

# SAN FRANCISCO BAY CONSERVATION AND DEVELOPMENT COMMISSION

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June 13, 2008

**TO:** Commissioners and Alternates  
**FROM:** Will Travis, Executive Director (415/352-3653 [travis@bcdc.ca.gov](mailto:travis@bcdc.ca.gov))  
**SUBJECT:** **Status Report on the Commission's Strategic Plan**  
(For Commission consideration on June 19, 2008)

## Background

On November 1, 2007, the Commission adopted an updated strategic plan and directed the staff to provide monthly reports on the progress being made in achieving the plan's objectives so the Commission can determine whether any revisions in the plan are necessary and whether to take further action to achieve the plan's goals and objectives. **The next annual workshop to update the plan will be held on September 18, 2008.**

## Strategic Plan Elements

- Mission Statement** The Bay Conservation and Development Commission is dedicated to the protection and enhancement of San Francisco Bay and the Suisun Marsh and to the encouragement of their responsible use.
- Vision Statement** A cleaner, healthier, vibrant Bay that is more accessible to the public.
- Core Values**
- Effective, timely and responsive communication.
  - Excellence in staff, process and Commission decision-making.
  - Integrity, honesty, transparency, adherence to the law and fairness in our process and consideration of all viewpoints.
  - Leadership and devotion to the protection and the enhancement of the Bay.
  - Open, public process.
  - Mutual trust and respect among staff, Commissioners, our partners and the public.
  - Partnerships with other agencies and groups.
- Ongoing Goals**
- Maintain an active enforcement program.
  - Maximize public access where compatible with resource protection.
  - Prevent unnecessary Bay fill and enlarge the Bay where appropriate.
  - Promote optimum and sustainable use and management of Bay resources.
  - Recognize the importance of the Bay in advancing the economic prosperity of the Bay region.
  - Support environmental justice in Commission decisions.
- Three-Year Goals**
- Improve and implement BCDC's program for protection, use and restoration of Bay resources.
  - Improve coordination and interaction with other agencies to improve the Bay.
  - Improve public awareness of the Bay and Suisun Marsh and the role of



Bay Conservation and Development Commission

BCDC.

- Play an integral role in developing and implementing a regional proactive strategy for dealing with global climate change.

### Goals, Objectives and Status

**THREE-YEAR GOAL: Improve and implement BCDC's program for protection, use and restoration of Bay resources.**

Objectives	Status
<p>1. <b>Water Trail Plan.</b> By December 31, 2007, the staff will complete the San Francisco Bay Area Water Trail Plan.</p>	<p>The lead staff members for this objective are Joe LaClair.</p> <p><b>This objective has been achieved.</b></p> <p>The Commission approved the draft plan on December 6, 2007 and the staff submitted the plan to the Governor for transmittal to the Legislature on December 12, 2007.</p>
<p>2. <b>Sand Mining Analysis Funding Strategy.</b> By July 31, 2008, the staff will attempt to secure funding from the sand mining industry and/or the California Business, Transportation and Housing Agency to create and implement a mechanism to address sand mining issues.</p>	<p>The lead staff member for this objective is Steve Goldbeck.</p> <p>To address the Commission's concerns regarding sand mining, the staff is working with the State Lands Commission, which is the lead agency for environmental review of future sand mining in the Bay; therefore, this objective will probably be completed by the established deadline.</p>
<p>3. <b>Bay Planning Coalition Concerns.</b> By August 31, 2008, the staff will ensure that 18 of the 19 points within the Bay Planning Coalition's strategic plan for BCDC will be completed. (The 19th point is being addressed by Objectives #2 and #8.)</p>	<p>The lead staff member for this objective is Will Travis.</p> <p>The only issue remaining from the 18-point recommendations deals with amending BCDC's regionwide permits, which the Commission is scheduled to consider at its August 21, 2008 meeting. Therefore, this objective will probably be completed by the established deadline.</p>
<p>4. <b>Information Management.</b> If adequate funding is available, by December 31, 2008, the staff will develop a work program for creating and implementing a comprehensive information management and retrieval system.</p>	<p>The lead staff member for this objective is Mamie Lai.</p> <p>Work on this project is underway and a hardware platform is in place to support this effort, but software needs to be purchased and an integration specialist needs to be hired. Nevertheless, this objective will probably be completed by</p>

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the established deadline.

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5. **Legal Assessment.** By August 31, 2008, the staff will provide the Commission with an assessment of the McAteer-Petris provisions that apply to the shoreline band, and, if the provisions are found to be inadequate, a recommendation for addressing the deficiency.
- The lead staff member for this objective is Ellen Sampson.
- This objective will probably be completed by the established deadline.
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6. **Water Quality Funding.** By June 30, 2008, the staff will request funding to participate in ongoing water quality improvement initiatives.
- The lead staff member for this objective is Joe LaClair.
- This objective has been achieved.**
- An application for a federal grant to fund BCDC's participation in a variety of ongoing regional water quality improvement efforts was submitted on March 14, 2008.
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7. **Sand Mining Report.** If adequate funding is secured, by September 30, 2008, the staff will provide for the Commission's consideration a report on a proposed mechanism for addressing sand mining concerns.
- The lead staff members for this objective are Steve Goldbeck and Brenda Goeden.
- This objective will probably be completed by the established deadline.
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8. **Suisun Marsh Legislation.** By September 30, 2009, the staff will implement a strategy for enactment of legislation that will amend the Suisun Marsh Preservation Act to provide more effective measures for deterring violations and dealing with violators.
- The lead staff member for this objective is Steve Goldbeck.
- The staff has drafted legislation and worked with potential authors of legislation to amend the Suisun Marsh Act and will look for an author to introduce the legislation in the next legislative session. Therefore, this objective may be completed by the established deadline.
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9. **Water Quality Briefings.** By September 30, 2008, the staff will ensure that briefings are provided to the Commission for its consideration and possible action regarding TMDLs for contaminants, storm water runoff and watershed planning.
- The lead staff member for this objective is Joe LaClair.
- The executive officer of the Regional Water Quality Control Board will provide the Commission with the requested information in a briefing on July 17, 2008. Therefore, this objective will be completed by the established deadline.
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| <p>10. <b>Joint Powers Authority.</b> By December 31, 2008, the staff will investigate the pros and cons of joining San Francisco Estuary Institute's (SFEI) Joint Powers Authority and make a recommendation to the Commission on whether to join or not.</p>  | <p>The lead staff member for this objective is Tim Eichenberg.</p> <p>This objective will probably be completed by the established deadline.</p>  |
| <p>11. <b>Water-Related Industry.</b> By January 31, 2009, the staff will develop a work program for an update of the section in the Bay Plan dealing with water-related industry.</p>  | <p>The lead staff member for this objective is Joe LaClair.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>12. <b>Design Excellence.</b> By December 31, 2008, if adequate funding is available, the staff will complete the preparation of an outreach program to promote excellence in waterfront design and brief the Commission on the program prior to its implementation.</p>   | <p>The lead staff member for this objective is Brad McCrea.</p> <p>Funding for this objective has not been secured. Nevertheless, a streamlined outreach program will be completed by the established deadline.</p> |
| <p>13. <b>Fresh Water Inflow.</b> By June 30, 2010, the staff will provide for the Commission's consideration an update of the section in the Bay Plan dealing with fresh water inflow.</p>   | <p>The lead staff member for this objective is Joe LaClair.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>14. <b>Airport Planning.</b> By September 30, 2010, the staff will develop a work program for evaluating the airport findings and policies in the Bay Plan.</p>  | <p>The lead staff member for this objective is Joe LaClair.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>15. <b>Restoration Project Inventory.</b> By December 31, 2009, if adequate funding is available, the staff will complete and present to the Commission a comprehensive technical report on the restoration projects that BCDC has permitted.</p>  | <p>The lead staff member for this objective is Bob Batha.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>16. <b>Sediment Management.</b> By June 30, 2010, as part of a comprehensive program for the sustainable use, restoration and conservation of the Bay's resources, the staff will provide for the Commission's consideration revised Bay Plan findings, policies and map designations pertaining to regional sediment management, including sand and shell extraction and regional subtidal goals, that reflect the most recent research and best practices on sediment movement in the Bay and the function</p> | <p>The lead staff member for this objective is Brenda Goeden.</p> <p>This objective will probably be completed by the established deadline.</p>   |

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and value of subtidal habitats.

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| 17. <b>Restoration Project Policies.</b> By December 31, 2010, the staff will provide for the Commission's consideration policy recommendations for permitting new wetland restoration projects. | The lead staff member for this objective is Bob Batha.<br><br>This objective will probably be completed by the established deadline. |
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**THREE-YEAR GOAL: Improve coordination and interaction with other agencies to improve the Bay.**

Objectives	Status
1. <b>Coordination Status Reports.</b> By January 1, 2008 and quarterly thereafter, the staff will provide reports to the Commission on actions taken by regional committees (e.g., JPC, RAPC, RPC) on regional issues, including, but not limited to, global climate change.	The lead staff member for this objective is Will Travis.  This objective is being carried out on an ongoing basis.
2. <b>Joint Policy Committee.</b> By June 30, 2008, the Commission and staff, working with the Joint Policy Committee, will seek legislation to authorize BCDC to be a voting member of the Joint Policy Committee.	The lead staff member for this objective is Steve Goldbeck.  <b>This objective has been achieved.</b>  AB 2094 was introduced by Assemblymember Mark Desaulnier to accomplish this objective. The measure has been passed by two Assembly committees.
3. <b>Climate Change Workshop.</b> By September 30, 2008, the staff will hold a public workshop for local government officials and staff to inform them about global climate change and sea level rise in the Bay Area and outline strategies for adapting.	The lead staff member for this objective is Joe LaClair.  <b>This objective has been achieved.</b>  The workshop was held on April 16, 2008 in Oakland and was attended by over 100 local government officials.
4. <b>MTC Contract.</b> By October 31, 2008, the staff will complete BCDC's commitments to the Metropolitan Transportation Commission regarding regional airport planning and shoreline transit-oriented development and secure continuances of BCDC's contract with MTC.	The lead staff member for this objective is Lindy Lowe.  This objective will probably be completed by the established deadline.
5. <b>Climate Change Presentations.</b> By December 1, 2008, the staff will provide climate change presentations live to local governments, with videotaping of the presentation for cable networks and other distribution opportunities.	The lead staff member for this objective is Will Travis.  The staff has provided climate change presentations to several local governments and is in the process of getting the presentation videotaped. Therefore, this objective will probably be

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completed by the established deadline.

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| <p>6. <b>Climate Change Webcast.</b> By December 1, 2008, contingent upon funding, the staff will webcast BCDC's climate change presentation(s).</p> | <p>The lead staff member for this objective is Mamie Lai.</p> <p>Work on this project is underway so this objective will probably be completed by the established deadline.</p> |
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**THREE-YEAR GOAL: Improve public awareness of the Bay and Suisun Marsh and the role of BCDC.**

Objectives	Status
<p>1. <b>Documentary Video.</b> By February 29, 2008, the staff will recommend to the Commission for action ways to support the distribution and promotion of the documentary video, "Saving the Bay."</p>	<p>The lead staff member for this objective is Will Travis.</p> <p><b>This objective has been achieved.</b></p> <p>The report was provided to the Commission at its February 7, 2008 meeting.</p>
<p>2. <b>Website Improvements.</b> By June 30, 2008, the staff will brief the Commission on BCDC's website and recommend ways to further the effort to create a comprehensive portal to BCDC and other Bay-related information.</p>	<p>The lead staff member for this objective is Mamie Lai.</p> <p>This objective will probably be completed by the established deadline.</p>
<p>3. <b>BCDC Awareness Presentations.</b> By September 1, 2008, at least ten members of the Commission will arrange for a staff member make a brief "BCDC Awareness" presentation on the Bay, Suisun Marsh and the role of BCDC at a local government and/or at a public event (e.g., festive community event, dedicated event at the Bay).</p>	<p>The lead staff member for this objective is Will Travis.</p> <p><b>This objective has been achieved.</b></p> <p>The staff has made presentations to the city councils of Oakland and Palo Alto, the board of supervisors of San Mateo and Marin Counties, and to over 50 other organizations.</p>

**THREE-YEAR GOAL: Play an integral role in developing and implementing a regional proactive strategy for dealing with global climate change.**

Objectives	Status
<p>1. <b>Transportation Plan.</b> By November 30, 2007, the staff will request that MTC incorporate strategies for adapting to sea level rise and associated storm impacts into the Regional Transportation Plan.</p>	<p>The lead staff member for this objective is Lindy Lowe.</p> <p><b>This objective has been achieved.</b></p> <p>The staff sent a letter to achieve this objective on January 2, 2008.</p>
<p>2. <b>Local Plans.</b> By November 30, 2007, the staff will request that ABAG advise local governments to include adaptive strategies regarding sea level rise and storm</p>	<p>The lead staff member for this objective is Joe LaClair.</p> <p><b>This objective has been achieved.</b></p>

	impacts into their local general plans. The staff sent a letter to achieve this objective on January 2, 2008.
3. <b>Delta Vision.</b> By December 31, 2007, the staff will request that the State administration expand BCDC's participation in the Delta Vision project.	The lead staff member for this objective is Steve Goldbeck. <b>This objective has been achieved.</b> The staff sent a letter to achieve this objective on December 11, 2007.
4. <b>Resilience Pilot Project.</b> By June 30, 2008, the staff will request funding for implementing a shoreline resilience demonstration project.	The lead staff member for this objective is Rafael Montes. <b>This objective has been achieved.</b> An application for a federal grant to conduct a design competition for a resilient shoreline project was submitted on March 14, 2008.
5. <b>Legal Analysis.</b> By June 30, 2008, the staff will complete a legal analysis of property rights and "takings" issues and the use of the public trust doctrine related to adaptive strategies.	The lead staff member for this objective is Tim Eichenberg. To achieve this objective, the staff will be taking advantage of the extensive legal and policy research that will be presented at a legal seminar on climate change and the public trust doctrine at the Hastings College of the Law. To provide time to evaluate this information, <b>the deadline for completing this objective should be changed to September 30, 2008.</b>
6. <b>Sediment Management.</b> By December 31, 2008, the staff will prepare a strategy for a regional sediment management program for San Francisco Bay that will address needed research and policy.	The lead staff member for this objective is Brenda Goeden. A Coastal Impact Assistance Program grant to achieve this objective has been approved so this objective will probably be completed by the established deadline.
7. <b>Topographic Data.</b> By June 30, 2008, the staff will partner with regional agencies and researchers to launch a concerted effort to secure high-resolution topographic data (in water and near the shore) that fills existing data gaps.	The lead staff member for this objective is Caitlin Sweeney. <b>This objective has been achieved.</b> The staff is collaborating with the Coastal Commission, the Ocean Protection Council, the U.S. Army Corps, NOAA other partners in an ongoing effort to secure high resolution topographic data for the Bay shoreline and adjacent uplands.
8. <b>Habitat Conservation.</b> By December 31, 2008, the staff will report to the Commis-	The lead staff member for this objective is Bob Batha.

sion on the issues of habitat preservation and protection in relation to adaptive strategies dealing with sea level rise.

This objective will probably be completed by the established deadline.

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| <p>9. <b>Sediment Processes.</b> By June 30, 2008, the staff will request funding to study Bay sediment processes and shoreline erosion under several climate change scenarios.</p>   | <p>The lead staff member for this objective is Steve Goldbeck.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>10. <b>Bay Plan Policies.</b> By August 31, 2008, the staff will present to the Commission a report on the impacts of sea level rise in the Bay and propose changes to the Bay Plan for the Commission's consideration.</p>  | <p>The lead staff member for this objective is Joe LaClair.</p> <p>This objective will probably be completed by the established deadline.</p>  |
| <p>11. <b>Legislative Authority.</b> By August 31, 2008, the staff will seek the passage of legislation that will give the Commission more responsibility and authority to deal with the impacts of climate change.</p>   | <p>The lead staff member for this objective is Steve Goldbeck.</p> <p>Assemblymember Mark Desaulnier has introduced AB 2094 to accomplish this objective. This bill has been passed by the California Assembly. Therefore, this objective will probably be completed, though possibly not by the established deadline.</p> |
| <p>12. <b>Storm Planning.</b> By September 30, 2008, the staff will request funding or partner with another organization to carry out a case study of flooding impacts from increased frequency and intensity of storm events associated with several sea level rise scenarios.</p> | <p>The lead staff member for this objective is Joe LaClair.</p> <p><b>This objective has been achieved.</b></p> <p>The staff, in partnership with the Coastal Conservancy, has secured federal funding to carry out this case study beginning in the fall of 2008.</p>   |
| <p>13. <b>Regional Strategy.</b> By October 31, 2008, the staff, working with the JPC, will reach an agreement with other regional agencies on a comprehensive regional climate change strategy.</p>  | <p>The lead staff member for this objective is Steve Goldbeck.</p> <p><b>This objective has been achieved.</b></p> <p>The Joint Policy Committee adopted a comprehensive regional climate change strategy in 2007.</p>   |
| <p>14. <b>Inundation Mapping.</b> By December 31, 2008, the staff will produce and present to the Commission new shoreline inundation maps that can be used for planning purposes.</p>  | <p>The lead staff member for this objective is Joe LaClair.</p> <p>This objective will probably be completed by the established deadline.</p>  |
| <p>15. <b>Local Assistance.</b> By June 30, 2010, the staff will develop strategies that local governments can use in their planning for shoreline areas in adapting to sea level rise and associated storm impacts.</p>  | <p>The lead staff member for this objective is Joe LaClair.</p> <p>This objective will probably be completed by the established deadline.</p>  |

