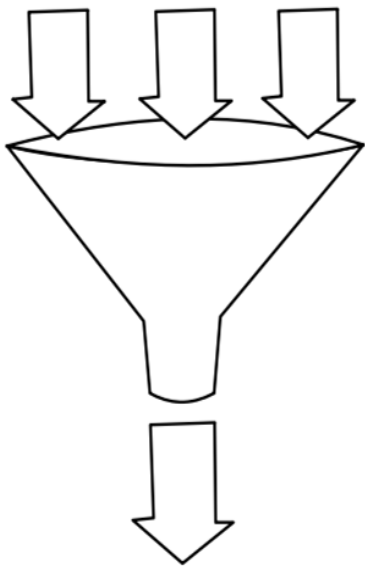


- o Summer & Fall 2023: Supported trust-building and capacity-building with the EJ Policy Ad Hoc Committee and socialization of an EJ Action Plan with the District
- o Summer & Fall 2023: Conducted team building activities at the CAC Retreat to prioritize their “Desired Impacts of an EJ Action Plan”, which helped inform the EJ Priorities
- o October 2023: The EJ Policy Ad Hoc Committee conducted 2 in-person high-level meetings with three Division Directors (Engineering, Compliance and Enforcement, and Legal) to build collaboration and discuss potential EJ solutions and ideas.
- o Early 2024: Continue EJ solution conversations with Division Directors and the EJ Policy Ad Hoc Committee for the development of EJ Strategies for the EJ Action Plan and Strategic Plan.

Desired Impacts of an EJ Action Plan



Desired Impacts of an EJ Action Plan (CAC)



Draft EJ Priorities

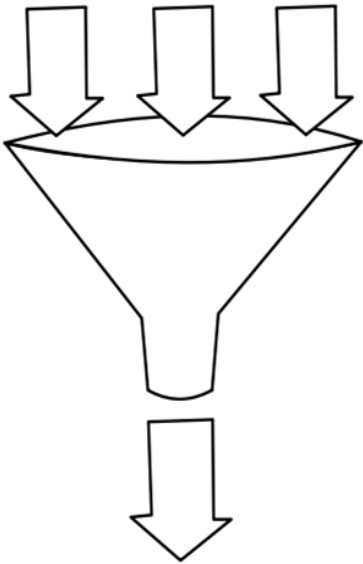
Top Six Impacts (prioritized at the CAC Retreat in September)

1. Hire more Air District staff with EJ skills, mindsets, and lived experience and have more persons of color in higher positions of leadership
2. Changes in permit requirements to prioritize fenceline communities.
3. Allocate and invest resources for implementation to address EJ needs, as identified in the EJ Action Plan.
4. A centralized system to take community inputs, tracking progress and provide facts for evaluation. A system for accountability.
5. Funding for more meaningful and continuous community engagement, as part of the purpose of the CAC.
6. Community Engagement needs a genuine collaboration between AB 617 Community Steering Committees (CSCs) and the CAC in order to have better understanding between Agency and Community.

Conversations with EJ Ad Hoc & Divisions



Conversations between EJ Ad Hoc & Divisions (Oct 2023)



Draft EJ Priorities

Takeaways from Legal Discussion

- Systematic change in promoting cross-divisional collaboration
- Intertwine communities voice in every aspect of Air District functions
- Legitimize community science into effective practice
- Formalize role of EJ communities in enforcement & data collection

Takeaways from Engineering Discussion

- Frequency of permitted or exempt source reviews by the District
- Review track records of sources and proximity to other violators prior to permitting to mitigate cumulative health impacts for frontline communities
- Leverage presence in AB 617 communities to further notice the public about permit applications, health risk assessment, etc.

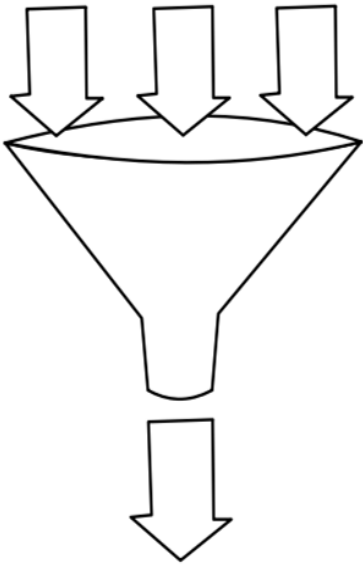
Takeaways from Compliance and Enforcement (C&E) Discussion

- Create mechanism for community feedback on complaint process

Interviews with District Leadership & Staff



Interviews with Deputy Executive Officers, Division Directors, and Staff



Draft EJ Priorities

Institutional Culture, Structure and Priorities

- Direction is needed from the APCO to drive Environmental Justice
- Siloed structure hinders collaboration and solutions development
- Having institutionally-approved definitions for EJ and Equity would provide a foundation for shared understanding and action by staff
- Staff are pulled in many directions - they need clear guidance on EJ priorities and focus areas, as well as resources to support those priorities

Capacity (Institutional and Community)

- Additional staffing is needed to address backlogs and create more capacity, and staff need guidance on how to apply an EJ/Equity lens to inspection and permitting procedures as well as practices
- There are barriers to hiring, retaining and promoting staff with lived experience in frontline EJ communities (i.e., lived experience is not perceived as equal to academic degrees in terms of professional credentials)
- Training and capacity building opportunities for staff are scattered and inconsistent
- EJ communities have a wide range of capacity for working effectively with the Air District, especially on systemic change



Strategic Planning

January 31, 2024 | 90 minutes



Innovation.
Empathy.
Impact.

Meeting Objectives

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

Strategic Planning Process Update



Draft Mission,
Vision, Goals &
Objectives



Goals, Vision &
Framework
Development



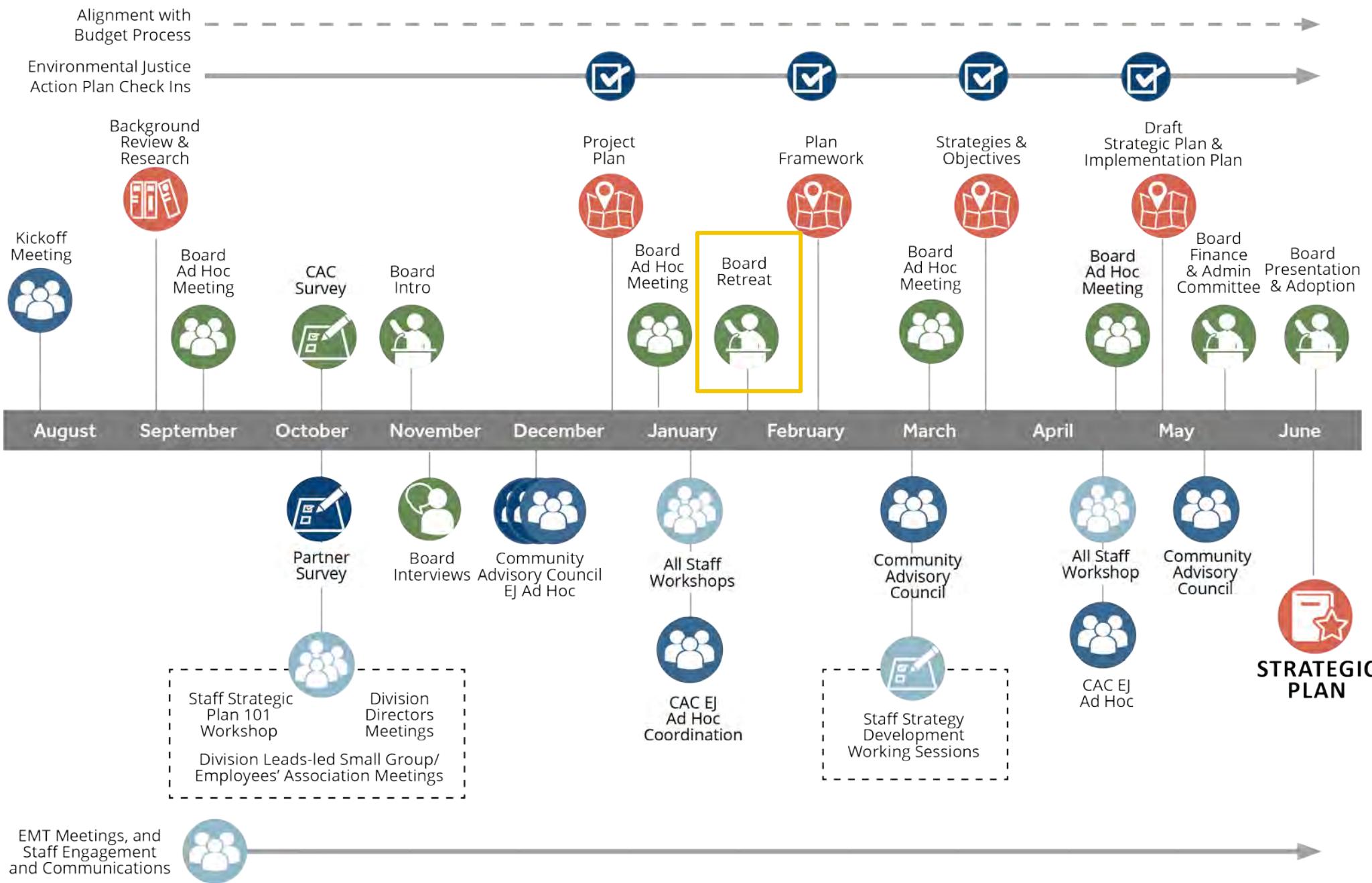
October -
December

December -
January

January - February

February - April

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



Engagement Summary and Findings

Engagement Summary



25 Divisional Meetings



Staff Divisional Visioning Exercise



Board Interviews



Board Presentation



Board Ad Hoc Meeting



Partner Survey



Community Advisory Council Survey

Key Engagement Findings

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

Key Engagement Findings

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

Draft Strategic Plan Framework

Strategic Plan Definitions

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

Strategic Plan Definitions

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

Mission

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

Core Values

Accountability

Collaboration

Environmental Justice

Equity

Excellence

Leadership

5-Year Organizational Vision

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

Environmental Justice Priorities

1

Advance environmental justice

2

Deliver exemplary services with transparency and accountability

3

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

4

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

Environmental Justice Action Plan

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

EJ Priorities

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

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

Draft New Mission

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

Core Values

Current Core Values



Excellence



Leadership



Collaboration



Dedication



Equity



Updated Core Values



Accountability



Collaboration



Environmental Justice



Equity



Excellence



Leadership

Draft Core Values

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

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

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

Draft Core Values

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

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

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

Visioning Themes



Draft Vision Statement

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

Goal 1

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

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

Goal 2

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

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

Goal 3

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

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

Goal 4

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

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

Mission

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

Core Values

Accountability

Collaboration

Environmental Justice

Equity

Excellence

Leadership

5-Year Organizational Vision

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

Environmental Justice Priorities

1

Advance environmental justice

2

Deliver exemplary services with transparency and accountability

3

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

4

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

Questions?

Next Steps

Next Steps

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



Strategic Planning

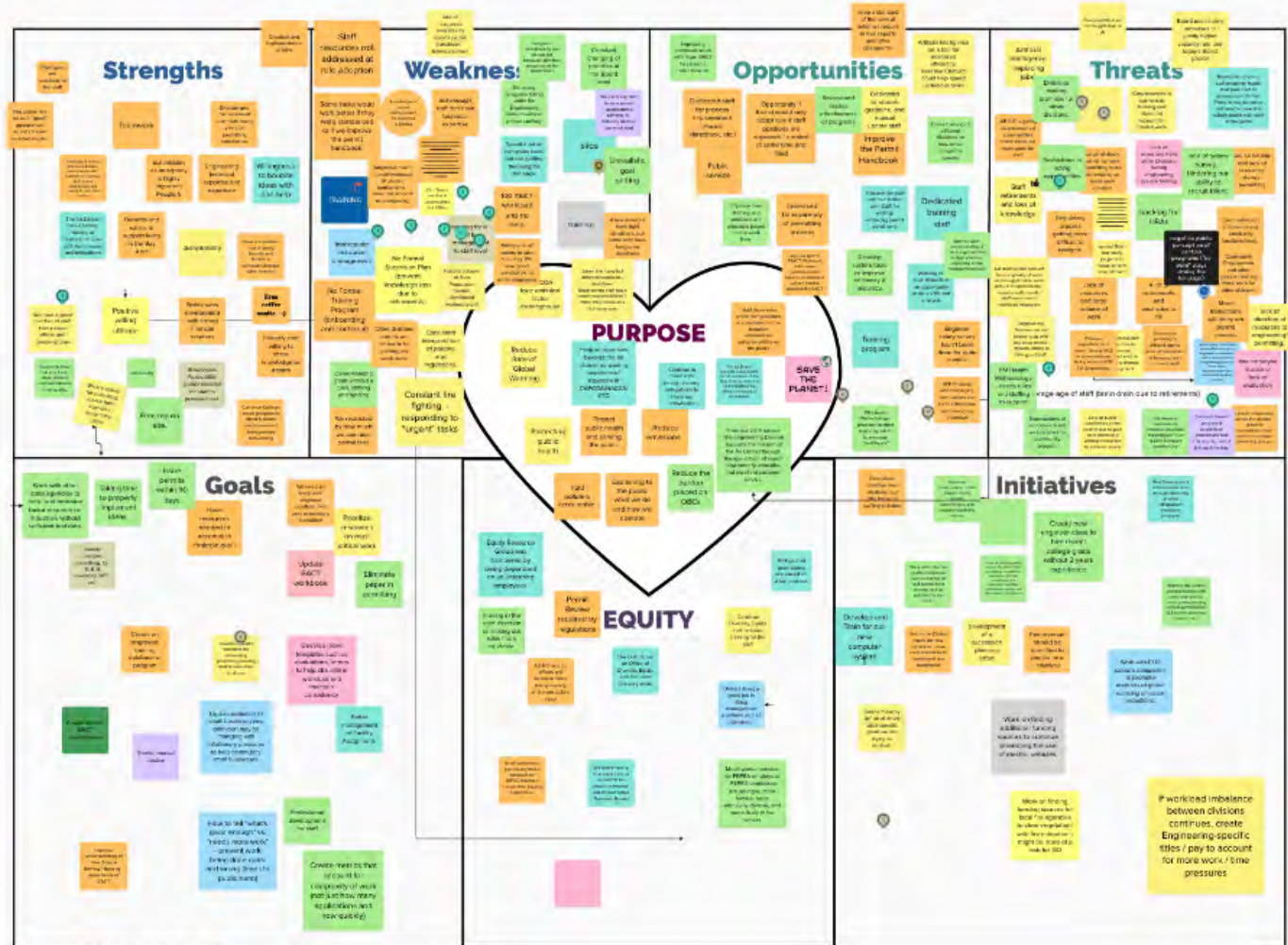
January 31, 2024 | 90 minutes



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Appendix: Additional Engagement Results

Staff SWOT Findings



Prepared by BluePoint Planning, LLC

Strengths to Continue

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

Weaknesses to Address

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

Opportunities to Embrace

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

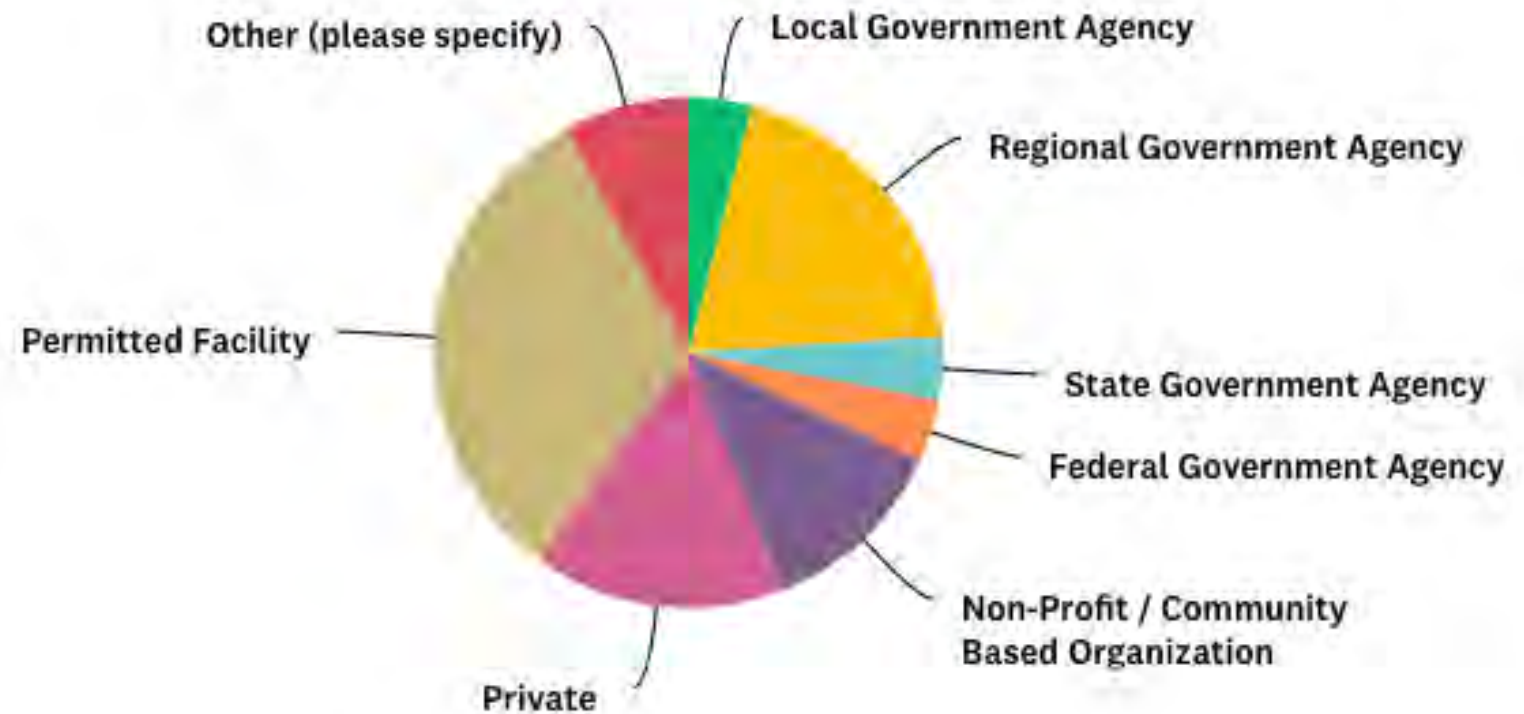
Threats to Consider

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

Partners Survey Findings

What type of organization are you affiliated with?

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



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

Professional,
Creative, Large

Difficult to Manage

Clean Air

Misdirected, Lost
Government

Needs reform

Progressive,
knowledgeable

Professional,
Responsive, Poorly-
Understood

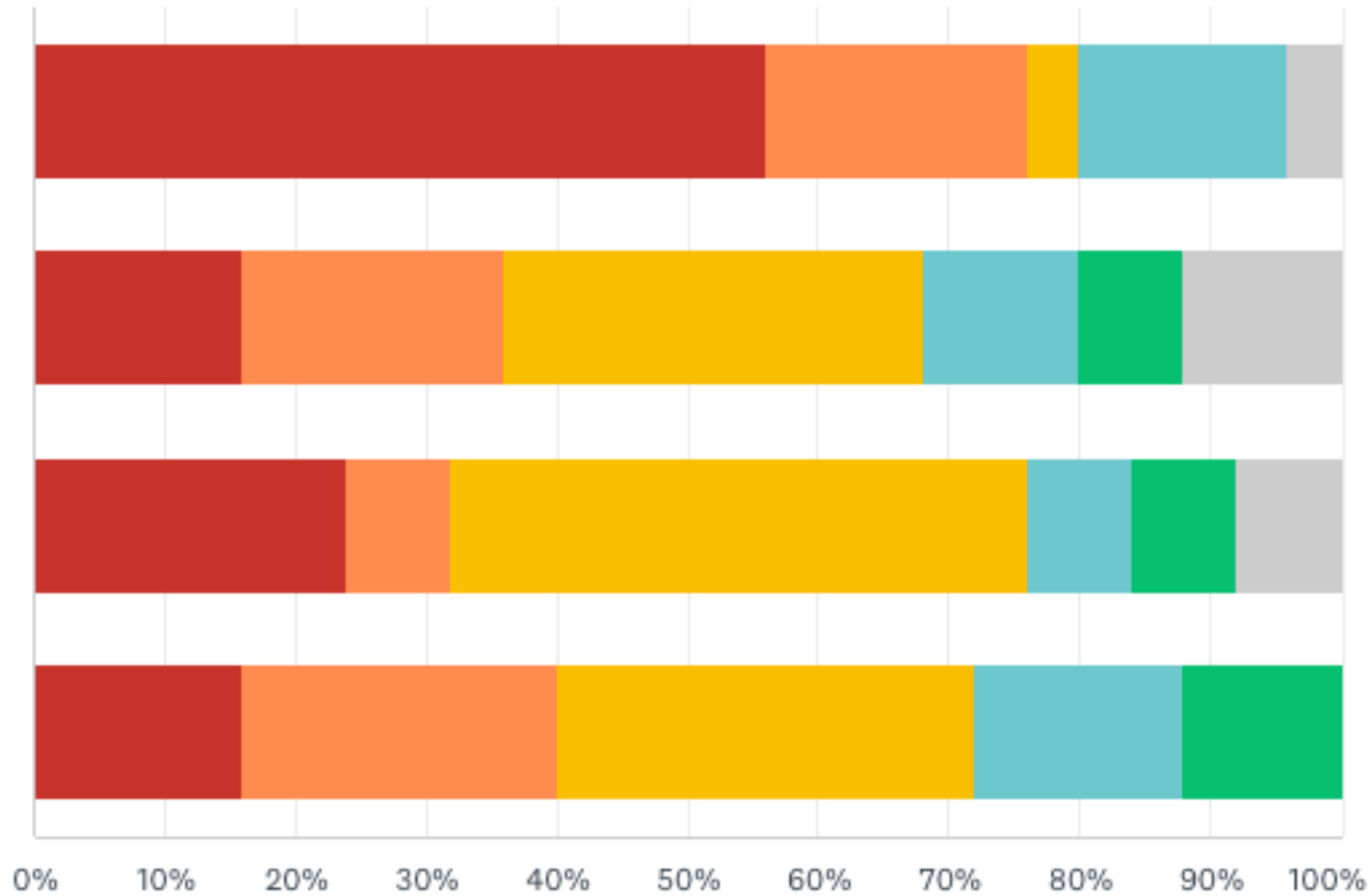
How satisfied are you with the...

Transparency of the Air District's operations and decisions?

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

Air District's relationship to Bay Area communities?

Air District's overall performance?



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

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

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

2.8★
average rating



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

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

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

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



CAC Survey Findings

9 Responses Received

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

Room for Improvement

Clean Our Air

Obscure, Environmentalist

Compliance and Enforcement

Status Quo Continuation

Complicated Matter

Environmental Justice and Work from a Traditional Bureaucracy

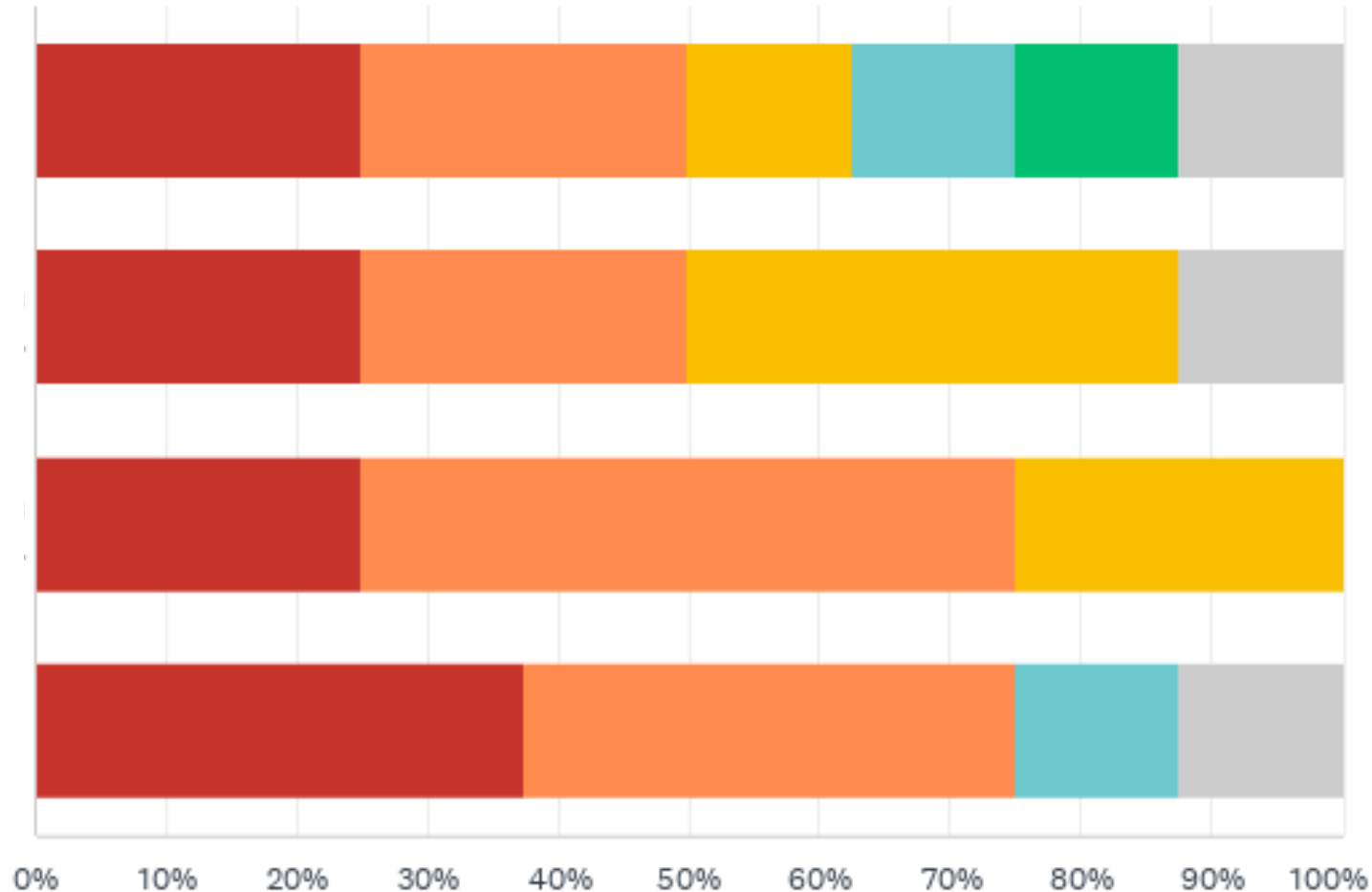
How satisfied are you with the...

Transparency of the Air District's operations and decisions?

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

Air District's relationship to Bay Area communities?

Air District's overall performance?



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

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

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

Live up to it in words and reality.

2.5★
average rating



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

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

Board Interview Findings

Big Themes and Insights

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

Big Themes and Insights

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