

The background of the slide is a scenic view of San Francisco Bay. In the distance, the Golden Gate Bridge is visible against a clear blue sky with some light clouds. The water is a deep blue-green, and several sailboats with white sails are scattered across the bay. In the foreground, a paved promenade runs along the water's edge. A man wearing a dark vest over a light blue shirt and an orange cap is walking towards the right, holding the hand of a young boy in a dark jacket. A seagull is perched on the edge of the promenade near the water.

San Francisco Bay Conservation and Development Commission 2023 - 2025 Strategic Plan

SEPTEMBER 2023 - JANUARY 2024 UPDATE
COMMISSION BRIEFING FEBRUARY 15, 2024

Vision

BCDC will be a proactive and responsive, equitable, and collaborative organization that successfully addresses the regulatory and planning challenges facing the Bay, its shoreline, and the communities that it serves.

Goals

- 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.
- 2** Review 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.
- 3** Implement equity initiatives and practices throughout BCDC's policies, programs, and processes to resolve historic inequities.
- 4** Develop and implement more effective methods to communicate more successfully externally with stakeholders and internally among divisions.
- 5** Build and maintain an adequately resourced and more responsive and diverse organization that can meet its growing challenges more effectively and sustainably.



Anticipated Outcomes

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.

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.

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

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.

BCDC will better 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.

Core Values

Equitable & Inclusive

BCDC's actions and activities are shaped by its environmental justice and social equity principles and its Racial Equity Action Plan.

Collaborative & Service-Oriented

BCDC works successfully with a broad range of stakeholders whose experiences, needs, and desires BCDC always seeks to understand and respect.

Science-Based & Data-Driven

BCDC uses the most reliable, relevant, and accurate information available to make decisions.

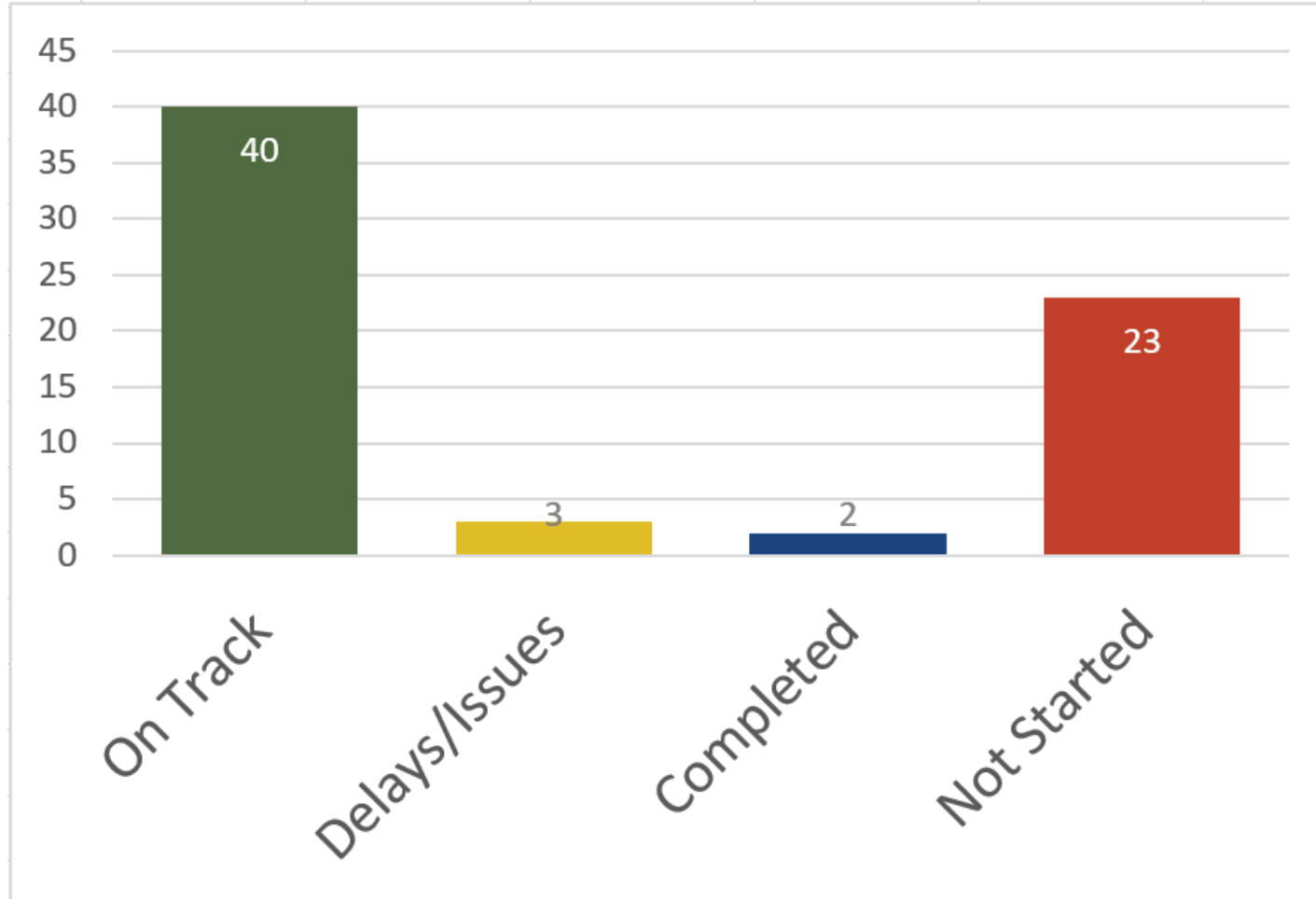
Trusted & Accountable

BCDC strives to be transparent, consistent, fair, and responsive, which leads to greater public trust and confidence in its processes and decisions.

Agile & Proactive

BCDC adapts its organization, knowledge, and processes to anticipate future conditions and circumstances that are complex and dynamic.

STRATEGIC PLAN PROGRESS



SPOTLIGHT

STRATEGIC OBJECTIVE 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.

- Accomplishments
 - Sediment for Wetland Adaptation Project funded and launched (SWAP)
 - 6 Sediment and Beneficial Reuse Commissioner Working Group meetings
 - Stakeholder interviews and briefings
 - Collaboration with partner agencies
 - Workshops on Jan 23 and Feb 13
- Next Challenges
 - Finalize Roadmap
 - Begin policy updates and funding strategy



Photo: Hamilton Wetland (BCDC Staff)

SPOTLIGHT

STRATEGIC OBJECTIVE 1.5

Proactively and regularly update the Bay Plan to reflect changing policy needs.

- Accomplishments

- Seaport Plan update (BPA 1-19) - first 20+ years
- San Francisco Waterfront Special Area Plan re-boot, including MOU
- Suisun Marsh Protection Plan recommendations
- Public access, wildlife and sea level rise background research

- Next Challenges

- Completion of SFW Special Area Plan Phase I update
- Integration of Regional Shoreline Adaptation Plan and Bay Plan



SPOTLIGHT

STRATEGIC OBJECTIVES 2.2 & 2.3

Update existing regulatory and planning operations to implement laws and policies more consistently, transparently, and efficiently.

Increase the capacity of the Regulatory Division to execute its core functions more efficiently.

- Accomplishments

- Created draft Regulatory Roadmap to list necessary improvements to permitting processes, regulations and policies
- Working to finalize Department of Finance's Mission Based Review recommendations

- Next Challenges

- Prioritize what to do first, then second, etc.
- Create timeline to keep on track

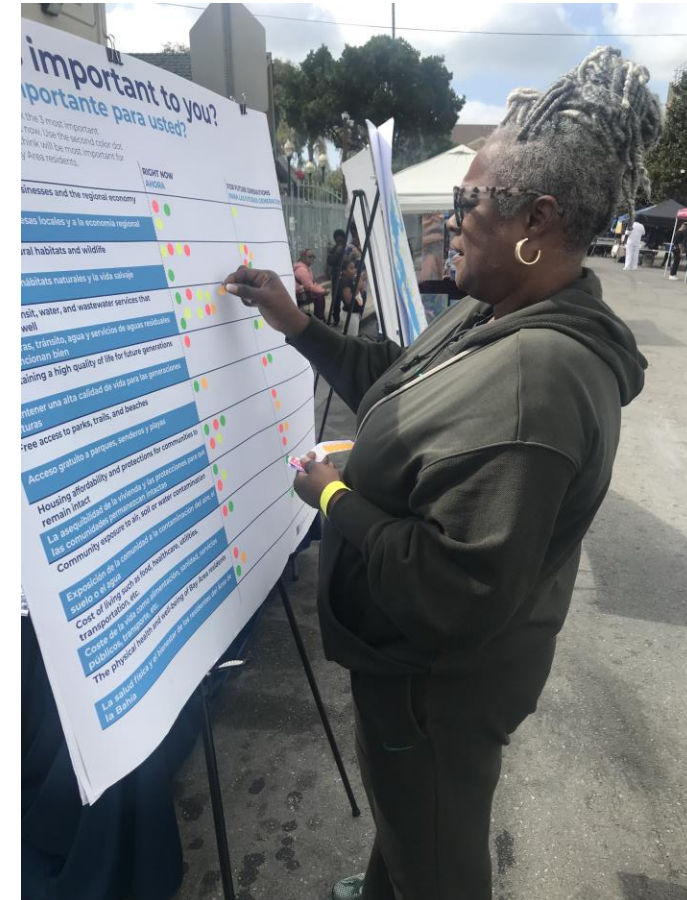


SPOTLIGHT

STRATEGIC OBJECTIVE 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.

- Accomplishments
 - EJ Advisors Org Development Assessment began with goal of strengthening EJ Advisor Program
 - BCDC selected for a NOAA Coastal Fellow to analyze permitting practices with equity lens
- Next Challenges
 - Completing the Organizational Development Assessment
 - Developing a methodology to evaluate equity in the permitting process



SPOTLIGHT

STRATEGIC OBJECTIVE 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.

- Accomplishments
 - Sr. Staff took "Beyond Land Acknowledgement" Training from Redbud Resource Group
 - EJ Manager assembled team to work on Tribal Engagement Policy
 - Met with Confederated Villages of Lisjan to discuss partnership on Shoreline Leadership Academy
- Next Challenges
 - Draft a Tribal Engagement Policy and schedule a Tribal engagement training for all staff.



SPOTLIGHT

STRATEGIC OBJECTIVE 4.1

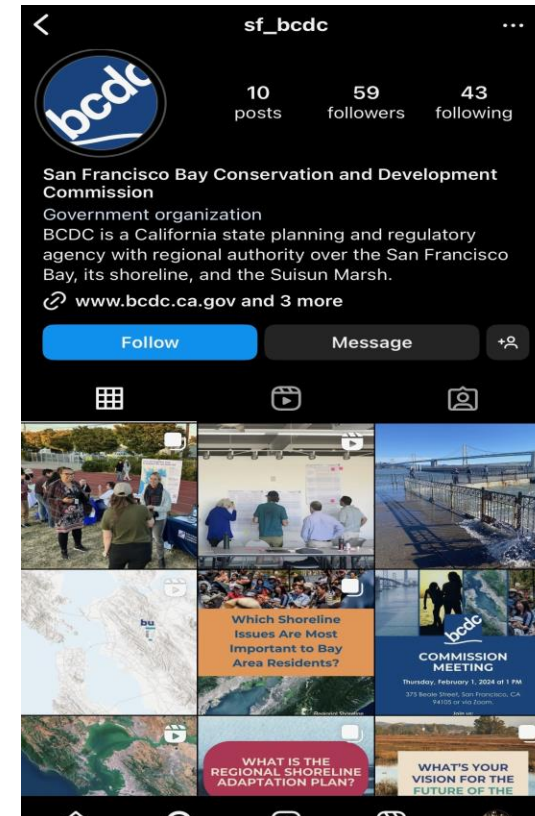
Listen to, communicate with, and engage stakeholders in ways that are more accessible to all, increase awareness of BCDC and its roles and processes, and foster successful community dialogues.

• Accomplishments

- Advanced new website construction – both the infrastructure and the content, with an estimated release month of April
- Hired Conservation Corps Intern; BCDC now on Instagram, and increased use of social media
- Initiated development of first-ever BCDC media plan

• Next Challenges

- Finish and deploy new website
- Use county supervisor Commissioners to enable RSAP Guidelines briefings for mayors and key staff throughout jurisdiction



SPOTLIGHT

STRATEGIC OBJECTIVE 4.2

Hire a Public Information Officer to develop more effective internal and external communications

- Accomplishments
 - Requesting CalHR approval of senior level BCDC "Director of External Affairs" duty statement, creating part-time PIO, legislative liaison, local government liaison, and CZMA duties
- Next Challenges
 - Getting it funded in state of State Fiscal Disrepair



SPOTLIGHT

STRATEGIC OBJECTIVE 5.2

Actively recruit, hire, and retain staff that reflect the Bay Area's diverse population.

- Accomplishments
 - Increased candidate pool by continuing to offer telework and flexible work hours
 - Continued to hire staff to fill vacancies
 - Expanded outreach list by adding professional organizations
 - Enhanced the job posting process
- Next Challenges
 - Conduct an annual organizational health and racial equity survey
 - Complete Workforce Analysis and Succession Planning to better inform staffing strategies



SPOTLIGHT

STRATEGIC OBJECTIVE 5.4

Prioritize and implement necessary technological upgrades to improve work processes.

- Accomplishments
 - Implemented systems that allow for issue identification, data collection, threat remediation, software deployment, and compliance tracking
 - Reviewed California Military Department's IT Assessment findings
 - Completed migration of web content into test environment and contracted an editor
- Next Challenges
 - Implement proactive solutions and prioritize IT Assessment findings for resolution
 - Finalize new website content with editor



THANK YOU



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