

# San Francisco Bay Conservation and Development Commission

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May 26, 2017

**TO:** Commissioners and Alternates  
**FROM:** Lawrence J. Goldzband, Executive Director (415/352-3653; larry.goldzband@bcdc.ca.gov)  
**SUBJECT: Staff Report on Strategic Plan Update**  
(For Commission consideration on June 1, 2017)

## Staff Recommendation

The attached draft 2017-2020 Strategic Plan Update was developed by a working group of Commissioners, Commission staff, and a five-person staff “Drafting Team,” along with input from the public through a public workshop and a widely circulated survey. A public workshop on the draft strategic plan was held on March 2, 2017. The staff recommends that the Commission (1) hold a public hearing on the attached draft updated strategic plan; and, (2) at the close of the public hearing, approve the plan with any revisions deemed necessary.

## Staff Report

The Commission’s last three-year strategic plan was adopted in May 2013 after a lengthy process that invited and received a great deal of Commissioner, staff, and public involvement. At its December 15, 2016 meeting, the Commission approved a contract with Kearns & West, a prominent consulting firm that works with public agencies on their planning and policy agendas, to provide facilitation services for the Commission’s preparation of a revised Strategic Plan. In addition, Chair Wasserman invited Vice-Chair Anne Halsted and Commissioners Aaron Peskin, Alex Zwissler, Pat Showalter, and Dave Pine to work with the Drafting Team to coalesce, review, and analyze Commissioner, staff, and public comments, and to help the Drafting Team prepare the update.

As stated in the 2017-2020 Updated Strategic Plan, “There may not be a decade in the history of the San Francisco Bay Conservation and Development Commission that has required us to more fully examine our strategy and operations than this past decade.” Strategic Planning is a management activity designed to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders work toward common goals, establish agreement around intended outcomes, and assess and adjust the organization's direction in response to a changing environment. BCDC’s success during the past ten years, starting with its publication of the first Bay Area inundation maps, and its challenges, including major staff turnover and budgetary difficulties, make this effort a timely one.

Finally, staff will propose at the beginning of this upcoming fiscal year a contract to engage a consultant to assist the Commission as it develops a three-year work plan to implement the Update and measure its success. The staff also will propose a regular schedule for Commission review of the Update, the work plan, and its progress.

The staff recommends that the Commission (1) hold a public hearing on the attached draft updated strategic plan; and, (2) at the close of the public hearing, approve the plan with any revisions deemed necessary.