

# SAN FRANCISCO BAY CONSERVATION AND DEVELOPMENT COMMISSION

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January 12, 2007

**TO:** Commissioners and Alternates  
**FROM:** Will Travis, Executive Director (415/352-3653 travis@bcdc.ca.gov)  
**SUBJECT:** Status Report on the Commission's Strategic Plan  
(For Commission consideration on January 18, 2007)

## Background

On October 5, 2006, 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.

## 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, 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**

- 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.



*Making San Francisco Bay Better*

- Improve public awareness of the Bay and Suisun Marsh and the role of BCDC.
- 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>Scientific Information.</b> By December 31, 2006, the staff will develop a work program for exploring how BCDC can expand communication with scientists and better incorporate scientific review and information into BCDC's permit process.</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>The staff completed the work program and has begun to implement it.</p>
<p>2. <b>Integrated Information Technology.</b> If adequate funding is secured, by March 31, 2007, the staff will implement a work program for maximizing the functionality of BCDC's Permit Tracking System (PTS) and Bay Resources Assessment Tool (BayRAT).</p>	<p>The lead staff members for this objective are Elsa Gomez, Caitlin Sweeney and Jenn Feinberg.</p> <p>Two new staff members with information technology expertise have been hired, and the staff has begun to assess the feasibility of integrating geographically referenced data with historical permit data and to develop a revised work plan. Therefore, this objective will probably be completed by the established deadline.</p>

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3. **Sand Mining Analysis Funding Strategy.** By March 31, 2007, the staff will attempt to secure funding from the sand mining industry and/or the California Business, Transportation and Housing Agency to create and implement a mechanism to address sand mining issues.
- The lead staff member for this objective is Steve Goldbeck.
- On February 16, 2006, the Commission agreed that the issue of concern can be addressed by developing a programmatic alternatives analysis for Bay sand mining based on a background report that is being prepared by the sand mining industry. Some months ago, the staff provided comments on the draft report and is awaiting a response from the sand mining industry. As soon as the industry completes a revised report, the staff will develop a budget for an alternatives analysis for consideration by the sand mining industry. The industry has not yet completed a revised and adequate draft report. Without this draft, it is not possible to determine how much funding is needed to complete this objective.
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4. **Sand Mining Report.** If adequate funding is secured, by June 30, 2007, the staff will provide for the Commission's consideration a report on a proposed mechanism for addressing sand mining concerns.
- The lead staff members for this objective are Steve Goldbeck and Brenda Goeden.
- As noted above, the sand mining industry has not yet completed a revised and adequate draft report. Without the draft, the staff cannot proceed in preparing the required report.
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5. **Sediment Dynamics Report.** By June 30, 2007, the staff, in cooperation with the United State Geological Survey, will provide the Commission with a report on status of research on Bay sediment dynamics.
- The lead staff members for this objective are Steve Goldbeck and Brenda Goeden.
- If funding can be secured, this objective can be completed by the established deadline.
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6. **Subtidal Habitat Goals.** By June 30, 2007, the staff, in cooperation with the National Oceanic and Atmospheric Administration, will provide the Commission with a report on the status of efforts to develop comprehensive subtidal habitat goals for the Bay.
- The lead staff members for this objective are Caitlin Sweeney and Brenda Goeden.
- Work on this project is underway so this objective will probably be completed by the established deadline.
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| <p>7. <b>Suisun Marsh Legislation.</b> By June 30, 2007, the staff will implement a strategy for enactment of legislation that will amend the Suisun Marsh Preservation Act to provide more effective measures for deterring violations and dealing with violators.</p>  | <p>The lead staff member for this objective is Steve Goldbeck.</p> <p>The staff has drafted legislation and met with Solano County local governments so this objective will probably be completed by the established deadline.</p> |
| <p>8. <b>Scientific Input.</b> By June 30, 2007, the staff will provide for the Commission's consideration recommendations for potential mechanisms to better incorporate scientific expertise into BCDC's permit process.</p>   | <p>The lead staff members for this objective are Joe LaClair and Steve Goldbeck.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>9. <b>Ferry Transportation.</b> By September 1, 2007, the staff will provide the Commission with a report on the ongoing ferry system planning and operation.</p>   | <p>The lead staff member for this objective is Lindy Lowe.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>10. <b>Managed Wetlands.</b> By September 1, 2007, the staff will provide for the Commission's consideration updates to the Bay Plan and Suisun Marsh Plan dealing with managed wetlands.</p>   | <p>The lead staff member for this objective is Caitlin Sweeney.</p> <p>This objective will probably be completed by the established deadline.</p>  |
| <p>11. <b>Bay-Delta Issues.</b> By September 1, 2007, the staff, in cooperation with the Resources Agency, will provide at least one briefing on the status of Bay-Delta planning and decision-making regarding Delta levees, water transfer facilities and fresh water inflow to the Bay and the impacts of this planning and decision-making on the Bay.</p> | <p>The lead staff member for this objective is Steve Goldbeck.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>12. <b>Suisun Marsh Planning.</b> By September 1, 2007, the staff, in cooperation with the Suisun Resource Conservation District, will provide a briefing on BCDC's work with the Charter Group and duck club management plan updates.</p>  | <p>The lead staff member for this objective is Steve McAdam.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>13. <b>Legal Analysis Work Program.</b> By September 30, 2007 the staff will develop a work program for evaluating whether the provisions of the McAteer-Petris Act are adequate to protect Bay-related natural and economic resources within BCDC's shoreline band jurisdiction.</p>   | <p>The lead staff member for this objective is Jonathan Smith.</p> <p>This objective will probably be completed by the established deadline.</p>   |

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| <p>14. <b>Airport Planning Work Program.</b> By September 30, 2007, the staff will provide for the Commission's review an update of the first phase of the Regional Airport System Planning Analysis.</p>   | <p>The lead staff member for this objective is Lindy Lowe.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>15. <b>Bay Planning Coalition Concerns.</b> By December 31, 2007, the staff will ensure that 18 of the 19 points within the Bay Planning Coalition's strategic plan for BCDC will be completed. (The 19<sup>th</sup> point is being addressed by Objectives #3, #4 and #5.)</p>                                      | <p>The lead staff member for this objective is Steve McAdam.</p> <p>The staff continues to monitor progress on completing the work in the 19-point plan. This objective will probably be completed by the established deadline.</p>                              |
| <p>16. <b>Water Trail.</b> By December 31, 2007, the staff will complete the San Francisco Bay Area Water Trail Plan.</p>   | <p>The lead staff member for this objective is Sara Polgar.</p> <p>On November 2, 2006, the staff briefed the Commission on the progress in completing the Bay Area Water Trail Plan. This objective will probably be completed by the established deadline.</p> |
| <p>17. <b>Water-Related Industry.</b> By June 30, 2008, the staff will provide for the Commission's consideration an update of the section in the Bay Plan dealing with water-related industry.</p>   | <p>The lead staff member for this objective is Linda Scourtis.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>18. <b>Legal Assessment.</b> By June 30, 2008, the staff will provide the Commission with an assessment of the McAteer-Petris provisions that apply to the shoreline band, and, if the provisions are found to be inadequate, a recommendation for addressing the deficiency.</p>                                    | <p>The lead staff member for this objective is Jonathan Smith.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>19. <b>Airport Planning.</b> By September 30, 2008, the staff will develop a work program for evaluating the airport findings and policies in the Bay Plan.</p>  | <p>The lead staff member for this objective is Lindy Lowe.</p> <p>This objective will probably be completed by the established deadline.</p>   |
| <p>20. <b>Mining Policies.</b> By June 30, 2009, the staff will provide for the Commission's consideration revised Bay Plan findings and policies on extraction of sand and shells that reflect the most recent research on sediment dynamics, regional subtidal habitat goals and other related Bay Plan policies.</p> | <p>The lead staff members for this objective are Caitlin Sweeney and Steve Goldbeck.</p> <p>This objective will probably be completed by the established deadline.</p>   |

21. <b>Fresh Water Inflow.</b> By June 30, 2009, the staff will provide for the Commission's consideration an update of the section in the Bay Plan dealing with fresh water inflow.	The lead staff member for this objective is Jeff Blanchfield.  This objective will probably be completed by the established deadline.
22. <b>Bay Area and Volume.</b> By June 30, 2009, the staff will provide for the Commission's consideration an update of the section in the Bay Plan water dealing with Bay surface area and volume.	The lead staff member for this objective is Jeff Blanchfield.  This objective will probably be completed by the established deadline.
23. <b>Airport Policies.</b> By June 30, 2009, the staff will provide for the Commission's consideration updated Bay Plan airport findings and policies.	The lead staff member for this objective is Lindy Lowe.  This objective will probably be completed by the established deadline.

**THREE-YEAR GOAL: Improve coordination and interaction with other agencies to improve the Bay.**

Objectives	Status
1. <b>Joint Policy Committee.</b> By December 31, 2006, the staff will present to the Commission for action a recommendation that the Commission request that it become a formal member of the Joint Policy Committee composed of representatives from the Association of Bay Area Governments, the Metropolitan Transportation Commission and the Bay Area Air Quality Management District.	The lead staff member for this objective is Will Travis.  <b>This objective has been achieved.</b>  The staff provided the required recommendation to the Commission for its consideration at its December 7, 2006 meeting.
2. <b>Regional Issues.</b> By March 31, 2007, the staff will identify and recommend to the Commission for action at least two critical issues upon which BCDC can jointly work with other regional agencies.	The lead staff member for this objective is Will Travis.  This objective will probably be completed by the established deadline.
3. <b>Global Climate Change.</b> By April 30, 2007, the Commission's Chair, Vice Chair and Executive Director will secure commitments from other regional agencies to establish ad hoc committees to develop strategies to deal with global climate change.	The lead staff member for this objective is Will Travis.  This objective will probably be completed by the established deadline.

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| <p>4. <b>Regional Collaboration with BCDC.</b> By June 30, 2007, the Executive Director will make presentations to each of the other regional agencies on opportunities for collaboration with BCDC.</p>  | <p>The lead staff member for this objective is Will Travis.</p> <p>This objective will probably be completed by the established deadline.</p>      |
| <p>5. <b>Regional Collaboration by BCDC.</b> By June 30, 2007, the Executive Director will have afforded opportunities for the executive directors of each of the regional agencies to make presentations to BCDC on opportunities for collaboration.</p> | <p>The lead staff member for this objective is Will Travis.</p> <p>This objective will probably be completed by the established deadline.</p>      |
| <p>6. <b>MTC Partnership.</b> By October 31, 2007, the staff will complete BCDC's commitments in the MOU with MTC regarding regional airport planning and shoreline transit-oriented development and secure continuances of the MOU.</p>                  | <p>The lead staff member for this objective is Jeff Blanchfield.</p> <p>This objective will probably be completed by the established deadline.</p> |

**THREE-YEAR GOAL: Improve public awareness of the Bay and Suisun Marsh and the role of BCDC.**

Objectives	Status
<p>1. <b>Documentary Video.</b> By December 31, 2006, the staff will recommend to the Commission for action ways to support the completion and distribution of the documentary video, "Saving the Bay."</p>	<p>The lead staff member for this objective is Will Travis.</p> <p><b>This objective has been achieved.</b></p> <p>The staff provided the required recommendation to the Commission for its consideration at its December 7, 2006 meeting.</p>
<p>2. <b>BCDC Awareness.</b> By September 1, 2007, at least ten Commissioners or Alternates will give a brief "BCDC Awareness" presentation on the Bay, Suisun Marsh and the role of BCDC at their own jurisdiction and/or at a public event (e.g., festival community event, dedication event at the Bay).</p>	<p>The lead staff member for this objective is Will Travis.</p> <p>This objective will probably be completed by the established deadline.</p>
<p>3. <b>Coastal Public Information.</b> By September 1, 2007, the staff will report on the Coastal Commission's public information program, identifying advocacy approaches appropriate for BCDC.</p>	<p>The lead staff member for this objective is Steve McAdam.</p> <p>This objective will probably be completed by the established deadline.</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>Climate Summit.</b> By October 31, 2006, the staff will report to the Commission on BCDC's participation in the Bay Area Global Climate Summit.</p>	<p>The lead staff member for this objective is Leslie Lacko.</p> <p><b>This objective has been achieved.</b></p> <p>The staff provided the required report to the Commission for its consideration at its December 7, 2006 meeting.</p>
<p>2. <b>Sea Level Rise.</b> If funding is available, by June 30, 2007, the staff will prepare a map(s) with sea level rise scenarios for the Bay, link the map(s) to ABAG's website and develop marketing strategies to increase the public's awareness of the maps.</p>	<p>The lead staff member for this objective is Leslie Lacko.</p> <p>The maps have been completed, but funding to link the maps to ABAG's website and develop marketing strategies has not yet been made available. If this funding is made available, this objective can be completed by the established deadline</p>
<p>3. <b>Sea Level Rise Policies.</b> By August 31, 2008, staff will present to the Commission a report on the impacts of sea level rise in the Bay and propose changes to the Bay Plan for the Commission's consideration.</p>	<p>The lead staff member for this objective is Leslie Lacko.</p> <p>This objective will probably be completed by the established deadline.</p>
<p>4. <b>Sea Level Rise Symposium.</b> By September 1, 2007, staff will schedule, plan and hold a regional symposium on the impacts of sea level rise on the Bay, shoreline and Suisun Marsh.</p>	<p>The lead staff member for this objective is Leslie Lacko.</p> <p>This objective will probably be completed by the established deadline.</p>