



Strategy for the Regional Resilient Infrastructure Roundtable

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1.0 Introduction

1.1 Background

The Roundtable Strategy has been prepared as part of the Urban Greening Bay Area grant project, which is funded by Region IX of the US Environmental Protection Agency (USEPA) Water Quality Improvement Funds, awarded to the Association of Bay Area Governments (ABAG), a joint powers agency acting on behalf of the San Francisco Estuary Partnership (SFEP), a program of ABAG.

The Bay Area Stormwater Management Agencies Association (BASMAA) is a member of the team headed by SFEP that was awarded the grant. BASMAA is leading the development and implementation of a Regional Resilient Infrastructure Roundtable, to develop policy solutions to integrate transportation, climate, and water quality investments. The Roundtable process will convene meetings with local, regional, state, and federal agencies, elected officials, private sector and non-profit partners to identify barriers to the funding of multi-benefit infrastructure projects, and identify examples of integrated solutions. Following the Roundtable meetings, BASMAA will lead the development of a Roadmap for future action to implement policy solutions. The development of the Roundtable is guided by the Roundtable Task Team, which consists of representatives of USEPA, SFEP, the San Francisco Bay Regional Water Quality Control Board (Regional Water Board), BASMAA, and the City of Oakland. Horizon Water and Environment (Horizon) is leading a team of consultants to support the development and implementation of the Roundtable. The Roundtable Strategy describes the approach and plan for conducting the Roundtable process.

1.2 Roundtable Goals

The goals of the Roundtable are as follow:

- Identify barriers and challenges at the state and regional level that limit the integration of green infrastructure stormwater treatment facilities with transportation projects, urban greening, and climate change adaptation initiatives.
- Develop recommendations on how to effectively integrate the funding of green infrastructure stormwater treatment facilities with the funding of transportation, urban greening, and climate change adaptation infrastructure investments.
- Identify shared interests and cultivate interdisciplinary collaboration on initiatives to achieve mutual benefit.

1.3 Statement of Purpose

Engage a broad spectrum of state and regional stakeholders to develop a comprehensive Roadmap (a concise written report) that identifies funding options for achieving widespread, long-term green infrastructure implementation in the San Francisco Bay Area.

1.4 Desired Outcomes

The primary desired outcome of the Roundtable and Roadmap is:

- More funding of green infrastructure stormwater treatment facilities as integral components of multi-benefit projects.

Additional desired outcomes are:

- Statewide recognition of the need to remove barriers and challenges for multi-benefit resilient infrastructure projects that include green infrastructure stormwater treatment facilities.
- Increased prominence of water quality benefits in discussions of policy issues that will shape future Bay Area development, such as climate change adaptation, greenhouse gas reduction, and the need for affordable housing.

1.5 Organization of the Roundtable Strategy

The sections of the Roundtable Strategy that follow this introductory section address meeting formats and locations, meeting topics and participants, strategies to motivate participation, the membership and role of the Roundtable Advisory Committee, roles for other partners and technical advisors, activities to be conducted prior to Roundtable meetings, and activities to be conducted Roundtable meetings.

2.0 Meeting Formats and Locations

Five roundtable meetings are planned. The first and final meetings will be large, inclusive meetings and will “bookend” three focus meetings that address individual topics or assemble staff from a specific subset of agencies that may address multiple topics. Information regarding these two types of meetings, anticipated locations and schedule, the type of information to be provided at the meetings, and the role of consultant staff and Roundtable Task Team volunteers is provided below.

2.1 Large, Inclusive Meetings

The first and final Roundtable meetings will be full-day meetings held at venues capable of accommodating up to 100 attendees. These meetings may feature high-profile guest speakers and are designed to attract an audience and generate excitement. The initial meeting will generate excitement about the work to be accomplished at the subsequent Roundtable meetings. The final meeting will generate excitement about developing and implementing a Roadmap to realize the vision that will have begun forming as the Roundtable meetings progress. Invitations to attend these meetings will be sent via email to all anticipated roundtable participants, as well as municipal staff and other interested parties through BASMAA's Board and Development Committee, and to the individuals on the list of Roundtable interested parties. The "anticipated roundtable participants" are the agencies identified as participants in Tables 3-1 through 3-5 in Section 3, Meetings, Topics, Speakers, and Participants. For each participant agency, the invitations to large, inclusive meetings will be emailed to all agency staff people included in the Roundtable stakeholder list.

2.2 Small Focus Meetings

The two large, inclusive meetings described above will "bookend" three focus meetings that assemble staff from a specific subset of agencies that may address multiple topics. The focus meetings will emphasize getting work done on issues identified at the Initial Meeting, and are not intended to include audience members. To limit the audience size at these working meetings, invitations to attend focus meetings will be provided to all agencies identified as roundtable participants for any of the roundtable meetings, and non-participant environmental NGO on the list of interested parties. For focus meetings, participant agencies will be encouraged to limit attendance to one person per agency. In advance of the Roundtable meetings, there will be coordination with NGOs on the list of interested parties to encourage a small representation of NGOs at each focus meeting. After each focus meeting, there will be an assessment that integrates the outcomes from the meeting with the previous meetings, in order to inform the next sessions while also helping the team consider the results so far. This will support the team in developing findings and recommendations that will feed into the Roadmap.

2.3 Speaker Presentations and Roundtable Discussions

Each meeting is anticipated to include one or more speaker presentations and one or more roundtable discussion. Roundtable discussions are intended to consist of interactive discussion among the participants. A skilled facilitator will guide the discussion, taking care to channel, rather than dampen, enthusiasm and spontaneity. The following methods will be used to guide discussions:

- Discussions will generally be organized around the presentation of information or specific questions, designed to draw out relevant information and feedback from the

participants. As a discussion question is posed, or information is presented for feedback, it will be displayed on a screen, using PowerPoint. If the discussion drifts, the facilitator may call participants' attention back to the question/information, or ask whether participants are ready to transition to a different topic. Drifts in conversation will be monitored to note whether they lead to another topic that also warrants attention, and, as appropriate, may be flagged in the meeting notes as a future discussion topic or action item. Discussion questions and information to be presented will be drafted by the consultant team, and reviewed by the Roundtable Task Team and, as needed, by the Roundtable Advisory Committee. Final discussion questions will be provided to participants in advance of each roundtable meeting.

- For topics in which participants can be expected to have already developed a depth of applicable knowledge or insight that will lead to productive discussion, at the beginning of a session each participant may be requested to share information on the topic for several minutes. Participants will be notified of this request in advance, to allow them time to prepare their remarks.
- When there is a large number of participants, it may be challenging to ensure that all participants have adequate opportunity to speak. One method we will use to address this is to request that participants all respond to certain key questions round-robin style, in which each participant is called upon to give a response on behalf of their agency.

2.4 Meeting Locations

Meetings will be held at a few different locations to facilitate attendance, as needed. Focus meetings are anticipated to be held in Oakland or San Francisco, based on the prevalence of regional and state offices in these locations, and their relative convenience for state agency staff traveling from Sacramento. One large, inclusive meeting is anticipated to be held in the South Bay, and the other in a central or North Bay location, to facilitate broad attendance within the region.

2.5 Anticipated Schedule

Roundtable meetings are planned to occur roughly once a week for a period of three months, from January through March 2017, and possibly continuing into April 2017, if approved by the Roundtable Task Team. Specific dates will be identified, and meeting locations confirmed in coordination with the Roundtable Task Team.

2.6 Introductory Information to Be Provided at Meetings

Each Roundtable meeting is anticipated to include introductory information in the form of PowerPoint slides. Minimal paper handouts will be provided to reduce waste.

2.7 Linkages to the Roadmap

An outline for the Roadmap will be developed at roughly the same time that Roundtable meeting agendas and discussion questions are developed. Each Roundtable meeting will be designed to produce information for the Roadmap. For example, agenda topics at the Roundtable meetings are anticipated to correspond to headings and subheadings in the Roadmap, as appropriate. The organization of meeting notes will follow the agenda topics. The anticipated correspondence between agenda topics and Roadmap headings and subheadings will support the flow of key information from the Roundtable meetings to the Roadmap. The preparation of the Draft, Second Draft, and Final Roadmap is described in Section 8.0.

2.8 Staffing Roles

Each Roundtable meeting will require staffing by members of the consultant team, members of the Roundtable Task Team, or other stakeholder partners to fill the roles identified in Table 2-1, below. In some cases an individual may fill more than one role. The time commitments for volunteers that may fill some of these roles are identified in the table.

Table 2-1			
Staffing Requirements for Roundtable Meetings			
Role	Description	Combine with Another Role?	Time Commitment for Volunteer
Facilitator	Lead the meeting and guide the process (member of the consultant team)	N	NA
Staff Presenter	Provide opening and closing remarks	Y	1 meeting
Meeting Manager	Responsible for room arrangements and logistics (member of the consultant team)	N	NA
Timekeeper	Monitor the time; alert facilitator when a session is approaching scheduled end time	Y	1 meeting
Note-taker	Prepare meeting summary (consultant team member with detailed knowledge of linkages between the meeting and the Roadmap)	Y	NA
On-site registration staff	One registration staff person is needed at focus meetings; up to three may be needed at large, inclusive meetings	Y	2 hours
Audio/visual assistance	Depending on the venue, this may be covered by facility staff	N	2 meetings

3.0 Meeting Topics, Speakers, and Participants

Sections 3.1 through 3.5, below, identify the respective objectives, topics, speakers, and Roundtable participants for each of 5 Roundtable meetings. Research is continuing, and the implementation of meetings described in this section could vary somewhat from these descriptions, if needed. For example, in Section 3.4, Opportunities for Private Foundation Funding, additional foundations may be identified and invited to participate. All speakers and participants are proposed only, and have not yet been invited to participate. Invitations will be made after the Final Strategy has been approved.

3.1. Initial Roundtable Meeting

Objectives

The objectives of the initial meeting are:

- Establish a shared understanding of the goals of the process, including clarification that funding challenges is the key issue the Roundtable is organized around,
- Identify key topics to address in subsequent focus meetings,
- Generate excitement about the roundtable process and subsequent focus meetings,
- Provide clear structure for how the process will proceed.

Topics, Speakers, and Participants

Table 3-1 identifies the anticipated topics, speakers and participants for the Initial Meeting.

Table 3-1 Initial Meeting: Anticipated Topics, Speakers, and Participants			
	Topic	Presentation Speaker	Roundtable Participants
1	Roundtable Goals, Desired Outcomes, and Structure	Task Team Member	NA
2	Keynote	Steven Moore, SWRCB	NA
3	Overview of types of multi-benefit projects -- slide presentation that allows for input by funding agencies on: <ul style="list-style-type: none"> ▪ Project types that provide benefits sought by stakeholders ▪ How stakeholders are supporting implementation of stormwater treatment 	Task Team Member	ACTC BAAQMD Caltrans ATP Caltrans DLA CNRA DWR MTC Pisces Foundation SCC SGC SWRCB

Table 3-1 Initial Meeting: Anticipated Topics, Speakers, and Participants			
	Topic	Presentation Speaker	Roundtable Participants
4	Issues to cover at focus meetings, such as <ul style="list-style-type: none"> ▪ Define “green infrastructure” and other terms ▪ Common funding challenges 	NA	Agencies listed above, plus ABAG BASMAA BCDC OPR RWQCB
5	Case Study: Convening Cross-Sector Partnerships	Allison Joe, SGC	NA
Notes: ABAG – Association of Bay Area Governments ACTC – Alameda County Transportation Commission BAAQMD – Bay Area Air Quality Management District BCDC – Bay Conservation and Development Commission Caltrans ATP – Caltrans Active Transportation Program Caltrans DLA – Caltrans Division of Local Assistance CNRA – California Natural Resources Agency DWR – Department of Water Resources MTC – Metropolitan Transportation Commission NA – Not applicable (see Section 2.3 for a discussion of speaker presentations and roundtable discussions) OPR – Governor’s Office of Planning and Research RWQCB – San Francisco Bay Regional Water Quality Control Board SCC – State Coastal Conservancy SGC – Strategic Growth Council SWRCB – State Water Resources Control Board			

3.2 Focus Meeting 1: Funding Challenges Discussion – Public Agencies

Objectives

The objectives of Focus Meeting 1 are:

- Develop a shared understanding of challenges faced by multi-benefit projects that seek funding from participant agencies.
- Identify potential opportunities to remove funding policy challenges and other challenges.

Topics, Speakers, and Participants

Table 3-2 identifies the anticipated topics, speakers and participants for Focus Meeting 1.

Table 3-2			
Focus Meeting 1: Funding Challenges Discussion Anticipated Topics, Speakers, and Participants			
	Topic	Presentation Speaker	Roundtable Participants
1	Review funding challenges identified at Initial Meeting, identify common themes, provide input on prioritization	NA	ABAG ACTC BAAQMD
2	Review potential solutions identified during informational interviews, brainstorm additional solutions	NA	Caltrans ATP Caltrans DLA CNRA DWR MTC SCC SGC SWRCB
3	Case study: Demonstrating cost savings through multiple benefits reduces challenges to project	TreePeople ¹	NA
See Table 3-1 for a definition of acronyms.			

3.3 Focus Meeting 2: Opportunities for Private Foundation Funding

Objectives

The objectives of Focus Meeting 2 are:

- Establish a shared understanding of the relevant types of projects that private foundations are prioritizing.
- Identify the aspects of resilient infrastructure/multi-benefit projects that will increase likelihood of foundation funding.

Topics, Speakers, and Participants

Table 3-3 identifies the anticipated topics, speakers and participants for Focus Meeting 2.

¹ TreePeople is based in the Los Angeles area. Because there is no budget to reimburse Roundtable participants for travel expenses, this case study may be provided via webinar technology, such as WebEx.

Table 3-3 Focus Meeting 2: Opportunities for Private Foundation Funding Anticipated Topics, Speakers, and Participants			
	Topic	Presentation Speakers	Roundtable Participants
1	Foundation funding priorities	Moore Foundation Pisces Foundation The California Endowment	NA
2	Review project types identified at previous focus meetings and request foundation input of how projects meet their priorities	NA	<ul style="list-style-type: none"> • BASMAA • BCDC • Moore Foundation • Pisces Foundation • RWQCB • SCC • The California Endowment • San Francisco Foundation’s Great Communities Collaborative • Marin Community Foundation
3	Case study: Richmond Building Healthy Communities Project	The California Endowment	NA
See Table 3-1 for a definition of acronyms.			

3.4 Focus Meeting 3: Development of Roadmap

Objectives

The objective of Focus Meeting 3 is:

- Obtain input on information to include in the Roadmap for future action to address challenges to the implementation of multi-benefit projects.

Topics, Speakers and Participants

Table 3-4 identifies the anticipated topics, speakers and participants for the Focus Meeting 3.

<p align="center">Table 3-4 Focus Meeting 3: Development of Roadmap Anticipated Topics and Participants</p>			
	Topic	Presentation Speakers	Roundtable Participants
1	Case Study: STORMS Project 4b -- eliminating barriers to funding the use of stormwater as a resource	Annalisa Kihara, SWRCB	NA
2	Report out from first two focus meetings	NA	Spokespeople from focus meetings 1 and 2
3	Review potential solutions to challenges that have been identified; offer input for Roadmap; consensus building on Roadmap content	NA	
<p>Notes: NA – Not applicable (see Section 2.3 for a discussion of speaker presentations and roundtable discussions) STORMS – Strategy to Optimize Resource Management of Storm Water</p>			

3.5 Final Meeting: Report Out from Focus Meetings and Development of Roadmap

Objectives

The objectives of the Final Meeting are:

- Inform a broad audience of the focus meeting results, which are anticipated to include:
- Common themes of funding challenges for multi-benefit projects
- Potential solutions to funding challenges
- Recommendations for prioritizing solutions
- Inform broad audience of the contents of the Draft Roadmap.

Topics, Speakers and Participants

Table 3-5 identifies the anticipated topics, speakers and participants for the Final Meeting.

Table 3-5 Final Meeting: Report Out from Focus Meetings and Draft Roadmap Anticipated Topics and Participants			
	Topic	Presentation Speakers	Roundtable Participants
1	Keynote	Jeff Tumlin, Oakland/ Nelson Nygaard	NA
2	Report out from focus meetings	NA	Spokespeople from focus meetings
3	How key stakeholders will support implementation of stormwater treatment facilities post-Roundtable	NA	ACTC BAAQMD Caltrans ATP Caltrans DLA CNRA DWR MTC Pisces Foundation SCC SGC SWRCB
4	Contents of Draft Roadmap	Task Team Member	NA
5	Next steps for collaborative action	Task Team Member	NA
Notes: NA – Not applicable (see Section 2.3 for a discussion of speaker presentations and roundtable discussions)			

4.0 Strategies to Motivate Participation

Issues to Address in Meetings to Attract Potential Participants

A key motivator for participation in Roundtable meetings is for each meeting to address issues of concern to the agencies that are invited to participate. Prior to inviting agencies to serve as Roundtable participants for a meeting, the proposed topics to be addressed at the meeting will be reviewed by the Roundtable Task Team, Roundtable Advisory Committee, and consultant team members. One aspect for reviewers to focus on will be to confirm that the proposed topics encompass issues of concern to each proposed invitee, and that the proposed topics demonstrate a command of the issues, so that invitees feel they will learn something by attending.

Goals, Desired Outcomes, and Meeting Objectives that Appeal to Potential Participants

Invitations to participate in Roundtable meetings will identify the goals and desired outcomes for the Roundtable as a whole, and articulate compelling and useful objectives for the individual Roundtable meeting(s) described in the invitation. Prior to inviting an agency that has been identified as having low interest in the Roundtable to serve as Roundtable participants for one or more meetings, the consultant team will scan the Roundtable goals and desired outcomes, and objectives for the meeting(s), to identify goals, desired outcomes, and meeting objectives that may correspond to needs and interests of the agency.

Additional Motivators Identified in Informational Interviews

The informational interviews yielded valuable information regarding the needs and interests of agencies. The Roundtable stakeholder list will be updated with information obtained during informational interviews and circulated to the Roundtable Task Team to keep the issue of motivation at the forefront of Roundtable planning. Prior to inviting an agency that has been identified as having low interest in the Roundtable to serve as Roundtable participants for one or more meetings, the consultant team will review the Interview Record for the agency (if any) to identify needs and interests of the agency relative to the meeting(s) in which the agency will be invited to participate.

5.0 Roundtable Advisory Committee

The Roundtable Advisory Committee provides will offer guidance and expert input on the development and implementation of the Roundtable process, and is composed of individuals with specialized knowledge and experience in transportation and climate change investments, and insight into how green infrastructure stormwater treatment may be integrated in those investments. The role of the committee will be to:

- Assist in formulating overall approach to the Roundtable development and implementation, including identifying key agencies/stakeholders and staffers/individuals that need to be engaged.
- Assist in identifying key experts knowledgeable about innovative planning, finance and funding for transportation projects and activities to address climate change.
- Assist in developing topics and questions for roundtable meetings.
- Assist in reviewing /commenting on roundtable materials prior to distribution.

6.0 Roles for Other Partners

In addition to the Roundtable Advisory Committee, other agency staff and stakeholders may also engage in the process through activities such as providing staff support at Roundtable meetings, as described in Section 2.6, Staffing Roles; reviewing the Draft Roadmap, as described in Section 8.0; or volunteering to participate in post-Roundtable working groups, also discussed in Section 8.0.

7.0 Pre-Meeting Activities

The following key tasks will be conducted in advance of the Roundtable meetings:

- Establish meeting dates and reserve meeting rooms.
- Invite Roundtable participants, obtain confirmations of participation.
- Develop list of interested parties, encourage broad attendance at initial meeting.
- Prepare and send meeting agendas to registered participants and audience members.
- Confirm staffing assignments for each meeting.
- Identify up to 5 volunteers to review Draft Roadmap (the Draft Roadmap will also be reviewed by the Roundtable Task Team and Roundtable Advisory Committee).

8.0 Post-Meeting Activities

The following key tasks will be conducted after Roundtable meetings:

- **Meeting Summaries.** Prepare meeting summary for each meeting and post online.
- **Develop plan for continuing contact with roundtable participants.** This is anticipated to include the development of one or more working groups formed around the implementation of specific recommendations in the Roadmap.
- **Circulate Draft Roadmap for Review.** The Final Meeting of the Roundtable will include a PowerPoint presentation of content that has been vetted by the Roundtable Task Team for inclusion in the Draft Roadmap. The Draft Roadmap is scheduled for release in June 30, 2017, which will allow input from the Final Meeting to be incorporated. The Draft Roadmap will be reviewed by the Roundtable Task Team, Roundtable Advisory Committee, and up to 5 volunteer reviewers, as described in Section 7.0, Pre-Meeting Activities. There will be a four-week review period.
- **Circulate Second Draft Roadmap for Review.** The Second Draft Roadmap is scheduled for submittal on September 15, 2017. It will be provided the list of reviewers described above. There will be a three-week review period.
- **Disseminate Final Roadmap.** Finalization of the Roadmap is scheduled for November 17, 2017. Upon finalization of the Roadmap, notification will be made to roundtable participants, interested parties, and informational interviewees, via email, that the Final Roadmap is available online, providing a link to the Final Roadmap.