



## JOINT POLICY COMMITTEE — REGIONAL PLANNING PROGRAM

Friday, January 20, 2012  
 10:00 a.m. to 12:00 Noon  
 MetroCenter Auditorium  
 101 8th Street, Oakland

### AGENDA

- |     |   |             |
|-----|---|-------------|
| 1.  | Call to Order   |             |
| 2.  | Approval of Joint Policy Committee Meeting Minutes of 12/2/11                   | Action      |
| 3.  | Progress Report on Joint Policy Committee Projects<br>(Randolph/Riordan)        | Information |
|     | A. Economic Development Strategy  |             |
|     | B. Near-Term Green Jobs+  |             |
|     | C. Regional Climate and Energy Resilience Project                               |             |
| 4.  | Progress Report on Sustainable Communities Strategy (SCS)<br>(Heminger/Rapport) | Information |
| 5.  | JPC Staff Hiring and JPC Review   |             |
|     | A. Proposal to Hire JPC Staff (Heminger)  | Action      |
|     | B. Proposal for JPC Review of Purpose, Processes and Topics<br>(Riordan)        | Action      |
| 6.  | Initial Questions for JPC Input (Riordan)                                       | Discussion  |
| 7.  | Update on SB 878 (Bates)  | Discussion  |
| 8.  | Board Comment   | Discussion  |
| 9.  | Public Comment  |             |
| 10. | Adjournment   | Action      |

Next Meeting: March 16, 2011

The JPC may take action on any item listed in the agenda.

This meeting is scheduled to end promptly at 12:00 Noon. Agenda items not considered by that time may be deferred.

The public is encouraged to comment on agenda items by completing a request-to-speak card and giving it to JPC staff or the chairperson.

Although a quorum of the Metropolitan Transportation Commission may be in attendance at this meeting, the Joint Policy Committee may take action only on those matters delegated to it. The Joint Policy Committee may not take any action as the Metropolitan Transportation Commission unless this meeting has been previously noticed as a Metropolitan Transportation Commission meeting.



## JOINT POLICY COMMITTEE — REGIONAL PLANNING PROGRAM

### Minutes of the Meeting of December 2, 2011 Held at 10:00 AM at the Metro Center Auditorium, Oakland

#### ABAG

Jane Brunner  
Dave Cortese  
Mark Green  
Scott Haggerty  
Rose Jacobs Gibson

#### BAAQMD

Tom Bates, Chair  
Ash Kalra

#### BCDC

Sean Randolph  
Brad Wagenknecht  
Kathrin Sears

#### MTC

Bill Dodd  
Jake Mackenzie  
Jim Sperring

#### 1. Call to Order

Chair Bates called the meeting to order.

#### 2. Approval of the Joint Policy Committee Meeting Minutes of September 16, 2011

The minutes of the September meeting were approved.

#### 3. Progress Report on Joint Policy Committee Energy Projects

##### *Regional Electric Vehicle Strategy*

Jean Roggenkamp, BAAQMD Deputy Director, used a PowerPoint presentation to update the JPC on progress by BAAQMD, ABAG and MTC on advancing electric vehicle strategies in the region. The agencies are working to coordinate a wide range of public and private stakeholders. BAAQMD is taking the lead, in conjunction with ABAG and MTC, to develop a regional strategic plan for electric vehicles. Recent grant funding from state and federal sources will fund the strategic planning process.

##### *Bay Area Energy Efficiency Program*

Bruce Riordan, JPC Climate Consultant, used a PowerPoint Presentation to update the JPC on progress to develop a more coordinated and strategic approach to building energy efficiency activities in the Bay Area. The JPC is convening a meeting on December 12 of public, private, and non-profit stakeholders to begin sketching options for a stronger, long-term Bay Area energy efficiency program.

##### *Local Renewable Power Strategic Plan*

Bruce Riordan, JPC Climate Consultant, used a PowerPoint Presentation to update the JPC on the JPC initiative for local renewable power. The JPC staff has organized a group of local renewable power stakeholders to develop a more coordinated Bay Area program to advance what is called “distributed generation.” Mr. Riordan reported on Bay Area Local Renewable

Power Map that the JPC staff has prepared to show the many excellent projects currently underway in the region. The stakeholders group now wants to develop a strategic plan for local renewable power and would like the JPC to lead the plan's development.

A motion was made and seconded to authorize the JPC staff to lead the local renewable power strategic planning process. The motion passed unanimously.

In discussion, members of the Committee considered a number of issues:

- There is a push in Alameda County to build large solar "farms" on open space in the county. These are attractive proposals from solar developers that will boost renewable energy production, but there are significant environmental issues that must also be considered.

#### 4. Proposal to Hire Staff

Steve Heminger, MTC Executive Director, outlined the recommendation from the three executive directors to hire Will Travis as the JPC staff coordinator. Mr. Heminger noted Mr. Travis's vast experience on Bay Area regional issues and stated that he believes Mr. Travis is a very good fit for the JPC job, particularly with the next Sustainable Communities Strategy taking on economic development and climate change adaptation. The hiring proposal was for \$225,000 for 18 months with costs shared by the agencies according to available resources.

A motion to approve the staff recommendation was made and seconded.

In discussion, members of the Committee made the following statements:

- The proposal should have come to MTC and the other agencies for discussion before bringing a contract proposal to the JPC.
- Mr. Travis is the best person that could be found for this job. He has done an excellent job at BCDC and his extensive experience with public and private stakeholders, including at BACEI, will be most valuable.
- There are concerns about the policy changes that the JPC is taking on. Before hiring a coordinator, there should be a comprehensive look at the role of the JPC.
- The proposal involves a significant amount of funding and therefore should have been at least brought to MTC that is holding the contract. There are concerns about the salary and how it relates to the salary of the previous JPC staff coordinator.
- There is no prejudice against Mr. Travis, but there are significant concerns about the hiring process. Needs more discussion.
- More time is needed to discuss the role. It is inappropriate to move so quickly.
- Mr. Travis's knowledge of the issues is superb, particularly on climate change and sea level rise. He is one of the leading experts in the nation.
- No is disputing Mr. Travis's qualifications. It is the process that is the problem. There was no notice about filling this vacant position until the meeting packet arrived this week.
- Are we only going to be dealing with climate change? There are other issues that we should also be addressing.
- This proposal needs more vetting and more transparency.

The motion was withdrawn. The proposal will be taken back to each agency for discussion in December and January. The JPC will reconsider staff hiring at the January 20<sup>th</sup> meeting.

## 5. Progress Report on Joint Policy Committee Planning Processes

### *Bay Area Economic Development Strategy*

Sean Randolph, BACEI Executive Director, provided an update on the JPC's Economic Development Strategy Framework. Fundraising issues have delayed the start of the project, but Mr. Randolph expects that his efforts to raise private sector funds to match MTC's offer of \$75,000 will produce results by the end of the year. Bay Area Council is now making this fundraising effort a high priority.

### *Climate and Energy Resilience Strategy*

Bruce Riordan, JPC Climate Consultant, provided an update on the JPC's Bay Area Climate and Energy Resilience Project. The project's Advisory Group will hold its next meeting on December 8<sup>th</sup>. The project is working on a research summary on climate impacts, an outline of potential strategies, and Bay Area options for governance and financing of climate adaptation strategies.

## 6. Bay Plan Amendment

Will Travis, BCDC's Executive Director, provided background information and outlined the proposal for the JPC to facilitate the development of a regional sea level rise adaptation strategy. Mr. Travis explained the two and one-half year process—including 36 public hearings, meetings and workshops—that BCDC conducted to update the Bay Plan policies dealing with climate change. Mr. Travis stated that it became clear to the engaged participants that BCDC's jurisdiction concerning climate change was quite limited when compared to the scope of the climate change problems confronting the Bay Area. It was agreed, therefore, that the region needs a regional strategy for sea level rise, coupled with a strategy for the other impacts of climate change, and linked to the work to make the Bay Area more resilient and economically productive. The participants in the BCDC planning process concluded that BCDC was not the correct body to take the lead on developing such an overall regional strategy. It was proposed that the JPC was regionally positioned take the lead in facilitating this process, most likely as a part of the second Sustainable Communities Strategy, where the JPC could bring together 4 regional agencies, 9 counties, 101 cities, and hundreds of special districts and other stakeholders.

Sean Randolph, BCDC's chair provided further explanation of the proposal. He stated that as the BCDC process unfolded, it became important to many stakeholders that BCDC alone would not be making the ultimate decisions on climate change adaptation in the region, but that a longer-term, deeper process would be used to engage all relevant agencies and stakeholders. This was important to getting agencies, business groups and other stakeholders to approve the Bay Plan amendments. Mr. Randolph stated that he and the other BCDC commission members believe that JPC has the stature and regional planning role to facilitate such a strategy development process.

In discussion, members of the Committee made the following statements:

- JPC was originally formed to coordinate among the agencies and to review agency plans. This seems like we are moving away from that role and taking on a policy *making* role. It feels wrong that we are taking on new issues and responsibilities before the agencies have had a chance to discuss them, especially when we have failed to coordinate on some of the existing issues.
- This is a controversial issue and it could overshadow the original purpose of this group. Taking on this major role could distract and deflect us away from more important and critical issues that our cities are dealing with like the economy. This group should help facilitate resolution of those important issues.
- Mostly concerned that this is coming here before it is brought to our member agencies.
- This proposal is a continuance of work that this body twice voted unanimously to take on (March and May) earlier this year. We already voted to tackle economic development and climate change adaptation. This proposal is merely saying how we are going to do it.
- This feels out of sequence. The agencies should have first chance to review, discuss and comment and then send it to JPC.
- We need to figure out how to adapt to new circumstances. We are wrestling with this in our county—how to deal with transportation, land use, and other issues in the context of climate change.
- We can't have four agencies debating an issue and then bringing it here after the fact. This group should be discussing and coordinating policy.
- Yes, we have agreed to be involved with climate change. But, the discussion on this proposal should have taken place first at the agency I represent, so I have some direction. This is a tough issue and I want to know I have buy-in from the agency I represent.
- Agree that JPC should work with BCDC to do this. Good that BCDC is offering other agencies the opportunity to work on this at the beginning. JPC should be working together as one body, not just working closely together. This is a small step in that direction.
- On major issues like sea level rise and climate change, we can't speak on behalf of our boards if they have not had their own discussions. Boards will probably say yes to this role but it needs to get their buy-in. Make a presentation to each board and then they can delegate to their reps to go ahead at JPC.
- We tried very hard at BCDC to come up with a good sound policy. This policy will rub against transportation, land use, air quality, etc. so we need input from the agencies that deal with those issues. The JPC is a good place to bring this for discussion by the agencies.
- We have said before we don't want to just wait and react to agency plans. This time, we are being asked to jump in at the beginning. We should thank BCDC for that. However, for policy direction we do need direction from our boards. We will need to get boards' OK on the details of the policies later, but it is a JPC decision to take on an issue or not. Let's move forward with this topic now and take the policies back to boards at the appropriate time.

A motion was made and seconded to move forward with the proposal.

In further discussion, members of the Committee made the following statements:

- This needs to be put on the agenda at MTC. Needs discussion since it is a significant decision. I want to make sure that MTC commission is in agreement with that.
- This needs to be taken back to all three agencies that have not discussed it.
- We have discussed developing a climate adaptation strategy at two previous meetings and voted to move forward.
- Delaying is not accepted. The motion is to move forward and to take the details of the policies back to boards later for thorough discussion.
- I want this to go back to all 3 boards for discussion.

The motion was passed unanimously. The proposal will be sent back to each of the three boards for comment and will be taken up again by JPC at the January 20<sup>th</sup> meeting.

## 7. Regionalism in the Bay Area

### Public comment:

Scott Peterson, East Bay EDA, offered comments on how to improve coordination among regional agencies and other entities in the region. East Bay EDA has been meeting with other key Bay Area business groups to coordinate their work on economic development. Several of the business groups will be speaking about these efforts at the SB 878 hearing in San Francisco. Mr. Peterson stated that while it is critical that economic development be addressed in all regional planning efforts, the JPC may not be the right body to take the lead in creating a Bay Area economic development strategy.

Paul Campos, Building Industry Association, presented ideas on regionalism and strengthening the JPC. Mr. Campos quoted from a 2005 JPC memo that describes the JPC's coordinating role for the production of agency planning documents. Mr. Campos stated that he would like to see the JPC become a very important and high-level regional forum for coordinated Bay Area planning.

Chair Bates explained SB 878 that would request the JPC to produce three reports on Bay Area regionalism and outlined the upcoming hearings on the bill in the San Francisco and Oakland. He stated that he has been asked to testify and could do so as either (a) a representative of the JPC if there is a consensus of opinion, or (b) as the Mayor of Berkeley who has considerable Bay Area experience. Mr. Bates discussed the importance of regions like the Bay Area taking more control over their future development.

Sean Randolph, BACEI Executive Director, outlined a study done every two years for the BACEI by McKinsey & Company on economic development issues for the region. This year's report, now in an advanced draft stage, will include a look at regional governance. How could the Bay Area take more responsibility for its future? How will we make decisions as a region to help move the Bay Area forward? The report will include a review of how other metro regions worldwide are approaching governance. The study will be published in the first quarter of 2012 and is intended to "tee up" the issues for regional discussion in 2012.

Egon Terplan, SPUR Regional Planning Director, outlined a current SPUR study on regional governance and regional agency representation, including issues raised in AB 57. The study will look at current governance issues and how governance changes might affect regional thinking. He described in more detail the issues raised in AB 57 about MTC representation.

Julie Sinai, City of Berkeley, outlined a UC Berkeley proposal that would use existing and new research to examine Bay Area regionalism.

In discussion, members of the Committee made the following statements:

- We need the studies on regional governance to be prescriptive so they will get noticed and discussed.
- San Jose and Santa Clara County have been underrepresented on Bay Area regional agencies.
- Let's focus more discussion on what decisions need to be made and less on who makes the decisions and how we are organized. Let's focus more on the economic decisions that are critical to our future.
- Who in the region is working with Senator DeSaulnier on his bill? This group needs to provide input on the bill.
- The economic development role in the region is critical.

The members of the JPC directed Chair Bates to testify at the SB 878 hearings that the legislation is premature and should not move forward at this time.

## 8. Adjournment

The meeting was adjourned at Noon.



Association of Bay Area Governments  
Bay Area Air Quality Management District  
Bay Conservation and Development Commission  
Metropolitan Transportation Commission

Joseph P. Bort MetroCenter  
101 Eighth Street  
P.O. Box 2050  
Oakland, CA 94607-4756  
(510) 464-7900  
fax: (510) 464-7985  
info@abag.ca.gov  
www.abag.ca.gov/jointpolicy

## JOINT POLICY COMMITTEE — REGIONAL PLANNING PROGRAM

Date: January 13, 2012  
To: Joint Policy Committee  
From: Bruce Riordan  
Sean Randolph  
Subject: **Progress Report on Joint Policy Committee Projects**

### **Economic Development Strategy**

In the last month, the Bay Area Council has secured commitments for \$109,000 in private sector funding to support the regional economic study requested by JPC.

As reported at the December JPC meeting, the Economic Institute had elected to delay starting work on the study until private sector commitments were secured that matched the \$75,000 committed earlier by MTC. Having met that number, work should get underway in mid-late January. As the project's scope has expanded with additional requests for content and analysis, we anticipate a total cost of \$230,000 and the Bay Area Council is continuing to actively solicit funds from private sector partners. We expect that it will be successful in bringing funds sufficient to reach 50% of that figure (\$115,000) and we hope that MTC will consider increasing its support to match that amount or whatever private companies may commit up to that level.

Data collection for the study is already underway. The Economic Institute will actively engage the JPC and its member agencies in the project's Advisory Committee, which will provide substantive input and will review the draft at critical stages. We look forward to developing together a product that will serve as the basis for a collaborative public-private strategy to support sustained economic growth and jobs in our region.

### **Near-Term Green Jobs+**

On December 12<sup>th</sup>, JPC staff hosted the first meeting of a group of energy efficiency experts (local governments, scientists, industry, consultants, advocates) to get input on a sustainable, long-term program for the Bay Area. The meeting focused on the residential market. The next steps will include expanding the experts group, mapping the key EE players and projects in the Bay Area, and enlarging the discussion to include the commercial sector.

JPC staff continues to work with the Bay Area Renewable Power Experts Group on the second draft of a regional action plan for local renewable power. At the same time, we are working with the most promising Bay Area renewable power projects to explore how to assist them (through webinars and other means) to expand regionwide. In recent weeks this has included the Alameda

County-led R-REP Project (public agency solar procurement), Kyoto USA's solar master plans for schools, and Marin Clean Energy.

Neophase Consulting has begun a pro bono project for the JPC that will summarize the current research on job creation and economic development potential for Bay Area energy efficiency, renewable power and electric vehicle initiatives.

### **Regional Climate & Energy Resilience Project**

JPC staff facilitated the December 8<sup>th</sup> meeting of the project advisory group. Thirty individuals participated representing local governments, regional agencies, scientific and academic institutions, community organizations, and advocacy groups. The project is planning to host a regionwide event in the Spring 2012. In February, the JPC staff will host a meeting with leaders from the Los Angeles Climate Collaborative to examine the two regions' approaches to climate adaptation. We are also working with ABAG and MTC staff to develop a climate adaptation section for the upcoming application for Strategic Growth Council funding for the SCS.



Association of Bay Area Governments  
Bay Area Air Quality Management District  
Bay Conservation and Development Commission  
Metropolitan Transportation Commission

Joseph P. Bort MetroCenter  
101 Eighth Street  
P. O. Box 2050  
Oakland, CA 94607-4756  
(510) 464-7900  
fax: (510) 464-7985  
Info@abag.ca.gov  
www.abag.ca.gov/jointpolicy

## JOINT POLICY COMMITTEE — REGIONAL PLANNING PROGRAM

TO: Joint Policy Committee

DATE: January 13, 2012

FR: ABAG, BAAQMD, BCDC and MTC Executive Directors

RE: Joint Policy Committee Staffing

At your meeting on December 2, 2011, the Executive Directors of MTC, ABAG and BAAQMD recommended that the Metropolitan Transportation Commission (MTC) enter into a contract with Will Travis to replace Ted Droettboom as the JPC policy advisor. The JPC raised several questions about this recommendation and deferred action until each agency had the opportunity to discuss it further.

The Bay Area Air Quality Management District Executive Committee met on December 19. They discussed hiring Will Travis as the advisor for the JPC and were supportive. The Executive Committee report to the full Board is scheduled for January 18, 2012.

The MTC Executive Committee met on December 21, and unanimously approved moving forward with a contract with Mr. Travis on behalf of the JPC member agencies, subject to (a) negotiation of the contract price, and (b) refinement of the scope of work.

Consideration of this issue will be taken up by ABAG and BCDC at their respective meetings on January 19. Staff will report on the results of those discussions at your meeting on January 20.

### **(a) Price Proposal**

The proposal presented in December was to engage Mr. Travis for an amount not to exceed \$150,000 per year. As a result of further discussions, we now propose to pay Mr. Travis the same hourly rate (\$85 per hour) as paid under our contract with Elmwood Consulting for services provided to the JPC by Bruce Riordan. We would further limit the annual contract total to \$135,000 per year, which we believe is a reasonable level of effort for the JPC activities.

### **(b) Refinement of the Scope of Work**

In the course of the MTC Executive Committee's discussion, it was clear that lingering concerns about the role the JPC should play in policy development need to be addressed in order to provide clear direction to the JPC policy advisor and Executive Directors of the four member agencies. The Committee also raised questions about the JPC's decision-making process, which in the opinion of some, now suffers for lack of a clarity to ensure that the JPC reviews draft agency plans early in the process and, therefore, has a real opportunity to influence their content. Both of these issues need to be resolved in order to confirm the contract scope of work for Mr. Travis.

We understand that these same questions have been raised by other members of the JPC. As a result, on today's agenda (Item #5b) is a recommendation to take the next two months for the JPC member agency Chairs and Executive Directors to refine the JPC's purpose, processes and topics for the JPC's consideration in March. Should the JPC agree to this recommendation, we propose that the contract with Mr. Travis include this initial task, with the remaining scope of his work to be amended into the contract once the JPC direction on this matter has been set.

### **Recommendation**

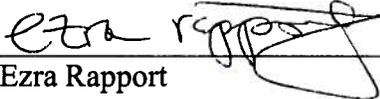
Subject to the deliberations of ABAG and BCDC to take place following the date of this memo but before your meeting on January 20:

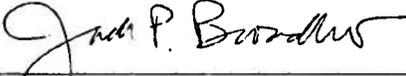
1. Request MTC to approve a one-year contract with Will Travis to serve as Policy Advisor to the JPC. In this role, Mr. Travis is to work and advise neutrally with all four agencies that comprise the JPC and will have no special involvement with BCDC following his retirement other than work associated with the JPC agenda.
2. Establish the contract budget in an amount not to exceed \$85.00 per hour, and in a total amount not to exceed \$135,000 per year, with costs to be shared by the four agencies in amounts to be negotiated by the Executive Directors;
3. Approve the initial contract work scope to be consistent with the outcome of Agenda #5b, with the understanding that the scope of work for the remaining contract period would be modified based on the results of the process described in that agenda item.

Should the JPC approve this recommendation, the MTC Administration Committee would take action on contract approval at its February 8, 2012 meeting.

Unless ABAG and BCDC have any objections as a result of their meetings on January 19, the recommendations will remain as stated in this memorandum. Otherwise alternative recommendations may be presented at your meeting.

  
\_\_\_\_\_  
Steve Heminger  
Executive Director, Metropolitan Transportation Commission

  
\_\_\_\_\_  
Ezra Rapport  
Executive Director, Association of Bay Area Governments

  
\_\_\_\_\_  
Jack Broadbent  
Executive Director, Bay Area Air Quality Management District

Approved by Steve Goldbeck via email on 1/13/12 \_\_\_\_\_  
Steve Goldbeck  
Acting Executive Director, Bay Conservation and Development Commission



Association of Bay Area Governments  
Bay Area Air Quality Management District  
Bay Conservation and Development Commission  
Metropolitan Transportation Commission

Joseph P. Bort MetroCenter  
101 Eighth Street  
P.O. Box 2050  
Oakland, CA 94607-4756  
(510) 464-7900  
fax: (510) 464-7985  
info@abag.ca.gov  
www.abag.ca.gov/jointpolicy

## JOINT POLICY COMMITTEE — REGIONAL PLANNING PROGRAM

Date: January 11, 2012  
To: Joint Policy Committee  
From: ABAG, BAAQMD, BCDC and MTC Executive Directors  
Subject: **Review of JPC Purpose, Processes and Topics**

The discussion at the December 2<sup>nd</sup> meeting raised a number of important questions about *how* the JPC coordinates inter-agency collaboration and *what* subjects the JPC should be addressing. With the Bay Area facing a set of critical challenges to the region's sustainability—including economic development, the impacts of climate change, and the transformation of our energy systems—we believe it is the right time to take a step back and re-examine how the four regional agencies should work together with our public and private partners to address these challenges.

We propose that the JPC staff work with the JPC Chair, and the Chairs and Executive Directors of the four agencies, over the next two months to conduct a thorough review of the JPC's purpose, processes and topics. This review would lead to a proposal to the full JPC at the March meeting for discussion and action. During the two-month review, input would be obtained from all JPC members, starting with a discussion of two key questions at today's meeting (Item 6).

The two-month review will consider the following:

1. The JPC's four historical roles—identifying opportunities for collaboration, the coordination of planning documents, conflict resolution, and regional leadership on important issues.
2. Mechanisms and ground rules that will streamline and clarify the JPC's operations so that board and staff time can be focused much more directly on critical policy discussion and action.
3. The three current JPC projects—Bay Area Economic Development Strategy, Near-Term Green Jobs+, and the Bay Area Climate and Energy Resilience Strategy—plus the identification of new opportunities for inter-agency collaboration.
4. Other ideas to strengthen the JPC's ability to provide regional coordination and leadership, as appropriate.

### **Recommendation**

We recommend that the Joint Policy Committee direct staff to carry out the review as described above and to present a proposal for discussion at the March 16<sup>th</sup> meeting.



Association of Bay Area Governments  
Bay Area Air Quality Management District  
Bay Conservation and Development Commission  
Metropolitan Transportation Commission

Joseph P. Bort MetroCenter  
101 Eighth Street  
P.O. Box 2050  
Oakland, CA 94607-4756  
(510) 464-7900  
fax: (510) 464-7985  
info@abag.ca.gov  
www.abag.ca.gov/jointpolicy

## JOINT POLICY COMMITTEE — REGIONAL PLANNING PROGRAM

Date: January 13, 2012  
To: Joint Policy Committee  
From: Joint Policy Committee Staff  
Subject: **Initial Questions for JPC 2-Month Review**

To begin the JPC review described in Item 5b, we would like to get your input on two important questions.

1. The JPC has historically attempted to play a range of roles. These could be summarized by the list below. Going forward, which of these roles should the JPC focus on to help the region address its most critical challenges? Are there other roles that you would recommend the JPC consider?
  - A. Coordination of the development of each agency's primary planning documents.  
*Examples: Clean Air Plan, Bay Plan, Regional Transportation Plan, etc.*
  - B. Identifying and exploring opportunities for inter-agency collaboration and, where needed, conflict resolution. *Examples: Sustainable Communities Strategy, Electric Vehicles Funding/Support, Sea Level Rise Adaptation Strategy, CEQA Guidelines.*
  - C. Providing regional leadership by convening stakeholders—local governments, businesses, community-based organizations, academic institutions, etc.—to facilitate action on important issues that may not fall clearly within the authority of any one of the JPC agencies. *Examples: Economic Development Strategy, Climate & Energy Resilience Strategy, Bay Area Local Renewable Power Strategic Plan.*
2. What are your suggestions for improving the JPC's operations so that meetings and other activities make the best use of your valuable time and constructively advance important issues in the region?