

# San Francisco Bay Conservation and Development Commission

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July 16, 2015

**TO:** Commissioners and Alternates  
**FROM:** Lawrence J. Goldzband, Executive Director (415/352-3653; lgoldzband@bcdc.ca.gov)  
**SUBJECT:** **Commission Review of Progress on the Commission's Strategic Plan**  
(For Commission consideration on July 16, 2015)

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Please find attached a high level summary of actions taken by BCDC Commissioners and staff to implement the objectives listed in BCDC's Strategic Plan, which was adopted in May 2013.

I look forward to working with any Commissioners who are interested in further developing this update on a regular basis. The next update will be scheduled for a Fall 2015 meeting and will include a further refinement of this summary.

## ***Strategic Plan Update for Commission***

**Goal 1: Be the nation's model coastal management agency to increase the Bay's value and enable its communities to flourish**

***Objective 1: Pioneer policies and action that take advantage of, and reduce risks caused by, the changing Bay, including rising sea levels***

1. ***Update Policies:*** Develop new and regularly update existing planning, regulatory, and enforcement policies, practices, and procedures based on a review of past practices, best practices, available science, and knowledge of probable impacts on the Bay and Bay Area. (Agency)
  - 1.1. ***Data-Driven Enforcement:*** Develop and/or revise a systematic and data-driven enforcement strategy and policy to set enforcement priorities, improve compliance, improve regulatory and legal effectiveness, and use resources more efficiently.
    - A. *New proactive electronic and telephonic outreach to permittees to assist them in complying with permits (led by interns using Excel)*
    - B. *Action Planning Team developing criteria and metrics to determine priority of enforcement cases*
    - C. *Regulatory database being developed will include compliance module*
  - 1.2. ***Permitting Procedures:*** Develop and/or revise permit and plan review procedures and products to ensure consistent and clear results and a customer-friendly permitting process. (Reg/Plan)
    - A. *Regulatory staff to begin internal audit/mapping of permit procedures and products to develop baseline and guidance*
  - 1.3. ***Guidelines:*** Develop and/or revise guidelines that permit applicants can use to design projects and develop plans that are consistent with BCDC policies.
    - A. *Comprehensive list of possible regulation changes, additions, and deletions, including permit application guidelines, awaiting incoming Chief Counsel*

***Objective 2: Expand and activate public access***

1. ***Evaluation:*** Inventory and evaluate the variety of types and uses of BCDC-required public access that currently exist in light of current BCDC laws and policies.
  - A. *Action Planning Team starting (LG on team)*
  - B. *Probable first step is to create continuing intern program to inventory existing public access using both technology and staff institutional knowledge, and to utilize collaboration with Climate Readiness Institute (CRI) as source of talent*
2. ***Activation:*** Develop a region-wide vision to encourage more diverse and more active public access, especially in light of emerging issues and populations.
  - A. *Need to complete (or start) (1) above*
  - B. *Collaboration of environmental justice groups as part of Policies for a Rising Bay Project should give BCDC a head start on collaborators*

## ***Strategic Plan Update for Commission***

### ***Objective 3: Minimize Bay fill given that rising sea level, changing sediment supply, and changing public needs may require additional Bay fill***

1. ***Adaptation:*** Partner with a variety of stakeholders to develop a Bay-wide understanding of nature-based (ecosystem) adaptation solutions, including how to best use fill to reduce the impacts of rising sea level on natural and built resources.
  - A. ***Bay Fills Commissioner Working Group and Policies for a Rising Bay Project***
2. ***Management Best Practices:*** Leverage federal and state partner (FEMA, USACE, NOAA, USGS, Coastal Commission, etc.) data, funding, and knowledge to develop and disseminate coastal management best practices, including best practices to reduce coastal hazards in the Bay Area.
  - A. ***Continuing financial support from NOAA, including requests by NOAA to participate in legislative briefings***
  - B. ***Staff actively participating in state-level Natural Resources Agency coastal zone management working group to maximize consistent application of state laws and policies, regional-level CHARG working group (originally led by FEMA and Alameda County Flood Control Agency), specific discussions between and among wide variety of local stakeholders, multi-state (West Coast and national) coastal zone management agencies discussions, including NOAA staff***
3. ***Research:*** Identify, prioritize, and promote research initiatives focused on the changing Bay according to their potential to improve decision-making overall and resilience in particular.
  - A. ***Groundbreaking Corte Madera Marsh study***
  - B. ***Staff/SFEI collaboration on adaptation typology research; exploring possible collaboration with Center for Blue Economy to help create valuation models for Bay wetlands (Bay Fills Working Group and Policies for a Rising Bay Project)***
  - C. ***Commissioners and staff supporting, collaborating with, and advising CRI on regular basis; initial CRI project focuses on BCDC and need to catalog, analyze, and identify adaptation projects that are scalable and replicable***

### ***Objective 4: Ensure that all policies and activities reflect the region's growing and diversifying population and the area's environmental and economic needs***

1. ***Public Access Policies:*** Develop and implement a plan to update BCDC public access policies and guidelines to reflect diverse communities and changing regional and social needs.
  - A. ***Need to develop [1-2-1]***
2. ***Fill Policies:*** Develop and implement a plan, in concert with key regional stakeholders, to review and update, if needed, existing BCDC fill policies to better address changing regional needs.
  - A. ***Bay Fills Working Group and Policies for a Rising Bay Project***
3. ***Expertise Access:*** Determine how BCDC can most efficiently obtain and use outside expertise on an as-needed basis for services such as coastal engineering, economic analyses, etc.
  - A. ***Not yet started; now possible given FY 2015-16 General Fund augmentation***

## Strategic Plan Update for Commission

### **Objective 5: Apply consistent, yet adaptable, decision-making using the best available information**

1. **Best Practices Frameworks:** Develop and train staff to use best practices frameworks for adaptable, information-driven decision-making by each BCDC unit.
  - A. *Regulatory: Development of internal audit/mapping and new database is first step to understand trends, recognize outliers, and formulate frameworks, which also must be based on staff institutional knowledge*
  - B. *Planning: Probable (?) expansion of ART Program provides framework for large portion of Planning staff*
2. **Information Access:** Expand staff and Commission access to appropriate literature, a wide variety of learning and training opportunities, and a technologically advanced agency library.
  - A. *Not yet started.*
3. **Advisory Committees:** Develop or re-establish advisory committees to advise and support BCDC decision-making, e.g., Citizens Advisory Committee (CAC), Science and Technical Advisory Committee (STAC), and develop a formal process for their use.
  - A. *Policies for a Rising Bay Project Advisory Group is first step*
  - B. *Should evaluate need for STAC in light of (A) above*

### **Goal 2. Lead innovative partnerships to meet the Bay's ongoing challenges**

#### **Objective 1: Use BCDC's unique mission and broad representation to advance integrated local, regional, statewide, and national efforts, including those of the Joint Policy Committee**

1. **JPC:** Lead the JPC effort to develop regional capacity to adapt to rising sea level.
  - A. *Active staff and Commissioner participation in JPC demonstrates BCDC commitment and leadership*
  - B. *ART Program development leads to probable MTC grant*
  - C. *New chapter of Plan Bay Area II on "Sustainability" being written, in part, by BCDC staff*
  - D. *Move plans underway for August 2016 into Regional Headquarters Building*
2. **Local Resilience:** Develop, disseminate, and lead locally driven processes that stakeholders can use to conduct multi-objective shoreline resilience planning throughout the region.
  - A. *ART moves from "project" to "program"*
  - B. *Probable ART expansion due to MTC and State Transportation Agency funding, and possible private funding*
  - C. *Creation of ART portfolio provides decentralized training and advice*
  - D. *BCDC "Road Shows" started in late Winter 2015; Napa and at least one other to be scheduled for Fall*
3. **Integrate Coastal Management:** Create a more seamless Bay Area coastal zone management program by leading the effort to better integrate BCDC coastal management practices with Conservancy and Coastal Commission practices.
  - A. *See above [Goal 1, Objective 3.2]*

## **Strategic Plan Update for Commission**

**Objective 2: Define and build strong relationships in all sectors to directly advance BCDC's mission.**

1. **Outreach:** Develop an outreach plan to educate stakeholders and communities about BCDC's mission, plans, and actions throughout its jurisdiction, in part by taking advantage of Commissioner expertise, contacts and resources.
  - A. BCDC 50<sup>th</sup> Anniversary Summit and Celebration
  - B. BCDC "Road Shows" started in late Winter 2015; Napa and at least one other to be scheduled for Fall
2. **Sediment Management:** Continuously improve and expand the Regional Sediment Management Program's partnerships with organizations in all levels of government, and in the flood control, watershed management, restoration, beach nourishment, and LTMS communities, and emphasize the interconnected nature of projects affecting sediment supply and demand.
  - A. LTMS 12-Year-Review accomplished; staff continues to push with partners to increase beneficial reuse of dredged materials
  - B. Commission educated (beyond the pale, perhaps?) re: sediment supply and movement within the Bay
3. **Move:** Co-locate with the other regional agencies at 390 Main Street.
  - A. Move plans underway for August 2016 into Regional Headquarters Building

**Objective 3: Increase public understanding of the Bay's dynamic social, economic, ecological, and environmental value**

1. **Public Education:** Develop a public information program in collaboration with public, private and non-profit organizations.
  - A. Action Planning Team discussions underway.
  - B. BCDC 50<sup>th</sup> Anniversary Summit and Celebration should provide a base from which to start
2. **Website Content:** Improve the BCDC website and link it to appropriate internal technological improvements to make it more helpful to the public.
  - A. State-mandated website update process underway; staff website group working to update; unclear how helpful state process, *per se*, will be

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

**Objective 1: Improve technological capacity to benefit both BCDC internally and stakeholders externally**

1. **Use Better Technology:** Develop an information technology improvement plan to enable staff to work more efficiently and enable the public to access appropriate information.

## **Strategic Plan Update for Commission**

- 1.1. **Website Management:** Improve the website by linking it to external and internal processes and enable staff, with appropriate oversight, to manage website content.  
**A. See above [Goal 2, Objective 3.2]**
- 1.2. **Intranet:** Improve the intranet so that it offers a greater array of information, is more clearly organized, and more accessible.  
**A. Not yet started.**
- 1.3. **Access to Technology:** Improve connectivity of BCDC information and staff capacity to use and connect to all essential programs both remotely and when in the office.  
**A. Action Planning Team documenting existing technology tools office-wide and will hold trainings for staff to learn how to use them, or use them more effectively**
- 1.4. **Document Management System:** Develop a comprehensive document management system that enables staff to collaborate more efficiently, share knowledge online, and retain institutional knowledge, including a robust permit management and application system.  
**A. Staff attempting to acquire file-sharing software for staff**  
**B. Staff determining with Natural Resources Agency's IT staff whether BCDC files should migrate to Resources to provide better functionality and redundancy**  
**C. Staff researching which project management software is most appropriate for use by BCDC staff**
- 1.5. **GIS:** Improve the management and accessibility of geospatial data and project information.  
**A. Not yet started.**

### **Objective 2: Increase investment in the development and retention of excellent staff and intellectual capital**

1. **Hiring and Succession:** Develop and regularly update hiring and succession plans.  
**A. All duty statements now current.**  
**B. Succession planning/hiring for future part of Senior Staff expectations**
2. **Retention:** Develop a staff retention program that motivates new staff to join and provides opportunities for existing staff to stay and/or apply for higher positions within or outside of BCDC.  
**A. Not yet started; difficult to develop without movement**
3. **Performance Reviews:** Develop an agency-wide system to require individual work plans, individual development plans, and annual performance reviews to support professional growth.  
**A. Performance review document approved in 2014, to be used universally starting FY 2015-2016**
4. **Staff Development:** Dedicate funding for staff professional development.  
**A. Part of FY2015-2016 budget**
5. **Intern Program:** Develop an agency-wide internship program that consistently leverages partnerships with local universities and other intern sources.  
**A. Not yet started; internship opportunities are inconsistently sourced**

## ***Strategic Plan Update for Commission***

### ***Objective 3: Document best practices and create better ways to ensure efficiency, integration, transparency, and consistency across regulatory, planning, and administrative operations***

1. ***Workforce Planning:*** Review all staff duty statements and organization charts to clearly articulate work requirements, roles, and responsibilities.
  - A. See above [Goal 3, Objective 2.1]
  - B. All senior staff now report to Executive Director as of 7/1/16
2. ***Internal Collaboration:*** Integrate appropriate work across agency units by formalizing processes and procedures to incorporate staff from various units in key projects.
  - A. Partially accomplished informally
  - B. FY 2015-16 senior staff requirements include institutionalization of regularly scheduled Regulatory/Planning planning and workflow meeting
3. ***Workflow:*** Establish and document improved workflow practices and procedures for document analysis, review, finalization, mailing, and dissemination.
  - A. Mailing and dissemination requirements severely lessened due to increased use of e-mail and website
  - B. Development of regulatory database will enable better compliance with workflow requirements
4. ***Job Training:*** Develop an internal agency training program for all staff that is appropriate, timely, and job-related that includes a new employee orientation, inquiry day training, unit cross-training, and financial/grants management.
  - A. Partially underway through Management Team
5. ***Transitions:*** Develop policies and procedures to address issues raised by fluctuating staffing levels and employee movement within the agency.
  - A. While GF augmentation will assist, Regulatory Division is most hard hit by staffing fluctuations; beginning to address issues.

### ***Objective 4: Foster the professional, respectful, and cooperative BCDC culture***

1. ***Behavior:*** Develop and/or revise and enforce standard office policies, procedures, and practices including BCDC's Professional Ethics and Code of Conduct standards and communication protocols.
  - A. Review complete, enforcement now being documented
2. ***Culture:*** Develop a program that regularly encourages a healthy office culture, team building, and a positive sense of community.
  - A. Not yet started; to be based (in part) on survey results (below)
3. ***Survey:*** Develop and administer an annual staff satisfaction survey.
  - A. To be implemented 2015-16 Fiscal Year

### ***Objective 5: Secure and expand necessary and stable resources to implement BCDC's mission***

1. ***Sustainability:*** Develop an agency funding strategy based on the approved strategic plan and ensure that the Natural Resources Agency, the Department of Finance, and the State Legislature recognize BCDC's funding needs.
  - A. GF augmentation requested and received
  - B. Special funding plan for Planning Department being formulated for ART