

# SAN FRANCISCO BAY CONSERVATION AND DEVELOPMENT COMMISSION

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November 23, 2011

**TO:** Commissioners and Alternates  
**FROM:** Will Travis, Executive Director (415/352-3653 travis@bcdc.ca.gov)  
**SUBJECT:** **Revised Status Report on the Commission's Strategic Plan**  
(For Commission consideration on December 1, 2011)

## Summary and Recommendation

On May 20, 2010, 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 all-day workshop to update the strategic plan will be held on Thursday, March 29, 2012.**

## 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**
- Improve public awareness of the Bay and Suisun Marsh and the role of BCDC.
  - 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 Conservation and Development Commission

Bay.

- Improve public access to the Bay and the Suisun Marsh.
- 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>Delta Planning Participation.</b> On an on-going basis, the staff will participate in the Delta planning and management process in a manner that addresses the Commission's objectives.</p>	<p>The lead staff member for this objective is Jessica Davenport.</p> <p><b>This objective is being accomplished on and ongoing basis.</b></p> <p>As part of its ongoing participation in the Delta planning and management processes, the Commission staff provided comments and participated in interagency meetings on three successive drafts of the Delta Stewardship Council's Delta Plan. The staff also serves on work group that is developing a climate change policy for the Delta Conservancy.</p>
<p>2. <b>Delta Planning Reports.</b> By July 31, 2010, and quarterly thereafter, the staff will report to the Commission on the initiatives underway relative to Delta planning.</p>	<p>The lead staff members for this objective is Jessica Davenport.</p> <p><b>This objective is being accomplished on an ongoing basis.</b></p> <p>The first quarterly report was released on July 23, 2010, the second on October 29, 2010, the third on January 28, 2011, and the fourth on April 29, 2011.</p>
<p>3. <b>Planning Reports.</b> By December 31, 2010, and quarterly thereafter, the staff will provide the Commission with a status report on the progress being made in advancing all of BCDC's planning activities.</p>	<p>The lead staff member for this objective is Joe LaClair.</p> <p><b>This objective is being accomplished on an ongoing basis.</b></p> <p>The first quarterly report was released on December 10, 2010, the second on March 11, 2011, the third on September 23, 2011, and the fourth on October 28, 2011. These planning reports have been combined with regional issues reports (see Objective #1 on page 4).</p>

4. **Information Management.** By June 30, 2011, if adequate funding is available, the staff will create and implement a comprehensive information management and retrieval system.

The lead staff members for this objective is Mamie Lai.

**This objective cannot be accomplished.**

The staff applied for two federal grants for work on this project, which were not approved in time to either meet the established deadline or before adoption of a new strategic plan.

5. **Advisory Committees.** By July 31, 2011, the staff will recommend to the Commission for consideration the appointment of members of the Citizens Advisory Committee (CAC) and the Science and Technical Advisory Committee (STAC), convene as necessary, and integrate them into the Commission's decision-making process.  
The lead staff member for this objective is Joe LaClair.  
**This objective has been achieved.**  
The Commission approved a strategy for revitalizing both committees on July 7, 2011.
  6. **Media Communications.** By June 30, 2011, the staff will define the purpose and study the feasibility of using social media in BCDC's public communications process and make a recommendation to the Commission direction regarding the best use of social media.  
The lead staff members for this objective are Jaime Michaels and Brad McCrea.  
**This objective has been achieved.**  
A briefing on this matter was presented to the Commission on June 16, 2011.
  7. **Sediment Research.** By December 31, 2010, the staff will prepare a research strategy that describes the steps needed to better manage sediment through the Regional Sediment Management Program, identifies the data gaps in understanding the Bay sediment budget, and defines the research needed to understand the system.  
The lead staff member for this objective is Brenda Goeden.  
**This objective has been achieved.**  
The sediment research strategy was provided to the Commission on December 23, 2010.
  8. **Sediment Management Strategy.** By April 30, 2011, the staff will develop a Regional Sediment Management Strategy Outline that addresses necessary partnerships with stakeholders and identifies key research and funding needs.  
The lead staff member for this objective is Brenda Goeden.  
**This objective has been achieved.**  
The strategy was provided to the Commission on April 29, 2011.
  9. **Restoration Projects.** By June 30, 2011, the staff will provide the Commission with a briefing on the status of permitted restoration projects and identify appropriate lessons learned to inform future permit processes.  
The lead staff member for this objective is Bob Batha.  
**This objective has been achieved.**  
A briefing on this matter was presented to the Commission on June 16, 2011.
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**THREE-YEAR GOAL: Improve coordination and interaction with other agencies to improve the Bay.**

Objectives	Status
<p>1. <b>Regional Issue Reports.</b> By August 31, 2010, and quarterly thereafter, the staff will provide to the Commission and distribute to regional agencies, local governments and to the public, reports on actions taken by and upcoming issues for regional bodies (e.g., JPC, RAPC, RWQCB) on issues including, but not limited to, global climate change.</p>	<p>The lead staff member for this objective is Lindy Lowe.</p> <p><b>This objective is being achieved on an ongoing basis.</b></p> <p>The first quarterly report was released on August 27, 2010, the second on November 24, 2010, the third on February 25, 2011, the fourth on April 29, 2011, the fifth on June 17, 2011, the sixth on September 23, 2011, and the seventh on October 28, 2011. These regional issues reports have been combined with planning reports (see Objective #3 on page 2).</p>
<p>2. <b>Sustainable Communities Strategy.</b> By January 31, 2011, the staff will provide a briefing to the Commission on its role in developing the regional Sustainable Communities Strategy required by SB 375.</p>	<p>The lead staff members for this objective are Joe LaClair and Lindy Lowe.</p> <p><b>This objective has been achieved.</b></p> <p>The briefing was provided to the Commission on January 20, 2011.</p>

**THREE-YEAR GOAL: Improve public access to the Bay and the Suisun Marsh.**

Objectives	Status
<p>3. <b>Wayfinding.</b> By June 30, 2011 the staff will recommend to the Commission the best methods to improve wayfinding to Bay access points from major thoroughfares.</p>	<p>The lead staff member for this objective is Brad McCrea, working with local and state partners.</p> <p><b>This objective has been achieved.</b></p> <p>A briefing on this matter was presented to the Commission on June 16, 2011.</p>
<p>4. <b>Accessibility Briefings.</b> By April 30, 2011, the staff will provide the Commission with briefings by experts in the field of designing accessible communities on issues related to shoreline public access areas and facilities.</p>	<p>The lead staff members for this objective are and Brad McCrea.</p> <p><b>This objective has been achieved.</b></p> <p>The briefing was provided to the Commission on March 3, 2011.</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>Research.</b> By July 31, 2010, and semi-annually thereafter, the staff will provide the Commission with updated information on Commission sponsored research that seeks to more accurately determine future sea level rise and the impacts of climate change on the Bay Area and shoreline.</p>	<p>The lead staff member for this objective is Steve Goldbeck and Joe LaClair.</p> <p><b>This objective is being achieved on an ongoing basis.</b></p> <p>The first semi-annual report was released on July 23, 2010, the second on January 28, 2011, and the third on July 29, 2011.</p>
<p>2. <b>Bay Plan Policy Amendments.</b> By October 31, 2011, the staff will recommend to the Commission for action revised climate change findings and policies for the San Francisco Bay Plan.</p>	<p>The lead staff member for this objective is Joe LaClair, working with key stakeholder groups.</p> <p><b>This objective has been achieved.</b></p> <p>The Commission unanimously approved the Bay Plan climate change amendments on October 6, 2011.</p>
<p>3. <b>Partnerships.</b> By December 31, 2010, and biannually thereafter, the staff will report to the Commission on its success in securing funding for supporting and developing partnerships with other agencies and organizations to deal with climate change in the San Francisco Bay region.</p>	<p>The lead staff members for this objective are Steve Goldbeck and Joe LaClair.</p> <p><b>This objective has been achieved.</b></p> <p>A report on the many partnerships that are part of the Commission's climate program was released on November 24, 2010.</p>
<p>4. <b>Dutch Partnership.</b> By April 30, 2011, the staff will define the next phase of the partnership to address sea level rise, along with a proposed plan of work and proposed funding sources.</p>	<p>The lead staff members for this objective are Joe LaClair and Steve Goldbeck.</p> <p><b>This objective has been achieved.</b></p> <p>A briefing on the next phase of the Dutch partnership was presented to the Commission on April 21, 2011.</p>
<p>5. <b>Sub-regional Pilot.</b> By April 30, 2011, the staff will attempt to secure funding for a sub-regional vulnerability and adaptation pilot project to develop and assess tools to use in climate change adaptation planning.</p>	<p>The lead staff member for this objective is Steve Goldbeck.</p> <p><b>This objective has been achieved.</b></p> <p>NOAA has provided a grant for the initial phase of the pilot project, and the staff has applied for additional funds to complete the project.</p>

6. **Local Assistance.** By April 30, 2011, the staff will conduct two workshops to build capacity for adaptation planning among local governments.
- The lead staff member for this objective is Sara Polgar.
- This objective has been achieved.**
- On September 13, 2010, the staff assisted NOAA in providing a workshop for local governments and others on identifying climate change impacts and incorporating adaptive strategies into planning efforts. A follow-up workshop was held on March 30, 2011.
7. **Communication Strategy.** By July 31, 2011, the staff will develop a succinct communication strategy regarding climate change and adaptation.
- The lead staff members for this objective are Steve Goldbeck and Joe LaClair.
- This objective has been achieved.**
- A briefing on the regional climate strategy was presented to the Commission on July 7, 2011.
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