

Monterey Bay Area Regional Climate Project Working Group Governance Options

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Summary

The Monterey Bay Area Regional Climate Project Working Group (RCPWG) was a concept that emerged from the ground up in 2021 and 2022 in response to the need to coordinate on historic funding opportunities for work on climate change that could be regionally impactful. The RCPWG first focused on establishing interim governance quickly and adopted a charter in February 2023 to allow for the group to begin pursuing significant funding for the region quickly. Following adoption of the charter, RCPWG members elected a Chair and Vice-Chair as the leadership team. With RCPWG now approaching a year since inception and over six months with an adopted interim charter, the RCPWG is now considering longer-term governance options.

This memo provides an introduction to the benefits of regional climate collaboration and the types of governance structures for regional collaboratives. It is followed by a presentation of several governance options for the RCPWG to consider longer-term. Each governance option is assessed to account for access to funding, equity, cost, administrative and legal requirements, and flexibility in voice/action. Based on RCPWG's review and feedback of the governance options to date, **Farallon Strategies recommends continuing with the existing chartered network governance for the RCPWG.** The Farallon Strategies team believes that taking additional time to build on what is working and not rush changing the governance at this time is the best path forward. The RCPWG will continue to re-evaluate governance and leverage other regional initiatives over the next six months, with the next planned reassessment in Spring 2024.

Background

Climate change is a priority issue for many organizations across the Monterey Bay Area Region. Access to large scale transformative grant opportunities has the potential to accelerate implementation of climate change mitigation and adaptation projects and programs across counties. The establishment of the Monterey Bay Area Regional Climate Project Working Group (RCPWG) represents a focused and coordinated approach for the region to effectively access historic State and federal funding and resources.

The mission of the RCPWG is to foster collaboration among groups and organizations in the Monterey Bay Area region, including Santa Cruz, San Benito, and Monterey Counties, to develop, prioritize, secure funding for, and advocate for the equitable implementation of regionally beneficial climate mitigation and adaptation projects and programs. Member agencies to-date include dues-paying members from the City and County of Santa Cruz, the City of Watsonville, the County of San Benito, and the County of Monterey. RCPWG advisory members to-date include Ecology Action and the

Association of Monterey Bay Area Governments (AMBAG). The RCPWG is supported by their Consultant Team of Farallon Strategies and Grant Management Associates.

During the first year of RCWPG, with funding from member agencies and Central Coast Community Energy (3CE), the RCPWG established interim governance through a charter adopted by all members. Member agencies of the RCPWG include dues-paying public entities. Additional advisors include AMBAG and Ecology Action, who actively participate in discussions. Leadership includes a Chair and a Vice-Chair, voted anonymously by member agencies. Decision-making is conducted through the consent model.

The focus of the RCPWG for the first year has been to establish a functional governance structure and develop regional proposals focused on building electrification and transportation electrification. With the support of Farallon Strategies and Grant Management Associates, members deliberated and agreed to interim governance, elected a chair and co-chair, met in semi-monthly meetings to align around grant opportunities to pursue as RCPWG or via other venues. The consultant team supported early consultations with public, private, and foundation partners on funding opportunities, establishing a pipeline of potential funding sources for the coming year. At report publishing, the RCPWG submitted two proposals focused on building electrification and transportation directly and assisted in coordinating around six other grants that were RCPWG-aligned.

Members see the success of RCPWG through the achievement of the following objectives:

- Secure funding for regional grants that individual members would not have the ability to secure on their own
- Effectively and equitably allocate funding for ambitious climate action projects
- Establish better collaboration to align policy and approaches in addressing regional climate issues via active working groups coordinating with non-RCPWG agencies, foundations, and nonprofits

To achieve these objectives, the RCPWG must work towards viable, stable, and sustainable long term governance.



Overview of Regional Climate Collaboratives

As climate change intensifies and results in impacts that cross jurisdictional boundaries, more areas throughout the country are forming climate collaboratives at the regional scale. Regional collaboratives can support the development of aligned and coordinated plans and policy solutions among stakeholders and across jurisdictional boundaries to reduce emissions or address climate impacts. RCPWG formed as a collaborative in August 2022 and has benefited from coordinated efforts across jurisdictions to share resources about grant opportunities and to jointly apply for climate adaptation funding. An essential benefit of the RCPWG is to help individual member communities overcome the barriers of limited resources, capacity, or technical expertise that many organizations face.

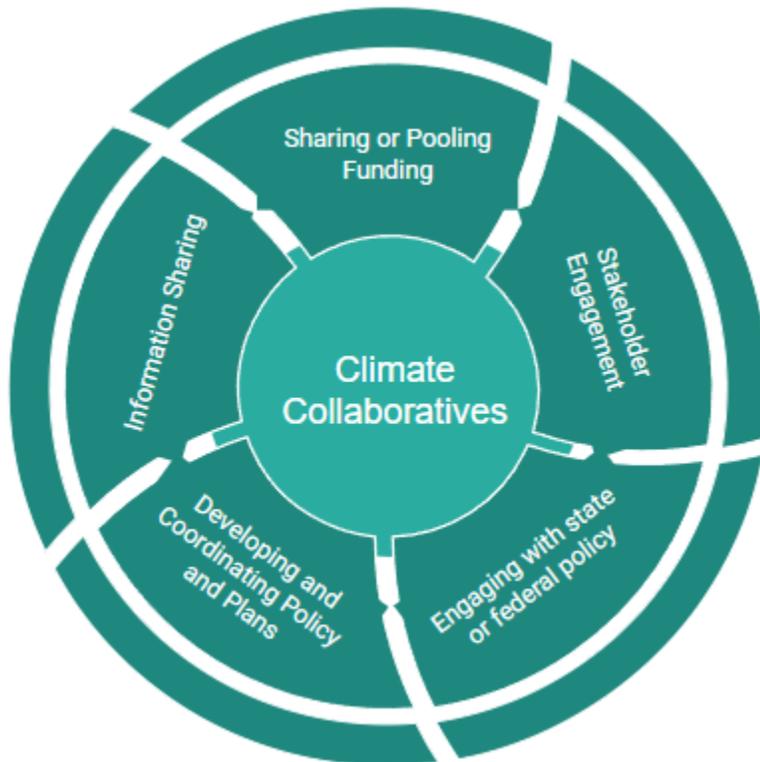
While the group understands the benefits of being some variation of a collaborative, the purpose of this section is to outline the larger ideas and examples from the broader realm of collaboratives to help guide future governance decisions of the group.

Purpose of a Climate Collaborative

A climate collaborative may serve many potential roles or functions, and may differ to meet the unique needs of each region. In general, the purpose of a collaborative can be grouped in the following categories: (1) stakeholder engagement, (2) information sharing, (3) developing or coordinating policy and plans, (4) engaging with state or federal policy, (5) sharing or pooling funding, and (6) facilitating climate research and communication.¹ When talking about regional collaboratives, we are talking about “members” or “government/local jurisdictions and other stakeholders” to reflect that collaboratives often are not just local governments.

¹ These groups are adapted from Georgetown Climate Center: Bennett, Annie, and Jessica Grannis. “Lessons in Regional Resilience: Case Studies on Regional Climate Collaboratives.” Georgetown Climate Center, January 2017. https://www.georgetownclimate.org/files/report/GCC-Lessons-in-Regional-Resilience-Synthesis-Jan_2017.pdf.

Figure 1: Intended Purposes of Collaboratives



Sharing or pooling funding

Collaboratives offer an opportunity for members to pool funding, share resources, and to potentially make larger grant applications more competitive. This is especially useful in resilience planning, where climate impacts affect regions as a whole and many organizations and agencies have a responsibility to take action.

For RCPWG, this is part of the core mission of the group: to work together to collectively secure larger climate resilience and adaptation grants.

Stakeholder engagement

Climate collaboratives are a forum for regional agencies to collect feedback from stakeholders on initiatives, programs, policy documents, grant guidelines, and other regional activities. Strengthening relationships by hosting and facilitating regular convenings can build capacity among members and additional community stakeholders. In addition, regional collaboration activities create the opportunity for greater inclusion of community voices, serving as a foundational component. Furthermore, a collaborative can present a unified message to the public or outside stakeholders.

While RCPWG's charter allows for additional stakeholders to participate in meetings, membership with voting capabilities has so far included city and county government officials. Ecology Action and AMBAG have joined meetings as advisors. With additional funding, RCPWG members hope to fund community member participation in the future.

Information sharing

Climate change information is very rapidly changing, and individual organizations find it challenging to stay updated and informed about local developments. Collaboratives help reduce information barriers by providing a communication platform and forum for information sharing. Collaboratives serve as a space to share best practices, the latest data, and information to build expertise and stay updated on relevant resources.

RCPWG members use the listserv and meetings as a space to share information about regional activities, including initiatives and funding opportunities. In any governance model, RCPWG will likely serve as a platform for information sharing.

Developing or coordinating policy and plans

Another important role of a collaborative is to provide opportunities to coordinate policies on a regional scale. In the past few years, the Central Coast has been battered by numerous climate change induced weather events such as wildfires, winter storms, and coastal flooding. Numerous jurisdictions have worked to tackle this challenge head on by adopting climate adaptation plans, and local hazard mitigation plans that seek to protect communities from the devastating impacts of climate change. However, the types of projects needed to protect communities have significant costs and are often bigger in scale than any one jurisdiction.

Regional collaboratives have the opportunity to encourage the adoption of policy recommendations across their members. Policy alignment across jurisdictions can facilitate coordinated project implementation that contributes to regional resilience and prevents mal-adaptation. Implementing those recommendations is up to the discretion of the local governing bodies, but collaboratives may provide support or technical assistance to facilitate broader adoption.

RCPWG is pursuing funding to use this collaborative group as a platform for coordination on policy and plan implementation. The extent to which this is done depends on the funding secured and the collaborative governance model established in the near future.

Engaging with state or federal policy

Some collaboratives help their region coordinate communications with state and federal governments. This allows the region to present a unified voice on policy or other matters which may be of interest to the region. Advocacy on behalf of a coordinated regional entity often holds greater weight and can influence decisions more than one entity can do on its own.

Facilitating climate research and communications

Collaboratives also have the opportunity to provide effective communication of climate risks or impacts for decision-makers and leverage research that promotes greater understanding of climate impacts and effectiveness of climate action and adaptation strategies in the region. Through collaboration with academic institutions, the process of translating climate science and projections can be facilitated. This can help to inform the academic community what research is needed for governmental agencies and other stakeholders to take action. Collaboratives can be an important connector for greater understanding of region-specific climate science and solutions.

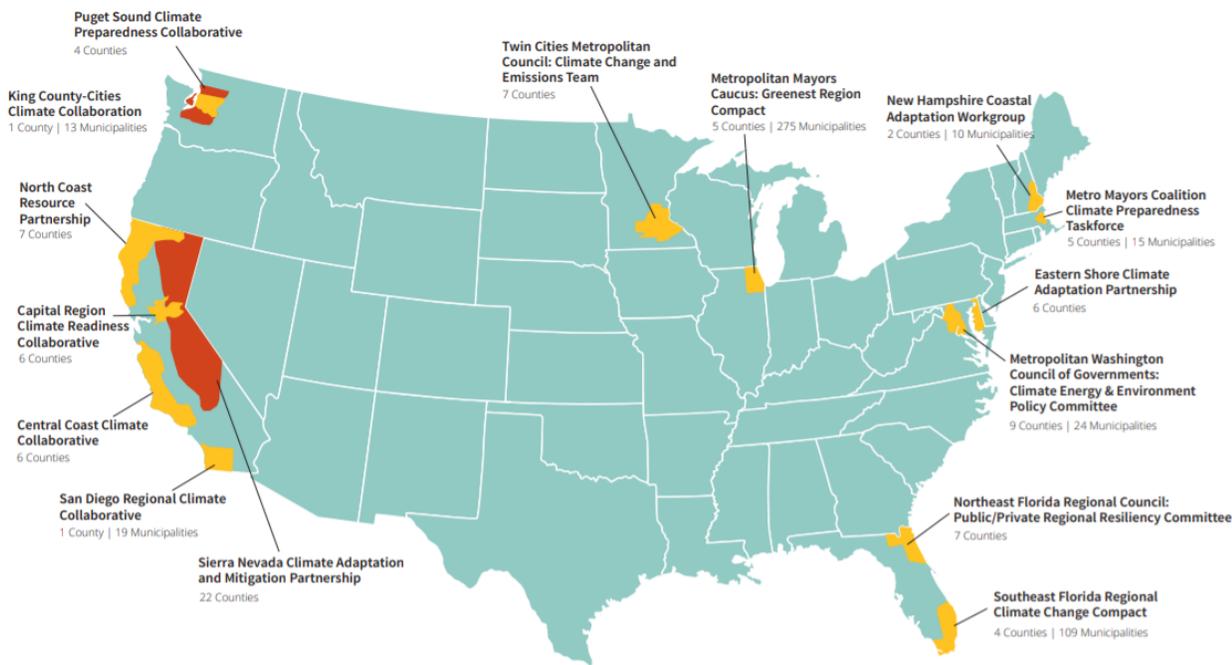
This does not fit into RCPWG's current scope, although could be a component in the future, and would align with mandates for federal funding for climate research to also engage regions and communities.

Types of Collaborative Structures

Regional climate collaboratives can be found across the U.S. and take many forms. The following map highlights 15 of the more than four dozen regional climate collaboratives that are engaged in the Regional Collaboratives Forum.²

² "Lessons in Regional Resilience: Case Studies on Regional Climate Collaboratives." Georgetown Climate Center, January 2017.
https://www.georgetownclimate.org/files/report/GCC-Lessons-in-Regional-Resilience-Synthesis-Jan_2017.pdf.

Figure 2: 15 Regional Climate Collaboratives Across the U.S.



There are several ways to structure a collaborative, and each collaborative should be adapted to its own regional context. There is no universal approach, but different models of regional collaboratives can be described along a continuum of flexibility and formality of structure.

Figure 3: Summary of Structural Characteristics of Collaboratives³



³ Adapted from: Bennett, Annie, and Jessica Grannis. "Lessons in Regional Resilience: Case Studies on Regional Climate Collaboratives." Georgetown Climate Center, January 2017. https://www.georgetownclimate.org/files/report/GCC-Lessons-in-Regional-Resilience-Synthesis-Jan_2017.pdf.

Regulatory Body *(Most formal)*

An organization or collaborative which has been authorized to act as a government. This may include the ability to create financial measures, such as taxes or fines, and create regulations or policies.

The [San Francisco Bay Area Conservation and Development Commission](#) (BCDC) is an example of a regulatory body. As outlined on their website, BCDC's authority comes from two statutes, the McAteer-Petris Act and the Suisun Marsh Preservation Act. BCDC has enforcement authority to "ensure that anyone who is required to obtain a permit pursuant to the McAteer-Petris Act or Suisun Marsh Preservation Act does so, and that anyone who has obtained a BCDC permit complies with all of its terms and conditions." BCDC can also enforce its laws and permits administratively. Additional case studies of regional collaboratives that function as regulatory bodies can be found in the Appendix.

Legal Entity *(More formal)*

When a collaborative or network is a legal entity, it gains the ability to collect and manage funding, hire staff, enter into contracts, and own assets.

The most common type of legal entity developed for regional collaboration is a Joint Powers Authority. The [Transportation Agency for Monterey County \(TAMC\)](#), the [Redwood Coast Energy Authority](#), and the [North Coast Resource Partnership](#) are examples of legal entity governance structures for regional collaboration. Another type of legal entity is a nonprofit. Groups can apply to the IRS to form a tax-exempt organization, and receive tax-deductible charitable contributions. Nonprofit organizations are typically charities, educational institutions, or religious institutions.

Chartered Networks *(More flexible)*

The network or collaborative develops and agrees upon a set of rules, such as a charter or other document, to formalize how members interact and create clear decision-making procedures. Many chartered networks are a program of a host organization or fiscal sponsor (either a nonprofit or local jurisdiction) that is responsible for collecting and disbursing funds. Chartered networks usually have a steering committee or other leadership team that is responsible for making or influencing decisions about how funds are dispersed. The host organization or fiscal sponsor has varying levels of involvement with the collaboratives, including decision-making constructs.

With the interim governance structure in place, the RCPWG is an example of a chartered network. The interim governance structure includes the charter and the Chair/Vice-Chair roles. This governance model can continue to evolve through changes

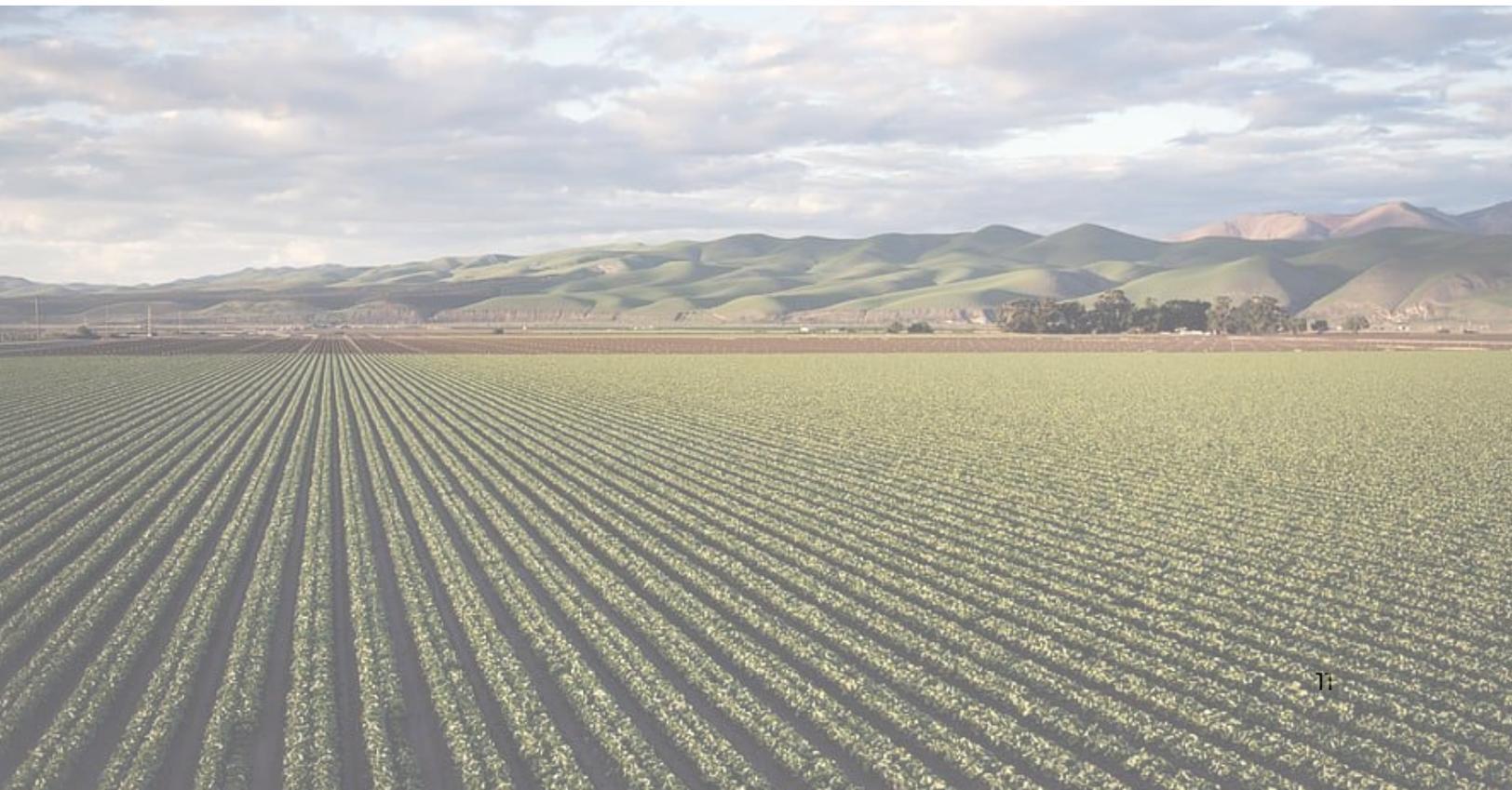
in the existing charter to meet the evolving needs, membership preferences, and decision-making processes of the RCPWG. Other case studies of chartered networks can be found in the Appendix.

Informal Network (Most flexible)

A network of parties that meet periodically to discuss and work on shared issues or towards a mutual goal or set of goals. Many networks will operate differently depending on the project or goal. For one activity, a network may choose to simply connect and share information, while for a more urgent matter, members may choose to work together to create a joint solution.

The RCPWG began as an informal Friday morning coffee group to discuss regional opportunities for collaboration. The group did not have any formal governance structure or expectations. The loose governance approach allowed for flexibility, but limited achievable objectives.

Informal and chartered networks can more easily transition from one governance model to the other depending on the circumstances (such as capacity and financial support) and need, since both are not legally binding. Moving from an informal network to a more formal structure (especially a legal structure) requires an increased investment of time and support that should be weighed against purpose and capacity. However, with more formal governance structures, there is greater access to direct funds and staff dedicated to the collaborative's activities. In the next section, the long-term governance options for RCPWG are explored with these four governance structures in mind.



Long-Term Governance Options for RCPWG

Of the four collaborative structures introduced in the section above, the RCPWG's goals most closely align with those of a legal entity or chartered network. Below are four possible governance options that are evaluated by how they could be formed, what powers the model would provide, and how the model would affect both the funding sources and the scope of potential grant opportunities the group could pursue.

The evaluation criteria is described below.

1. Access to funding: The lack of grant application capacity and structure to receive funds has impacted jurisdictions. This represents opportunity costs that different governance options might open or close. Access to greater funding is a huge benefit for RCPWG. Options are evaluated based on how RCPWG members can secure the money for the region. Some grants are only open to local jurisdictions and public agencies, while others are strictly open to nonprofit organizations.
2. Equity Integration: The structure of the collaborative impacts how member agencies can engage with community based organizations, tribal organizations and governments, and nonprofits in the region. The structure also impacts whether and how entities outside of government agencies can participate as members of the collaborative, including whether they participate in decision-making for the group. This evaluation criteria also includes looking at the level of trust and interest members may have in the process.
3. Cost: The potential governance options will differ in the cost of *establishing* the RCPWG, while annual operating costs (e.g. staffing and administrative duties) are likely similar regardless of governance structure. Certain governance models may have an overall higher cost based on the level of legal administrative requirements. Another cost consideration is whether the group's operation is funded by member dues, grants, or by levying taxes on the public.
4. Administrative/Legal Requirements: This includes administrative or legal hurdles to set up the governance structure, as well as ongoing administrative and legal requirements, such as annual reports. These requirements also inform whether additional support is needed for external consultants, influencing cost.
5. Flexibility in Voice, Action, and Advocacy: Depending on the governance model, collaboratives have varying levels of flexibility in voice, action, and the ability to advocate for different activities. The model might influence the individuals authorized to communicate certain information, the intended recipients, communication channels, and the timing of such communication. A more legal structure will likely be more constrained in terms of the group's focus, whereas a looser network will have fewer guardrails for making decisions.

Option #1: Continue With Existing Governance Model

The RCPWG was formed officially in August 2022, with the Community Foundation for Santa Cruz County (CFSCC) as the fiscal sponsor, with members paying annual dues.

An interim charter was adopted in February 2023, and a Chair and Vice-Chair serve in leadership. As outlined in the charter, “The RCPWG will make decisions with respect to what grants the RCPWG pursues, subcommittee formation, as well as the future membership, leadership, and dues structure of the RCPWG as it evolves. Decisions will be made by consent, meaning the absence of objections, which supports accelerated decision making.”

Under this option, the RCPWG would continue to operate under the existing charter. The charter may be amended as the group proceeds, but the basic structures of governance, including member eligibility, leadership structure, and decision-making procedures will remain in place. RCPWG would remain a separate entity from the individual members, with the ability to set their own expectations and rules to secure funding for the region.

There are additional considerations to take into account when moving forward with the current governance model. The current Chair and Vice-Chair have limited availability to lead workstreams for the RCPWG on top of their day-to-day responsibilities. This is true of most, if not all, of the RCPWG members. This results in relying on external consultants to support the work. Therefore, external funding is necessary to support the administration of the group. Limited capacity of members to actively participate in the RCPWG will likely be challenging, regardless of which governance structure is adopted. If funding from Central Coast Community Energy (3CE) is not renewed, RCPWG will need to secure additional funding, which may in turn come with additional requirements. As a variation of continuing to operate as RCPWG with the existing model, the group could consider becoming a separate nonprofit.

Cost

The RCPWG has operated to-date using member dues (between \$10,000 and \$30,000 each) and one time funding from 3CE (\$100,000). This came out to \$247,498 as the anticipated total revenue. The anticipated budget for FY 22-23 was about \$246,750, which included the consultant fees (Farallon Strategies and Grant Management Associates), Ecology Action oversight fee (variable), and the 5% CFSCC fiscal fee.

The proposed budget moving forward is still under discussion, with the following considerations:

- Scope of work/budget for consultant support post-September 2024
- 3CE may not be distributing additional funds

- Pursuing USDN grant for equity integration - the proposed next phase of governance with environmental justice groups, as a way to pay for participation of additional CBOs and tribal organizations and governments
- Various grant opportunities where operation of RCPWG is included as a component of the grant are currently unknown variables.
- Membership changing
 - Current leaderships making decisions
 - New members potentially coming on board (City of Capitola, City of Hollister, City of Salinas)

Administrative Requirements

3CE requires quarterly progress reports of the group and proof that the RCPWG met the commitment of submitting two grant proposals focused on transportation and building electrification. The RCPWG would continue to be supported by external consultants for administrative and grant making support.

Equity Integration

As outlined in the charter, “RCPWG membership are dues-paying city/county governments. Regional agencies, nonprofit 501(c)3 organizations, or tribal organizations/ governments members may serve as advisors and attend RCPWG meetings upon consent of the RCPWG.” In other words, dues-paying members include government agencies, but nonprofit organizations are not precluded from participating as members. The RCPWG is pursuing a USDN grant to support invitations to CBOs, environmental justice organizations, and tribal organizations and governments.

However, under the current structure, paying members are the only voting members, which makes it difficult to attract new members, especially from low resourced jurisdictions and community-based organizations. Member dues may also result in difficulty retaining existing members whose leadership’s priorities may change.

Flexibility in Voice, Action, and Advocacy

A chartered network is going to have more flexibility than more legal structures to engage in advocacy, and how it makes decisions. However, chartered networks also face constraints as members will have less control in how the network represents or speaks for them. Informal networks can't hold on to members and structure over changing tides as much as more formal ones will.

Option #2: Working Group of Existing Regional Organization

The RCPWG could become a working group attached to an existing regional organization, such as AMBAG, 3CE, or other regional entity. This would mean a staffing structure connected to an existing organization with an independent advisory board. As a working group of an existing umbrella organization, there may be less flexibility for RCPWG to engage in their own decision-making process, however it is likely that RCPWG could maintain the key aspects of its charter with respect to goals, membership, etc. This would depend on the agreements set forth between RCPWG and the umbrella organization.

As an example, AMBAG (which is a Joint Powers Authority, or JPA) is the fiscal agent for the [Central Coast Housing Working Group](#) (CCHWG). AMBAG oversees daily implementation of the working group, under the direction of the CCHWG. Members of the CCHWG are appointed by their respective Board of Supervisors, Council of Governments, or through County based City Selection Committees. Working group members are from the boundaries of AMBAG, Council of San Benito County Governments, San Luis Obispo Council of Governments, and the Santa Barbara County Association of Governments and includes the jurisdictions within. Meetings abide by the requirements of the Brown Act, and voting occurs by majority of the members.

Another example is the [Greater Monterey County Regional Water Management Group](#), which has no legal or regulatory authority and is hosted by the Greater Monterey County Integrated Regional Water Management (IRWM) program. Proposition 50 IRWM Grant Program originally required six Central Coast regional IRWM Plans. These six geographical areas did not cover the entirety of Monterey County. In 2009, members of the Central Coast IRWM regions formed a Regional Water Management Group to develop a new “Greater Monterey County” region IRWM plan. The Regional Water Management Group formally adopted the plan in April 2013. The Regional Water Management Group is also tasked with implementing the plan and reviewing and choosing projects for funding. Working Group members include government agencies, nonprofit organizations, educational organizations, water service districts, private water companies, and organizations representing agricultural, environmental, and community interests. Members volunteer their time, and additional stakeholders are welcome to join meetings and provide input into the IRWM Plan. Meeting minutes are posted to their website.⁴

⁴ Integrated Regional Water Management - Greater Monterey County Regional Water Management Group. <https://www.greatermontereyirwmp.org/about/rwmg/>

Cost

The cost of this option would likely be minimal and comparable to Option 1. While RCPWG may be able to leverage the funding and resources of the regional organization they link up to under this option, it should not be assumed that they would provide significant financial support or administration. There may be additional costs for administration from the regional entity. Therefore cost would depend on additional discussions with the regional organization the RCPWG is considering as a partner. The regional organization may support the group administratively, reducing the overall budget needs of the RCPWG. If the RCPWG joins a regional working group, external consultant support may not be needed. For AMBAG's Central Coast Housing Working Group example, they were allocated a one time funding total of \$8,000,000 for 6 years, the duration of existence for the group.

Administrative/Legal Requirements

This option would provide the opportunity to leverage existing procedures, established administrative processes for working groups, and resources of external entities, reducing time for creating and implementing administrative requirements on RCPWG members. However, additional conversations are needed with the potential regional organizations to determine the administrative and legal requirements.

Equity Integration

Membership would depend on the rules set forth by the organization housing the working group, but the host regional organization would likely support a working group that included non-governmental organizations. At the same time, if the RCPWG is housed under a government agency, it may make it difficult for the group to earn the trust of CBOs to actively engage.

Flexibility in Voice, Action, and Advocacy

As with the previous option, a chartered network is going to have more flexibility than more legal structures to engage in advocacy, and decision-making. However, chartered networks also face constraints as members will have less control in how the network represents or speaks for them.

Option #3: Climate Resilience District

The RCPWG could form their own Climate Resilience District (CRD). [Senate Bill 852 \(2023\)](#) authorized agencies (individually or together) to create CRDs, which provide a forum for local elected officials to engage on addressing climate change. Authorized agencies include cities, counties, or special districts. CRDs are created for the purpose

of “raising and allocating funding for eligible projects and the operating expenses of eligible projects” as outlined in SB 852. CRD eligible projects are limited to projects that address sea level rise, extreme heat, extreme cold, and the risk of wildfire, drought, and flooding. Also outlined in SB 852, each CRD would be “an enhanced infrastructure financing district and would require each [climate resilience] district to comply with existing law concerning enhanced infrastructure financing districts.”

A CRD is a *legal entity*, and is a more formal governance structure than what RCPWG is currently. CRDs have local governing boards of agency members and public members. So far, there is only one CRD in the state: the [Sonoma County Regional Climate Protection Authority \(RCPA\)](#), which is made up of nine jurisdictions. A case study of the RCPA is provided in the Appendix.

The process for the formation of a CRD is outlined below:

1. A local agency adopts a resolution stating the intention to establish a district along with its boundaries, project types, the need for the CRD, and the goals the CRD proposes to achieve
2. The local agency creates a governing board (public financing authority) of local agency board members and public members
3. A public hearing is required before the adoption of a resolution providing for the division of taxes

Cost

Under SB 852, agencies could adopt a resolution allocating tax revenues to the CRD. Funding for the CRD could also come from “levying a benefit assessment, special tax, property-related fee, or other service charge or fee consistent with the requirements of the California Constitution.”

Administrative/Legal Requirements

There are additional guidelines and requirements that a climate resilience district must follow based on SB 852, including:

- Prepare and review specified plans and budgets (annually)
- Prepare expenditure plan (annually)
- Prepare operating budget (annually)
- Prepare capital improvement budget (annually)
- Comply with existing laws for infrastructure financing districts

Equity Integration

Nonprofits and tribal organizations and governments can participate as part of the

governing boards of CRDs. However, given the nature of the CRDs focused on infrastructure financing, there may be more hesitation and less interest from external organizations in participating in the group.

Flexibility in Voice, Action, and Advocacy

A regulatory body is highly constrained in terms of what it can do and what it can say. As a CRD, there may be more restrictions on how the group represents themselves that need to be explored. As a Resilience District, the topical restriction removed emissions reductions as a priority and may limit how RCPWG could support ongoing discussions on climate change mitigation in addition to adaptation.

Option #4: Joint Exercise of Powers Authority

The RCPWG could sign a Joint Powers Agreement for common powers, or could form a separate legal entity, a Joint Powers Authority (JPA). The Joint Exercise of Powers Authority Act under California Government Code Section 6500 establishes legal entities as two or more public agencies with common powers. A public agency could include the federal government, the state or state departments, mutual water companies, public districts, and recognized tribal governments.

Public agencies can form a JPA without voter approval, voter initiatives, or petitions, which is different from other forms of government. Additionally, JPAs are not required to hold an election for voter approval of revenue bonds, as long as the members of the JPA adopt separate local ordinances authorizing the JPA to use the revenue bonds to conduct their activities.⁵

JPAs have independent legal rights, including the ability to enter into contracts, hold property and sue or be sued. Forming a separate entity can be beneficial because the debts, liabilities and obligations of the JPA belong to that entity, not the contracting member parties (in our case, members of the RCPWG).

Member parties must enter into a formal agreement (Joint Powers Agreement) that identifies a governing body (such as a board of directors, treasurer, and auditor). This formal agreement must be filed within 30 days with the Secretary of State and the state controller by a “lead member entity.” If the lead member entity is a county, city, or special district, and JPA provides municipal services, then the agreement must be filed with the county's local agency formation commission.

JPAs are highly structured, and are intended to provide services more efficiently and cost effectively. This aligns with RCPWG desired accomplishments - to continue

⁵ Cypher, Trish and Colin Grinnell. Governments Working Together: A Citizen's Guide to Joint Powers Agreements. California State Legislature: Senate Local Government Committee. August 2007. <https://sgf.senate.ca.gov/sites/sgf.senate.ca.gov/files/GWTFinalversion2.pdf>

securing funding for regional climate adaptation projects in an efficient and cost effective manner that reduces the burden on individual members. However, as more complicated legal entities, JPAs could take several years to create and require additional funding and resources for administrative activities.

Cost

To create and administer a JPA, additional funding would be required. The member agencies that created the joint powers agency or authority pay for the organization's operation. Their joint powers agreement usually spells out how much each member agency contributes, based on such factors as its projected use of services.

Among JPAs there are two popular funding methods: (1) create a revenue stream, and (2) raise capital by issuing bonds. Although JPAs do not need voter approval before issuing bonds, each member agency must pass an ordinance. Those ordinances face a 30-day period in which voters can object by signing referendum petitions that trigger an election. If there is no referendum petition or if the petition fails to qualify, the JPA can sell the bonds and use the proceeds to build improvements or buy equipment.

JPAs that provide financing and sell bonds for multiple agencies pay for their operations by collecting fees from their member agencies for the JPA's bond services. Bond transactions are complicated and require skilled financial professionals to ensure that the bond sales meet legal and market requirements. Large JPAs that provide financial assistance hire financial experts and sell their services to local agencies that want to issue bonds.

Administrative/Legal Requirements

If RCPWG wanted to become a joint powers authority, they would need to create and file a Notice of a Joint Powers Agreement with the Secretary of State. They would then need to appoint a board, including a treasurer and an auditor. These roles may be filled by a member, an existing county treasurer, or a certified public accountant. JPAs have several legal requirements, including posting notices, holding public meetings, soliciting comments from citizens / other stakeholders before forming agreements.

Equity Integration

Special legislation allows some nongovernmental organizations to participate in joint powers agreements, even though they are not public agencies. However, it is more typical that only public agencies can participate in a JPA. Non-governmental organizations instead would participate in public meetings during public comment periods. Because of the more formal structure, there may be less trust in the process by external organizations. Public agencies may feel their voices are not being heard as part of the decision making process, except for a listening session that is mandated as

part of the governance structure. Additionally, if the new JPA has a narrow purpose, it may be less aligned with CBO interests and needs.

Flexibility in Voice, Action, and Advocacy

A regulatory body is highly constrained in terms of what it can do and what it can say, so operating as a JPA may restrict what RCPWG could collectively say as an independent organization.



Governance Recommendation

The Consultant Team presents this memo to the RCPWG to help members have a better understanding of the potential of various available collaborative structures and for members to consider which governance options will enable the RCPWG to successfully achieve its objectives in the longer term.

At the one year mark, and after six months of operating under a chartered network model of governance, and based on discussions with the RCPWG Strategy Team and RCPWG Leadership, **Farallon Strategies recommends moving forward with the “continue as is” option** to allow more time to:

- Continue trust-building within the group and their leadership teams over the next year, including with potentially new jurisdictions and nonprofit partners,
- Obtain additional funding for the group to operate and bring in community based organizations, and
- Receive funding through successful proposals for the region (proof of concept).

The Farallon Strategies team believes that taking additional time to build on what is working and not rush changing the governance at this time is the best path forward. The RCPWG will continue to re-evaluate governance and leverage other regional initiatives over the next six months, with the next planned reassessment in Spring 2024.

For Future Consideration

Through the operational support role and development of the memo, Farallon Strategies has discovered **there is immediate shared interest in doing more work between AMBAG and RCPWG**. The relationship could be formalized in a variety of different ways as the group expands and secures more funding. However, we do not have a specific recommendation at this time about formalizing new relationships, in line with moving forward with what is working. This potential is important to consider as governance is further explored.



Appendix A: RCPWG Charter

Last updated: February 6, 2023

The Challenge and Opportunity

Climate change is a priority issue for organizations across the Monterey Bay Area Region. A focused and organized approach to accessing historic State and federal funding and resources is required to bring the region together to collectively achieve equitable and resilient outcomes. Access to large scale transformative grant opportunities has the potential to accelerate implementation of climate change mitigation and adaptation projects and programs across the three county region.

Mission

The mission of the Regional Climate Project Working Group (RCPWG) is to collaborate among groups and organizations in the Monterey Bay Area region, including Santa Cruz, San Benito, and Monterey Counties, to develop, prioritize, secure funding for, and effectively and equitably advocate for and implement regionally beneficial climate mitigation and adaptation projects and programs.

Membership

Members of the RCPWG benefit from learning about grant opportunities, jointly developing grant proposals, and accessing an established network of partners that can lead the development of grants and implementation of projects that address climate change in the region.

RCPWG membership are dues-paying city/county governments. Regional agencies, nonprofit 501(c)3 organizations, or tribal organizations/ governments members may serve as advisors and attend RCPWG meetings upon consent of the RCPWG.

RCPWG members make decisions with respect to what grants the RCPWG pursues, appropriate advisors, subcommittee formation, as well as decisions related to the future membership/leadership of the RCPWG as it evolves.

The RCPWG may decide to change the composition of the RCPWG to a different structure or to add representation from other organization types once established.

Leadership

The RCPWG will be led by a Chair and Vice Chair. The term of the Chair and Vice Chair will be one year. Until officer elections take place, the RCPWG Managing Consultant (Farallon Strategies) will lead the scheduling of meetings, will set agendas, and facilitate

RCPWG meetings. Following elections, these efforts will be closely coordinated with the Chair and Vice-Chair. The Chair and Vice Chair will approve work plans and invoices for the consultants and be the final decision maker on any agendas and have the signatory authority on behalf of the RCPWG.

Decision-Making

The RCPWG will make decisions with respect to what grants the RCPWG pursues, subcommittee formation, as well as the future membership, leadership, and dues structure of the RCPWG as it evolves. Decisions will be made by consent, meaning the absence of objections, which supports accelerated decision making.

Dues and Stipends

The RCPWG provides members with access to an established network of regional partners, grant identification and writing assistance, and grant dollars awarded for each grant secured. Each RCPWG member pays dues to be able to participate in voting. Dues will be periodically updated and maintained in an online location and format where all members will have access to the document. The Community Foundation for Santa Cruz County (CFSCC) is the fiscal sponsor for RCPWG.

Sub-committees

Sub-committees of the RCPWG will be established to support the mission of the RCPWG with respect to specific focus areas (e.g. building electrification, transportation, etc.). Sub-committees will have the primary focus of identifying, developing, and if awarded, implementing grants. Each subcommittee must have a minimum of three participating RCPWG members, and one member who is willing to serve as a working group liaison.

The Sub-committee Liaison is responsible for creating agendas, facilitating sub-committee meetings, advancing the subcommittee toward its agreed upon purpose, reporting back to the RCPWG (verbally or in writing) on the progress and decisions of the subcommittee. The RCPWG has the ability to initiate or sunset a sub-committee through standard voting procedures.

Meetings

Members of the RCPWG are expected to attend and participate in regular RCPWG meetings. The RCPWG will meet virtually every six weeks for up to two hours. Sub-committee meeting frequency will be determined by Sub-committee Liaisons based on input from subcommittee members. Meetings will be run using a consent model with quorum being 3/5ths of members being present.

Appendix B: RCPWG Organizational Chart

Regional Climate Project Working Group

Chair

Jackie McCloud

Vice Chair

Tiffany Wise-West



Strategy Team



Advisors



Helping people act now.



ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS

Fiscal Agent



Consulting Team



Farallon Strategies



Appendix C: RCPWG Accomplishments

Below are a list of accomplishments and pending efforts of the Monterey Bay Area RCPWG as of August 30, 2023.

Completed Efforts

Administration

- Conducted project kickoff call on October 5, 2022 and subsequently held an additional 20 project management team meetings and 11 full RCPWG meetings as of August 31, 2023.
- Hired Farallon Strategies and Grants Management Associates to support the RCPWG on governance and pursuing grants.
- Discussions initiated with Santa Cruz County Community Foundation (SCCCF) on development of a donor directed Climate Fund/Carbon Fund.
- Continued participation by RCPWG members in Central Coast Community Energy (3CE) building and transportation electrification working groups.
- Each charter jurisdiction committed to provide three fiscal years of financial contribution to ensure the sustainability of standing up the RCPWG. Those commitments were matched with a \$100k Central Coast Community Energy Grant.
 - Note: 3CE funding was intended to support seed funding startup and additional funding opportunities from 3CE remain undefined.

Governance

- Collaboratively developed a mission statement in December 2022: The mission of the Regional Climate Project Working Group (RCPWG), established by charter, is to collaborate among groups and organizations in the Monterey Bay Area region, including Santa Cruz, San Benito, and Monterey Counties, to develop, prioritize, secure funding for, and effectively and equitably advocate for and implement regionally beneficial climate mitigation and adaptation projects and programs.
- Voted to include Ecology Action and AMBAG as advisory members.
- Approved an interim charter to allow for clear decision making through the consent model, while developing longer term governance options.
- Elected Chair Jackie McCloud and Vice-Chair Tiffany Wise-West.
- Explored different governance longer term governance options and produced a summary report.

Funding

- Established topically focused subcommittees for transportation and building electrification for focused work on project scoping, submitting grant applications

- Compiled building and transportation electrification measures and actions from each participating jurisdiction's climate action plan and selected other plans and policies to identify alignment. This was to help identify projects of mutual priority for which to seek funding.
- Identified near and longer term grant opportunities for RCPWG Proposal Submission, and continues to explore priority projects for submission.
 - RCPWG is also tracking and coordinating with other regional efforts beyond building and transportation electrification. For example, Strategic Growth Council's Community Resilience Centers, and AMBAG-led efforts to develop projects for California's Office of Planning and Research and CalTrans planning grant opportunities for transportation resiliency plan development.
 - RCPWG continues to explore priority projects for submission.
- Scheduling meetings with grant funding agencies' program managers, as needed, to discuss potential projects and the development of grant opportunity submissions.
- Secured \$2M for low income building electrification.
- Submitted a \$15M transformative EV charging grant.

Pending Efforts

- Pursuing a \$10,000 California Air Resources Board (CARB) subgrant with the University of California of Davis's Center for Regional Change.
- RCPWG member submitted a USDN grant proposal, with a project titled "Advancing Equitable, Shared Governance for Monterey Bay Area Regional Climate Investment Decision-making." This proposal includes funding for RCPWG capacity to complete projects and further consider governance structures that will enable participation by environmental justice groups.
- RCPWG member submitted a proposal for the Office of Planning and Research's Integrated Climate Adaptation and Resiliency Program (ICARP) planning grant. This proposal includes funding for RCPWG capacity to complete projects and further consider governance structures that will enable participation by environmental justice groups.
- RCPWG is developing a proposal for electrification of municipal operations, to be submitted to CARB October 12. The project will include a "go big" leverage the pending EV charging grant, with a scaled back scope for firm match the jurisdictions can identify for the project performance period.

Appendix D: Examples of Collaboratives

Below are several examples of existing regulatory bodies, legal entities, and chartered networks.

Regulatory Bodies

Regulatory bodies may be the easiest to identify as its governance structure. Examples of regulatory bodies in California include the California Public Utilities Commission, California Energy Commission, Department of Motor Vehicles, Department of Public Health, and the Environmental Protection Agency. Additional regulatory bodies that may look more similar to RCPWG’s objectives are outlined below.

San Francisco Bay Area Conservation and Development Commission (BCDC)



The [San Francisco Bay Area Conservation and Development Commission](#) is an example of a regulatory body. As outlined on their website, BCDC’s authority comes from two statutes, the

McAteer-Petris Act and the Suisun Marsh Preservation Act. BCDC has enforcement authority to “ensure that anyone who is required to obtain a permit pursuant to the McAteer-Petris Act or Suisun Marsh Preservation Act does so, and that anyone who has obtained a BCDC permit complies with all of its terms and conditions.” BCDC can also enforce its laws and permits administratively.

Delta Stewardship Council



The [Delta Stewardship Council](#) is another example of a regulatory body. The Delta Reform Act created the Council in 2009 to “advance California’s coequal goals for the Delta - a more reliable statewide water supply and a resilient Delta ecosystem - in a manner that protects and enhances the unique

characteristics of the Delta as an evolving place where people live, work, and recreate.” The Council has seven members: the Chair of the Delta Protection Commission, four are appointed by the Governor, and one each from the Senate and the Assembly. There is also a 10-member science board that is independent from the Council and its purpose is to advise the Councilmembers and work together with the Council to implement the Delta Plan. In terms of public participation, the Council has a formal Public Participation Plan and a Tribal Consultation Policy to equitably and effectively incorporate stakeholder input into the decision making process.

Board of Forestry and Fire Protection



The [California Board of Forestry and Fire Protection](#) is also a Governor-appointed body, pursuant to Section 730 of the California Public Resources Code. The Board is hosted by the Department of Forestry and Fire Protection. The purpose of the Board is to be “responsible for developing the general forest policy of the state, determining the

guidance policies of the Department, and representing the state's interest in federal forestland in California." Board membership includes a Chair, a Vice-Chair, five general public members, three from the forest products industry, and one from the range-livestock industry. Board meetings are open to the general public. The Board also creates subcommittees which are staffed by existing members or external experts.

Legal Entities

Sonoma County Regional Climate Protection Authority (RCPA)

(Legal Entity nestled into a JPA)



Anchor Organization: Sonoma County Transportation Agency

Founded: 2009, became a climate resilience district in 2023

Purpose: RCPA is a local government coalition with the purpose of mobilizing regional climate action. It is made up of 9 jurisdictions, and serves as a coordinating entity on climate advocacy, project management, planning, finance, grant administration, and research.

Membership: RCPA has 12 member Board of Directors from the 9 jurisdictions, made up of the Board of Supervisors, Council members.

- The RCPA board is the same governing board as the Sonoma County Transportation Agency.
- The Sonoma County Transportation Agency's role as part of the RCPA is to connect local priorities with implementers, identify regional-scale policies and solutions, and enable and coordinate member and partner implementation
- The RCPA's staff is led by the Executive Director.

Funding Source(s): Once SB 582 passed, they are pursuing funding measures to fund the implementation of their expenditure plan. SB 682 allows for resolutions to be adopted to provide for the division of taxes towards funding CRDs.

Governance Documentation: The RCPA has a charter which lays out the process and timeline to develop an expenditure plan addressing adaptation and mitigation projects for transportation, buildings, land, and water.

Notes:

- Website: <https://rcpa.ca.gov/>
- The RCPA also has a Climate Action Advisory Committee which provides information and advice to the RCPA Board, staff, and project consultants during the development and implementation of climate action programs. Members are made up of stakeholders selected by the RCPA Board of Directors to represent the communities and a diversity of technical expertise. They have their own [charter](#), with four meetings a year open to the public.
- Public hearings are required.

Transportation Agency for Monterey County (TAMC) (Example of a legal entity: JPA)



Host Organization: Itself (a legal government agency)

Purpose: According to their [website](#), the Transportation Agency for Monterey County (TAMC) serves as Monterey County's regional transportation planning agency, and is a state designated agency responsible for planning and financial programming of transportation projects. Their mission is to "Develop and maintain a multimodal transportation system that enhances mobility, safety, access, environmental quality, and economic activities in Monterey County."

Membership: According to their [website](#), they are a 23 member agency consisting of local officials from each of its twelve incorporated cities and five county supervisorial districts, and ex-officio members from seven public agencies.

- TAMC has a Board of Directors, made up of each of the five members of the Monterey County Board of Supervisors or designated alternate, and one member appointed from each incorporated city within Monterey County (or designated alternate). Their ex-officio members include members from AMBAG, City of Watsonville, Monterey Bay Unified Air Pollution Control District, Monterey Regional Airport, Monterey-Salinas Transit, and one ex-officio member from Caltrans District 5. They meet every fourth Wednesday of each month at 9AM (meeting Zoom information, meeting minutes, and agendas are posted to the website).
- TAMC has a Chair, a First Vice-Chair, and a Second Vice-Chair, with a one year term.
- TAMC has several standing committees, including an Executive Committee, a technical advisory committee, a Citizens Advisory Committee for Bicycle and Pedestrian Facilities, and a Rail Policy Committee. TAMC's bylaws outline who may participate as members on each of these committees.
- TAMC Staff include an Executive Director, who also serves as the CEO.

Funding Source(s): Each TAMC member contributes through the Regional Transportation Planning Assessment in proportion to California Streets and Highways Code Highway Users Tax Account Section 2105 funds received by each TAMC member to those received by all other TAMC members.

Governance Documentation:

- They post their [bylaws online](#), which are "intended to supplement California Government Code Title 3, Division 3, Chapter 2, and the Public Utilities Code Division 10, Part 11, referencing the Transportation Development Act passed in 1972"
- Decisionmaking: A quorum must be present. [A weighted voting formula is applied](#), which means each member gets one or more votes depending on the population of the city or unincorporated county area they represent (based on most current census)

Notes:

- Website: <https://www.tamcmonterey.org/>
- According to their Bylaws, regular members may receive compensation for participating in meetings or activities conducted on behalf of TAMC
- On their [Transparency webpage](#), TAMC posts many agency materials including the required JPA requirements: current agency budget, past 3 years of audits, financial transaction report, Board member and staff compensation, Brown Act Compliance Policy, among other resources.
- Official “members” are government organizations, but anyone can participate in meetings of the Board of Directors and committees via Zoom. According to their Bylaws, “meetings are open to the public and are conducted according to the Ralph M. Brown Act (Govt. Code Section 54950 et seq.) and Roberts Rules of Order. Time will be allotted at each meeting for the public to present their views to the AGENCY on transportation items, as set forth in Govt. Code Section 54954.3.”

Redwood Coast Energy Authority

(Legal Entity: Joint Powers Agency)



Administrative or Fiscal Host: N/A

Founded: 2003

Purpose: “Develop and implement sustainable energy initiatives that reduce energy demand, increase energy efficiency, and advance the use of clean, efficient and renewable resources available in the region for the benefit of the Member agencies and their constituents.”

Membership: Blue Lake Rancheria; the Yurok Tribe, the County of Humboldt; the Cities of Arcata, Blue Lake, Eureka, Ferndale, Fortunate, Rio Dell, and Trinidad; the Humboldt Bay Municipal Water District. In their charter, they developed Public Engagement Principles that enable the public to participate in decision making. The Joint Powers Agreement also stipulates that any public agency from Humboldt County can be a member upon approval by simple majority vote of the full member.

Funding Source(s): California Public Utilities Commission and CivicWell (previously the Local Government Commission) funded the pilot program. The income this year is from membership dues, program revenue (e.g., their community choice aggregation program, transportation programs, and demand-side management programs), and electricity sales. [See their 2022-2023 adopted budget.](#)

Governance Documentation:

- On their website, they post their Financial Transaction Report and state “As a public agency, RCEA provides its financial transaction report to the State Controller each year.”
- They post all their financial and budget information, policies (including their charter), organization/formation documentation, and enterprise catalog.
- Their amended and restated Joint Powers Agreement is posted on their [website](#).

Notes:

- Website: <https://redwoodenergy.org/>

Chartered Networks

Below are several more examples of recorded chartered networks in California and other states in the country. As articulated in the Georgetown Climate Case Studies on collaboratives, these example collaboratives in the narrative above and in this appendix are different from existing regional entities (like RPCs, MPOs, and COGs) in that most of the collaboratives have not formally incorporated as a legal entity and therefore they have no legal authority or status to take in funds, contract, or undertake other activities that municipal corporations are empowered to take under state laws.⁶ For additional recent information about regional collaboratives, including many of the collaboratives listed in this memo, visit the Regional Collaborative Forum's tracker:

 [RCF Regional Collaboratives List](#)

Los Angeles Regional Collaborative for Climate Action and Sustainability (LARC) (Chartered Network)



Administrative or Fiscal Host Organization: University of California, Los Angeles

Founded: 2009

Purpose: To share information, foster partnerships, and develop system-wide strategies to address climate change and promote a green economy through sustainable communities.

Membership: Association of Southern California's leading municipal governments, utilities, agencies, universities and organizations. Staff includes a Managing Director, 2 part time project managers, additional staff positions to be instituted as needed. Housed at the UCLA institute of the environment and sustainability; governed by its membership. Monthly membership meetings open to members, intended to be a networking opportunity and occasion to exchange information on projects and research. Standing governance committee called the LARC Governing Board - provides strategic direction and general oversight for the collaborative. Governing board creates additional committees based on the needs of the organization. Officers of LARC are elected by the general LARC membership

Funding Source(s): Member dues, state or federal grants, in-kind services

Governance Documentation: Governance Policy document includes detailed information about membership terms, committee formation, and staffing and additional functional elements

⁶ Bennett, Annie, and Jessica Grannis. "Lessons in Regional Resilience: Case Studies on Regional Climate Collaboratives." Georgetown Climate Center, January 2017.

https://www.georgetownclimate.org/files/report/GCC-Lessons-in-Regional-Resilience-Synthesis-Jan_2017.pdf. p20.

Notes:

- Website: <https://www.laregionalcollaborative.com/about>

AMBAG’s Central Coast Housing Working Group (CCHWG)

(Chartered Network as part of an existing regional group, in this case, a JPA)



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Host Organization/Fiscal Agent: AMBAG (which is a Joint Powers Authority, or JPA)

Founded: 2019

Purpose: Created by AB 101 of the adopted FY 2019-20 California Budget to oversee implementation of the California Department of Housing and Community Development’s (HCD) Regional Early Action Planning (REAP) Grant Program.

Membership: Working group members are from the boundaries of AMBAG, Council of San Benito County Governments, San Luis Obispo Council of Governments, and the Santa Barbara County Association of Governments and includes jurisdictions within. Members are appointed by their respective Board of Supervisors, Council of Governments, or through County based City Selection Committees. AMBAG oversees daily implementation of the working group, under the direction of the CCHWG. A Chair and Vice-Chair are elected by majority vote of the members

Funding Source(s): AMBAG was designated as the fiscal sponsor with a one time funding allocation to the Central Coast (\$8,000,000).

Governance Documentation: CCHWG includes their [charter](#) and best practices toolkit on their website. The charter includes the purpose, lines of reporting, responsibilities, membership, meeting information, selection of Chair and Vice-Chair, Records of proceedings, duration of existence, and limitations.

Notes:

- Website: <https://ambag.org/plans/central-coast-housing-working-group>
- Meetings abide by the requirements of the Brown Act, and voting occurs by majority of the members.
- The working group is set to conclude on March 31, 2025, three months after the end of the REAP grant program.

Santa Barbara County Regional Climate Collaborative

(Chartered Network)



Administrative or Fiscal Host Organization: Santa Barbara County

Founded: Spring 2020

Purpose: Combat climate change in the local Santa Barbara area by identifying priority areas that the region needs to focus on, planning strategies to combat climate change, gathering information/research needs, and advocating for regional initiatives and support at the state and federal levels.

Members: Network of public agencies, nonprofit and for-profit groups, and community-based organizations

Funding Source(s): State grants, contracts, membership

Notes:

- Website:
<https://www.adaptationclearinghouse.org/organizations/santa-barbara-county-regional-climate-collaborative.html>

San Diego Regional Climate Collaborative (Chartered Network)



Administrative or Fiscal Host Organization: University of California, San Diego

Founded: 2012

Purpose: Network for public agencies that serve the San Diego region to share expertise, leverage resources, and advance comprehensive solutions to facilitate climate change planning. They support regional solutions by coordinating strategies and resources, providing trainings and workshops, and facilitating networking across the region.

Membership: Steering Committee made up of the following entities: City of Chula Vista, City of San Diego, County of San Diego, Port of San Diego, The San Diego Association of Governments, The San Diego Foundation, SDG&E, and University of San Diego.

Funding Source(s): Funding from SDG&E's Local Government Energy Efficiency Partnership Programs and the San Diego Foundation

Notes:

- Website:
<https://www.sandiego.edu/soles/centers-and-institutes/nonprofit-institute/signature-programs/climate-collaborative/>
- UCSD serves as fiscal sponsor for the group, houses staff at the collaborative.
- Quarterly public agency network meeting held for staff of all of the regions 18 cities, county, and major public agencies to coordinate climate planning, best practices, and lessons learned
- The San Diego Regional Climate Collaborative allows any public agency member or "supporting" member (which include nonprofits, academic institutions, philanthropic organizations, and utilities) to sit on its steering committee. However, a majority of seats on the committee are designated for public agencies, which helps ensure that public agencies have more decision making power within the collaborative
- The SDRCC governance policy requires member organizations (even public agencies) that are on the steering committee to contribute \$5,000 annually, but this can be in the form of direct financial or in-kind programmatic support, or a combination of the two.

Capital Region Climate Readiness Collaborative (CRC) (Chartered Network)



Administrative or Fiscal Host Organization: Local Government Commission / CivicWell

Founded: 2014

Purpose: Cooperative network to benefit its member organizations. This unincorporated member association is made up of entities representing regional interests that are involved in climate change policy and decision-making or influence how the region responds to climate change.

Membership: Affairs are managed by the Steering Committee - provides strategic direction and general oversight for the CRC. Ad hoc committees can be formed and disbanded by the Steering Committee, created in order to make recommendations, and pursue programmatic objectives and pilot projects. General quarterly meetings are open to the public (what's discussed??).

Funding Source(s): CivicWell (nonprofit) provides fiscal and administrative support. They also have membership dues.

Notes:

- Website: <https://climatereadiness.info/>
- Because it's an unincorporated member association, there was ease of formation and administration, and they can maintain flexibility
- The Capital Region Collaborative, in contrast, requires at least one representative from each of eight different categories: municipalities; councils of government; regulatory agencies and service providers; utilities; educational institutions; nonprofits; business, labor and agriculture organizations; and professional organizations.
- The CRC allows in-kind services to substitute for membership dues under some circumstances, an approach also applied by LARC and Sierra CAMP. The CRC also allows participation of non-member entities that are unable to pay dues; these organizations can "join" the collaborative as "Channel Partners" if they contribute a minimum amount of in-kind service hours annually, but are not considered formal members and cannot serve on the collaborative's steering committee.

North Coast Resource Partnership (Chartered Network)



Administrative or Fiscal Host Organization: N/A

Founded: 2004

Purpose: The North Coast Resource Partnership is focused on enhancing the quality of life for North Coast landscapes and people. Originally formed as the North Coast Integrated Regional Water Management Plan, to develop an integrated regional water management plan

and a planning process to increase regional coordination and collaboration to obtain funding for water-related projects.

Membership: The North Coast Resource Partnership is a coalition of over a thousand stakeholders from the Region's Tribes, counties, NGOs, RCDs, agencies, local governments, business groups.

Governance Documentation: There is a [Memorandum of Mutual Understanding](#) posted online, approved by the North Coast Resource Partnership Leadership Council in December 2022. The North Coast Resource Partnership also has a Policies and Procedures Handbook. They are governed by a Leadership Council who make decisions, made up of appointees from the Region's Tribes and county. Consensus decision-making is used but if consensus is not met, they have outlined in their MOMU a series of steps. The Technical Peer Review Committee (TPRC) is made up of Tribes and counties.

Funding Source(s): DWR, OPR, SGC, DOC, CAL FIRE, USGS, CNRA, local governments, North Coast Tribes, private foundations.

Notes:

- Website: <https://northcoastresourcepartnership.org/partnership/>



Appendix E: Resources

- Regional Collaboratives
 - Bennett, Annie, and Jessica Grannis. “Lessons in Regional Resilience: Case Studies on Regional Climate Collaboratives.” Georgetown Climate Center, January 2017.
https://www.georgetownclimate.org/files/report/GCC-Lessons-in-Regional-Resilience-Synthesis-Jan_2017.pdf.
- Climate resilience districts
 - Summary of [Climate resilience districts](#)
 - Civicwell [webinar](#) on Climate Resilience Districts
- Joint Powers Authority
 - Cypher, Trish and Colin Grinnell. Governments Working Together: A Citizen’s Guide to Joint Powers Agreements. California State Legislature: Senate Local Government Committee. August 2007.
<https://sgf.senate.ca.gov/sites/sgf.senate.ca.gov/files/GWTFinalversion2.pdf>
 - Public Entities and Joint Power Authorities (JPA)
<https://www.dir.ca.gov/osip/PublicEntitiesAndJPA.htm>
 - The Ins and Outs of Joint Power Authorities in California Jan 2016
<https://www.bbklaw.com/news-events/insights/2016/authored-articles/01/the-ins-and-outs-of-joint-powers-authorities-in-ca>
 - California Association of Joint Powers Authorities <https://www.cajpa.org/>
 - Jan 2016 Rural Community Assistance Corporation Presentation
<https://www.rcac.org/wp-content/uploads/2016/01/JPA-Presentation.pdf>

