

San Francisco Bay Conservation and Development Commission

2023 - 2025 Strategic Plan - Action Plan

Goal 1

Lead regional planning efforts that result in successful and equitable adaptation, restoration, development, and public access projects for the Bay Area in light of rising sea levels.

Anticipated Outcome

Through BCDC's bold leadership and collaboration, the Bay Area is prepared to adapt faster, better, and more equitably to rising sea levels, protect and restore its natural habitats, and increase access to the Bay.

Strategic Objective	Strategies	Lead	Involved	Timeline	Status
1.1 Successfully lead the Bay Adapt Program that will result in more aware, collaborative, and stronger frontline communities with access to resources to adapt to rising sea levels.	Convene, coordinate, and align key regional entities to execute Bay Adapt Joint Platform actions, including alignment with BCDC's regulatory program, regional agencies, and others.	ART / Bay Adapt	BA Implementation Committee; RSL Working Group	18 months	
	Facilitate meaningful engagement between shoreline community based organizations and shoreline plans and projects.	EJ / Bay Adapt	Adapting to Rising Tides, GIS, EJ Advisors	Ongoing	
	Track and communicate progress around regional shoreline resilience to the public, our partners, the legislature, and the media.	ART / Bay Adapt	GIS, EJ; Commission	Ongoing	
	Provide sufficient funding and technical assistance for the participation of community leaders at all levels of project planning and implementation.	Senior Staff	Environmental Justice	Ongoing	
1.2 Develop an equitable and measurable Regional Shoreline Adaptation Plan in collaboration with government agencies, frontline communities, and a wide variety of stakeholders.	Develop an equitable, ecologically-sound Regional Shoreline Adaptation Plan with vision, goals, and subregional adaptation planning guidelines by mid-2024, with robust community and local government involvement.	ART / Bay Adapt	Environmental Justice	18 months	
	Support the completion of subregional adaptation plans by providing technical assistance, maps and tools to local governments.	ART / Bay Adapt	GIS	36 months	
	Shape and advocate for funding for community groups, local and regional governments to increase community capacity and develop local and regional plans and projects that address sea level rise and healthy bay habitats.	ART / Bay Adapt	Commission; Environmental Justice Working Group	Ongoing	
1.3 Continue to support efforts to restore and enhance the Bay's natural resources and increase public access to the Bay.	Develop and collaborate on research to support adaptation, including flood hazards, groundwater rise, shoreline contamination, natural areas, adaptation costs and financing.	ART	GIS	Ongoing	
	Support development of a Climate Services Consortium to provide technical assistance and translated science to local planning efforts.	ART	GIS	18 months	
	Support CNRA's "Outdoors for All" initiative through research and data integration to enhance equitable public access in light of sea level rise.	Long Range Planning	GIS	18 months	
1.4 Improve regional sediment management and increase the beneficial reuse of sediment to enhance, restore, and adapt ecosystems, particularly in light of rising sea levels.	Develop a roadmap to increase the use of sediment and soil for habitat restoration and adaptation, with regional partners and stakeholders.	Sediment Management	LRP, Sediment Working Group	12 months	
	Propose Bay Plan policy improvements that increase sediment and soil use to support ecosystem resilience to rising seas.	Sediment Management	LRP, CWG	24 months	
	Evaluate funding needs for restoration projects that use sediment, beneficial reuse costs, and funding options and incorporate into an actionable financing strategy.	Sediment Management	LRP, CWG	30 months	
1.5 Proactively and regularly update the Bay Plan to reflect changing policy needs.	Complete updates to the Seaport Plan to address changes in port activity, sustainability and resilience, and environmental justice.	Long Range Planning	SPAC, EJ	6 months	
	Use Bay Plan policy amendments, regulatory or statutory changes to fully implement the Regional Shoreline Adaptation Plan (1.2) as identified and directed by the Commission.	LRP	Bay Adapt	24 months	
	Review the Bay Plan to ensure maximum feasible public access while successfully moving forward restoration projects and climate adaptation.	LRP	Regulatory, EJ, ART	18 months	

Status: Not Started: Red - Delays/Issues: Yellow - On Track: Green - Complete: Blue

Goal 2

Improve BCDC's regulatory and planning functions to create a more unified and consistent regional-scale approach to managing the Bay and its shoreline in light of the uncertain future caused by rising sea levels.

Desired Outcome

Enlarge the focus of BCDC's regulatory program to permit larger-scale and more complex subregional projects that are aligned with the Regional Shoreline Adaptation Plan.

Strategic Objective	Strategies	Lead	Involved	Timeline	Status
2.1 Determine whether and how BCDC's regulatory and planning authority and jurisdiction should be expanded to foster larger scale adaptation efforts.	Assess permitting challenges, conflicting regulations, and regulatory "gaps" and redundancies for adaptation projects to identify: (1) potential process improvements, and (2) new tools and authority to better integrate planning and regulatory in order to more efficiently advance larger scale adaptation efforts.	ARDCC	APDCC, DoF, Permits	12 months	Not Started
	Work with partners/stakeholders to scope and prepare a proposal for expanding BCDC jurisdiction to cover the Bay Adapt planning area with authority over preparation and implementation of a Regional Shoreline Adaptation Plan.	ARDCC	Bay Adapt, Legal, Comm	18 months	Not Started
	Work with regulatory partners to scope and develop a proposal for improved multi-agency collaboration for adaptation projects.	ARDCC	Permits, BRRIT	18 months	Not Started
2.2 Update existing regulatory and planning operations to implement laws and policies more consistently, transparently, and efficiently.	Develop and implement a strategy to make BCDC's permitting process more efficient while also fulfilling all regulatory laws, regulations, and policies.	ARDCC	Permits, DoF	Ongoing	Not Started
	Develop and implement a strategy to manage large-scale development projects that require cross-departmental involvement, including staff time for participation in working group meetings and pre-application review.	Permits	Planning, Legal	18 months	Not Started
	Strengthen cross-departmental collaboration for BCDC comment letters related to CEQA review and other local government planning documents to ensure that the Commission is communicating to local governments in an integrated and timely manner.	Permits	Planning, Legal	18 months	Not Started
2.3 Increase the capacity of the Regulatory Division to execute its core functions more effectively.	Research and incorporate new technology into the regulatory process to comprehensively manage permitting, compliance, and enforcement.	Reg Director	IT, Legal, Admin/Budget	36 months	Not Started
	Evaluate and update statewide permit program for expeditiously authorizing minor repairs and improvements.	Reg Director	Legal	12 months	Not Started
	Develop list of improvements to other regulatory procedures and to promote efficiency and eliminate bottlenecks.	Regulatory	Legal	24 months	Not Started
2.4 Integrate BCDC's new Compliance function seamlessly into the regulatory and planning programs.	Adapt existing technology into the compliance process to begin linking permitting, compliance and enforcement.	Legal	Admin/IT, Regulatory	36 months	Not Started
	Create formal procedures to integrate compliance with permitting and enforcement, with compliance being the bridge between them, and align staff appropriately.	Compliance	Legal, Regulatory	12 months	Not Started
	Create outreach plan to local planning departments to educate local governments and the public about BCDC's jurisdiction and authority.	Compliance	Regulatory, Planning	12 months	Not Started

Goal 3

Implement equity initiatives and practices throughout BCDC's policies, programs, and processes.

Desired Outcome

By advancing equity practices internally and externally BCDC will seek to eliminate past historic disparities and achieve tangible equitable results for its stakeholders and the communities it serves moving forward.

Strategic Objective	Strategies	Lead	Involved	Timeline	Status	Notes, Considerations
3.1 Prioritize BCDC's Environmental Justice Program by identifying BCDC's specific policies, programs, and practices that have led, or currently lead, to inequitable outcomes, and work to resolve them.	Analyze BCDC permits, policies, and procedures to identify inequities and develop a workplan to address and resolve them.	EJ Program, Senior Staff		1-3 years	Not Started	
	Create a Director level EJ(equity) position. Do a workforce analysis to enable us to know how many EJ people we need to move forward.	EJ Program, EJ Advisors		3+ years	Not Started	Voluntary for EJ Advisors
	Improve the efficacy of the EJ Advisors program and support it moving forward.	Planning Director, EJ Manager		Ongoing	Not Started	Currently doing this, stages to this to further expand
3.2 Complete, adopt, and implement BCDC's Racial Equity Plan.	Increase staff time dedicated to Racial Equity Plan implementation and delegate roles in the implementation process.	ED		1-3 years	Not Started	
	Increase, allocate, and direct funding towards implementation.	ED, Senior Staff, EJ Program, Budget Officer with EJWG		1-3 years	Not Started	
	Commit to annually reporting on progress as a supplement to BCDC's annual report.	EJ Program with EJWG			Not Started	
	Identify and track metrics and report on progress.	EJ Program, Senior Staff		1-3 years	Not Started	
3.3 Formalize and strengthen Commissioner and staff equity-based awareness and education in transparent and measurable ways.	Develop an ongoing training program to further BCDC's EJ policies and measure progress and fund equity and environmental justice experts to co-develop training materials.	EJ Program, Extended Management Team, RET, EJ Advisors		1-3 years	Not Started	
	Survey staff and commissioners annually on attitudes, knowledge, and practices towards equity.	RET, EJ Program		<1 year	Not Started	
	Provide timely and consistent equity initiative updates to the BCDC Commission.	EJ Program, RET		<1 year	Not Started	
	Provide progress updates and review with EJ Advisors and/or additional environmental justice and equity partners.	EJ Program		Ongoing	Not Started	
3.4 Collaborate with other government organizations to improve statewide policies and practices that will result in more equitable outcomes.	Collaborate with state government organizations to identify that which needs to be changed on the state level and advocate for that change.	EJ Program with Commissioners		1-3 years	Not Started	JF: How specifically?
	Identify non-state partners to help advocate for state system changes such as Commissioners, electeds, etc.	ED, Planning Director, EJ Program		3+ years	Not Started	JF: love to understand this more.
	Participate with CSO and NOAA to learn best practices and advocate for equity in Coastal Zone Management.	EJ Program with ED, Senior Staff			Not Started	Specifically call out public access and link to access for all.
3.5 Develop long-term relationships and partnerships between and among BCDC and the Bay Area's Tribal Communities to increase authentic and lasting engagement.	Educate staff about Bay Area Tribes, their histories, and how to incorporate best practices into BCDC's work with tribal representatives.	EJ Program with ED, Senior Staff			Not Started	
	Survey members of Bay Area tribes to better understand what Tribes need and want from BCDC.	EJ Program, RET			Not Started	
	Develop a BCDC-specific Tribal Engagement Policy that includes a process to regularly engage in Tribal Consultations with Bay Area Tribes.	EJ Program			Not Started	

Goal 4

Communicate more successfully externally with stakeholders and internally among divisions.

Desired Outcome

BCDC will be more transparent and accessible to all, and Commissioners, staff, and stakeholders will have a shared knowledge of the agency's priorities and objectives and have meaningful opportunities to shape policies.

Strategic Objective	Strategies	Lead	Involved	Timeline	Status
4.1 Listen to, communicate with, and engage stakeholders in ways that are more accessible to all, increase awareness of BCDC and its roles and processes, and foster successful community dialogues.	Implement "plain language" principles and guidance to improve transparency about BCDC's words and actions.	ARDCC	BCDC Staff	18 months	Not Started
	Provide language translation services for BCDC meetings and materials that are culturally inclusive .	Senior Staff	Regulatory, Planning, Legal	12 months	Not Started
	Develop engaging communications materials and tools that improve access to and understanding of BCDC's role and functions in the region.	ARDCC	PIO	Ongoing	Not Started
4.2 Hire a Public Information Officer to develop more effective internal and external communications.	Create a BCP for a PIO and lobby annually until approved, or otherwise redirect funds to hire a limited term PIO.	ED		24 months	Not Started
	Improve BCDC's website and social media presence to better educate the public regarding BCDC's mission, role and functions.	ED	Website team	18 months	Not Started
4.3 Establish a systematic and comprehensive learning and training program for Commissioners, staff, and Advisory Board members to share knowledge, improve collaboration, and retain institutional history.	Formalize orientation and training programs for Commissioners, Advisory Board Members, and staff that encompass BCDC's functions and processes.	Admin	Management Team	18 months	Not Started
	Create a formal living document that details team responsibilities and Large Project teams and leads.	Management Team		12 months	Not Started
	Review efficacy of common forms of internal communications (e.g., TEAMS, All Staff meetings, CNRA policy memoranda), assess what can work better, and improve them.	ED	Management Team	24 months	Not Started

Goal 5

Build and maintain an adequately resourced, responsive, and diverse organization that can meet its growing challenges more effectively and sustainably.

Desired Outcome

BCDC will fulfill its mission by increasing its capacity, and attracting and retaining a more diverse staff and Commission who are responsive to the variety of diverse communities around the Bay.

Strategic Objective	Strategies	Lead	Involved	Timeline	Status
5.1 Increase organizational capacity to adequately meet the demands for BCDCs services, both externally and internally.	Continue to advocate with California Natural Resources Agency and the Department of Finance to support additional staff positions to fulfill statutory requirements, accomplish goals, and support work/life balance via the Budget Change Proposal process.	Admin Dir	Senior staff	Ongoing	
	Actively pursue grants and contracts from internal and external public and private agencies, and adjust personnel to account for short term funding.	Management Team	Admin	Ongoing	
	Initiate change management process to improve work processes.	Management Team	DoF	Ongoing	
	Increase dedicated staff time to participate in policy discussions, such as EJ office hours and all-staff training.	ED		12 months	
5.2 Actively recruit, hire, and retain staff that reflect the Bay Area's diverse population.	Increase and formalize recruitment channels focused on diverse populations and educational institutions.	HR	EJ, EJ Advisors, Staff	Ongoing	
	Continue to provide flexible work hours and telework to accommodate employee and business needs.	HR	Senior staff	Ongoing	
	Build upon undergraduate intern program and other intern/fellowship opportunities to introduce diverse candidates to BCDC.	HR	Management Team	12 months	
5.3 Work within the Administration and the collective bargaining system to level-up staff base salaries with those in local and regional governments.	Continue to advocate for higher salaries for BCDC employees.	HR	Commission	Ongoing	
	Advocate with CalHR/Labor Relations to increase and resolve cost of living inequities for employees in the Bay Area.	HR	Commission	18 months	
	Continue to review classifications to ensure alignment with employee duties and responsibilities.	HR	Management Team	Ongoing	
5.4 Prioritize and implement necessary technological upgrades to improve work processes.	Reduce costs and upgrade telecom system by expanding use of TEAMS.	CIO		24 months	
	Increase access and searchability of existing electronic files.	Records Manager	CIO	18 months	
	Expand the use of SharePoint and TEAMS to facilitate internal research and communications.	CIO		18 months	