

San Francisco Bay Conservation and Development Commission

455 Golden Gate Avenue, Suite 10600, San Francisco, California 94102 tel 415 352 3600 fax 415 352 3606

May 26, 2017

TO: Commissioners and Alternates

FROM: Lawrence J. Goldzband, Executive Director (415/352-3653; larry.goldzband@bcdc.ca.gov)
Brad McCrea, Regulatory Director (415/352-3615; brad.mccrea@bcdc.ca.gov)

SUBJECT: Staff Report and Recommendation to Approve a Contract for Regulatory Unit Organizational Review
(For Commission consideration on June 1, 2017)

Summary and Recommendation

The staff recommends that the Commission authorize the Executive Director to enter into a contract for an amount not to exceed \$15,000 for up to a six-month period for facilitation services to assess and maximize BCDC's regulatory unit's effectiveness and efficiency. The staff further recommends that the Commission authorize the Executive Director to amend the contract as necessary, including revising the amount or duration of the agreement, so long as the amendment does not involve substantial changes in the services provided.

Staff Report

The Commission's Draft 2017-2020 Strategic Plan outlines the work that BCDC will undertake to deal with the present and future needs of San Francisco Bay and the communities that use and depend on it. For BCDC's 18-person regulatory staff, this work will be done within the shifting context of rising sea level, evolving policies of the San Francisco Bay Plan, and growing needs of the Bay community. Work that the regulatory staff will accomplish over the next three years includes: supporting and encouraging habitat restoration; ensuring high-quality shoreline access; conducting systematic enforcement of the Commission's laws and policies; supporting environmental justice and public education; better integrating technology into its process; and standardizing the regulatory staff's internal procedures.

To successfully accomplish these objectives, BCDC must look internally and evaluate the regulatory unit's capacity, effectiveness, and efficiency. There are opportunities for improvements to the way BCDC's regulatory unit is structured, as it exists currently in generally the same fashion as it was 20 years ago. The contract for facilitation services will address BCDC's regulatory section organization, culture, and procedures to retain what works



and eliminate or improve that which doesn't. It will also evaluate staff capacity, external inputs and regulatory outputs, and workflow, including the responsibilities of the three regulatory teams (permits, sediment management, and enforcement) and cross-team coordination. The regulatory unit will be evaluated to determine if reorganization is necessary and beneficial. A sustainable plan of action supporting unit functions and objectives, in line with BCDC's vision and mission, will be developed.

The staff recommends that the Commission authorize the Executive Director to enter into a contract with CPS HR Consulting for an amount not to exceed \$15,000 for up to a six-month period for facilitation services to assess and maximize BCDC's regulatory unit's effectiveness and efficiency.