

SAN FRANCISCO BAY CONSERVATION AND DEVELOPMENT COMMISSION

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January 16, 2013

TO: Commissioners and Alternates
FROM: Lawrence J. Goldzband, Executive Director (415/352-3653 larryg@bcdc.ca.gov)
SUBJECT: Strategic Plan Skeleton Framework: Draft Revision, January 16, 2013
(For Commission consideration on January 23, 2013)

Authority. In 1965, the Governor signed into law the McAteer-Petris Act (the Act), which established the San Francisco Bay Conservation and Development Commission (BCDC). The Act and BCDC regulations require BCDC to ensure “maximum feasible public access” to the Bay and prevent unnecessary Bay fill. These are the agency’s two primary functions as it regulates proposed development within its jurisdiction. The Act continues to serve as the key legal provision in California state law to prevent indiscriminate fill in the Bay. Concurrently, BCDC has the responsibility to ensure that appropriate and environmentally sound development is permitted to provide public benefits from the wide variety of Bay resources on behalf of the entire region.

To fulfill the Act’s initial requirements, BCDC prepared the San Francisco Bay Plan that governs the use of the Bay and its shoreline. That plan, which is regularly updated to address the changing Bay system, includes policies on issues critical to the wise use of the Bay, ranging from ports and public access, to urban development and transportation. The Bay Plan also contains maps of the entire Bay that designate shoreline areas that are reserved for water-related purposes like ports, industry, public recreation, airports, and wildlife refuges. Additionally, in 1977, the Commission’s authority was expanded by passage of the Suisun Marsh Preservation Act to provide special protection for the Suisun Marsh.

BCDC is the federally-designated state coastal management agency for the San Francisco Bay segment of the California coastal zone, which ensures that federal projects and activities also are consistent with the policies of the Bay Plan and state law.

Mission. BCDC is dedicated to protecting and enhancing San Francisco Bay and to encouraging the Bay’s responsible use.

Guiding Responsibilities (“rules of thumb” that are explicit and actionable)

- Fulfill all responsibilities under the law, including providing maximum feasible public access to the Bay and shoreline to all, and protecting the Bay from unnecessary fill.
- Lead the region in determining how to best conserve and develop the Bay as a system in an appropriate and environmentally sound manner.
- Serve all stakeholders in a responsive and effective manner while implementing BCDC’s mission.



Making San Francisco Bay Better

Shared Assumptions

- The Bay is a dynamic and interconnected system that provides environmental, economic and social benefits that are crucial to the region's prosperity.
- Protecting and enhancing the Bay, ensuring its responsible use, and complying with relevant state laws and regulations, continues to require a State agency that works actively with and is supported by its stakeholders.
- Promoting and enforcing BCDC laws and policies delivers a wide variety of benefits to the region and the public as a whole.
- As a public agency BCDC strives to achieve transparent decision-making.
- As BCDC and its stakeholders learn more about the complexity of the Bay's systems, staff must continue to expand and disseminate its collective knowledge about the Bay and the factors that affect its health and viability.

Challenges & Opportunities

- The Bay is a complex and dynamic system with myriad connections that are sensitive to external factors and emerging challenges, including climate change, sea level rise, fresh water inflow, and sediment supply, among others.
- Ensuring BCDC policies reflect the current understanding of the Bay system requires attention to the evolving understanding of the region's dynamic environmental, economic, and social systems.
- More and diverse types of public access are needed in response to the changing demographics and growing population of the Bay area.
- A variety of stressors is increasing the pressure on the natural and built areas of the Bay and its shoreline.
- Economic volatility influences the pace of development, conservation, and restoration, and is a driver of the type and volume of BCDC's work.
- Obtaining stable funding is necessary to ensure the continued fulfillment of BCDC's responsibilities.
- Maintaining a current and efficient work place is complicated by rapidly evolving and innovative new technologies.

Purpose. Strategic planning is a management activity designed to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the near-term future.

BCDC's legal mandate and mission includes accomplishing both ongoing regulatory and planning duties and major initiatives that emanate from those duties. The draft framework of a strategic plan on the following page provides an outline for all of these activities.

A major result of BCDC's strategic planning efforts will be to establish priorities for BCDC's discretionary activities. The Goals and Objectives on the next page should support all of BCDC's fundamental work activities and its major discretionary initiatives. Those initiatives include, but are not limited to:

1. Leading efforts to help the Bay Area adapt to Rising Sea Levels, in concert with the Joint Policy Committee and others;
2. Providing more access to, and activating existing and new public spaces adjacent to, the Bay;
3. Building a new technological platform and improved information technology systems that assist both stakeholders and staff; and,
4. Increasing transparency and consistency in BCDC planning, permitting, and enforcement proceedings.

DRAFT - Public Workshop

Draft Goals And Objectives**Goal 1. Ensure BCDC is effective now and in the future.****Objectives**

1. Increase the understanding of the Bay as a changing ecosystem.
2. Expand access to intellectual capital in the region and beyond.
3. Implement pioneering laws and policies to manage the Bay's response to change.
4. Apply consistent, yet adaptive, decision-making using best available information.
5. Reflect the region's diverse population and needs in managing the Bay.
6. Obtain adequate resources to implement BCDC's mission.

Goal 2. Strengthen management of the Bay through effective regional leadership.**Objectives**

1. Advance integrated regional efforts.
2. Enhance existing collaborations and partnerships.
3. Create new partnerships in the public and private sector.
4. Effectively communicate the value of a healthy and dynamic Bay.
5. Promote and practice transparency.

Goal 3. Improve BCDC's work environment and organizational performance.**Objectives**

1. Invest in the development and retention of professional and capable staff.
2. Improve technological capacity.
3. Cultivate efficiency, transparency and consistency in regulatory, planning and administrative practices.
4. Improve internal integration, coordination and communication.
5. Optimize workflow processes to increase productivity and provide opportunities for innovation.
6. Promote a healthy work place that fosters a professional, respectful, and cooperative work culture.