Goal 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.

Anticipated Outcome

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.

Strategic Objective	Strategies	Status
1.1 Successfully lead the Bay Adapt Program that will result in more aware, collaborative, and stronger frontline communities with access to resources to adapt to rising sea levels.	Convene, coordinate, and align key regional entities to execute Bay Adapt Joint Platform actions, including alignment with BCDC's regulatory program, regional agencies, and others.	
	Facilitate meaningful engagement between shoreline community based organizations and shoreline plans and projects.	
	Track and communicate progress around regional shoreline resilience to the public, our partners, the legislature, and the media.	
	Provide sufficient funding and technical assistance for the participation of community leaders at all levels of project planning and implementation.	
1.2 Develop an equitable and measurable Regional Shoreline Adaptation Plan in collaboration with government agencies, frontline communities, and a wide variety of stakeholders.	Develop an equitable, ecologically-sound Regional Shoreline Adaptation Plan with vision, goals, and subregional adaptation planning guidelines by mid-2024, with robust community and local government involvement.	
	Support the completion of subregional adaptation plans by providing technical assistance, maps and tools to local governments.	
	Shape and advocate for funding for community groups, local and regional governments to increase community capacity and develop local and regional plans and projects that address sea level rise and healthy bay habitats.	
1.3 Continue to support efforts to restore and enhance the Bay's natural resources and increase public access to the Bay.	Develop and collaborate on research to support adaptation, including flood hazards, groundwater rise, shoreline contamination, natural areas, adaptation costs and financing.	
	Support development of a Climate Services Consortium to provide technical assistance and translated science to local planning efforts.	
	Support CNRA's "Outdoors for All" initiative through research and data integration to enhance equitable public access in light of sea level rise.	
1.4 Improve regional sediment	Develop a roadmap to increase the use of sediment and soil for habitat restoration and adaptation, with regional partners and stakeholders.	

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management and increase the beneficial reuse of sediment to enhance, restore, and adapt ecosystems, particularly in light of rising sea levels.	Propose Bay Plan policy improvements that increase sediment and soil use to support ecosystem resilience to rising seas.	
	Evaluate funding needs for restoration projects that use sediment, beneficial reuse costs, and funding options and incorporate into an actionable financing strategy.	
1.5 Proactively and regularly update the Bay Plan to reflect changing policy needs.	Complete updates to the Seaport Plan to address changes in port activity, sustainability and resilience, and environmental justice.	
	Use Bay Plan policy amendments, regulatory or statutory changes to fully implement the Regional Shoreline Adaptation Plan (1.2) as identified and directed by the Commission.	
	Review the Bay Plan to ensure maximum feasible public access while successfully moving forward restoration projects and climate adaptation.	

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Goal 2

Improve 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.

Desired Outcome

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.

Strategic Objective	Strategies	Status
2.1 Determine whether and how BCDC's regulatory and planning authority and jurisdiction should be expanded to foster larger scale adaptation efforts.	Assess permitting challenges, conflicting regulations, and regulatory "gaps" and redundancies for adaptation projects to identify: (1) potential process improvements, and (2) new tools and authority to better integrate planning and regulatory in order to more efficiently advance larger scale adaptation efforts.	
	Work with partners/stakeholders to scope and prepare a proposal for expanding BCDC jurisdiction to cover the Bay Adapt planning area with authority over preparation and implementation of a Regional Shoreline Adaptation Plan.	
	Work with regulatory partners to scope and develop a proposal for improved multi-agency collaboration for adaptation projects.	
2.2 Update existing regulatory and planning operations to implement laws and policies more consistently, transparently, and efficiently.	Develop and implement a strategy to make BCDC's permitting process more efficient while also fulfilling all regulatory laws, regulations, and policies.	
	Develop and implement a strategy to manage large-scale development projects that require cross-departmental involvement, including staff time for participation in working group meetings and pre-application review.	
	Strengthen cross-departmental collaboration for BCDC comment letters related to CEQA review and other local government planning documents to ensure that the Commission is communicating to local governments in an integrated and timely manner.	
2.3 Increase the capacity of the Regulatory Division to execute its core functions more effectively.	Research and incorporate new technology into the regulatory process to comprehensively manage permitting, compliance, and enforcement.	
	Evaluate and update regionwide permit program for expeditiously authorizing minor repairs and improvements.	
	Develop list of improvements to other regulatory procedures and to promote efficiency and eliminate bottlenecks.	
2.4 Integrate BCDC's new Compliance function seamlessly into the regulatory and planning programs.	Adapt existing technology into the compliance process to begin linking permitting, compliance and enforcement.	
	Create formal procedures to integrate compliance with permitting and enforcement, with compliance being the bridge between them, and align staff appropriately.	

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	Create outreach plan to local planning departments to educate local governments and the public about BCDC's jurisdiction and authority.	

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Goal 3

Implement equity initiatives and practices throughout BCDC's policies, programs, and processes.

Desired Outcome

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

Strategic Objective	Strategies	Status
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.	Analyze BCDC permits, policies, and procedures to identify inequities and develop a workplan to address and resolve them.	
	Perform a workforce analysis to understand the personnel needs of the EJ program moving forward.	
	Improve the efficacy of the EJ Advisors program and support it moving forward.	
3.2 Complete, adopt, and implement BCDC's Racial Equity Plan.	Increase staff time dedicated to Racial Equity Plan implementation and delegate roles in the implementation process.	
	Increase, allocate, and direct funding towards implementation.	
	Commit to annually reporting on progress as a supplement to BCDC's annual report.	
	Identify and track metrics and report on progress.	
3.3 Formalize and strengthen Commissioner and staff equity-based awareness and education in transparent and measurable ways.	Develop an ongoing training program to further BCDC's EJ policies and measure progress and fund equity and environmental justice experts to co-develop training materials.	
	Survey staff and commissioners annually on attitudes, knowledge, and practices towards equity.	
	Provide timely and consistent equity initiative updates to the BCDC Commission.	
	Provide progress updates and review with EJ Advisors and/or additional environmental justice and equity partners.	

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3.4 Collaborate with other government organizations to improve statewide policies and practices that will result in more equitable outcomes.	Collaborate with state government organizations to identify that which needs to be changed on the state level and advocate for that change.	
	Identify non-state partners to help advocate for state system changes such as Commissioners, electeds, etc.	
	Participate with CSO and NOAA to learn best practices and advocate for equity in Coastal Zone Management.	
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.	Educate staff about Bay Area Tribes, their histories, and how to incorporate best practices into BCDC's work with tribal representatives.	
	Survey members of Bay Area tribes to better understand what Tribes need and want from BCDC.	
	Develop a BCDC-specific Tribal Engagement Policy that includes a process to regularly engage in Tribal Consultations with Bay Area Tribes.	

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Goal 4

Communicate more successfully externally with stakeholders and internally among divisions.

Desired Outcome

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.

Strategic Objective	Strategies	Status
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.	Implement “plain language” principles and guidance to improve transparency about BCDC’s words and actions.	
	Provide language translation services for BCDC meetings and materials that are culturally inclusive.	
	Develop engaging communications materials and tools that improve access to and understanding of BCDC’s role and functions in the region.	
4.2 Hire a Public Information Officer to develop more effective internal and external communications.	Create a BCP for a PIO and lobby annually until approved, or otherwise redirect funds to hire a limited term PIO.	
	Improve BCDC's website and social media presence to better educate the public regarding BCDC's mission, role and functions.	
4.3 Establish a systematic and comprehensive learning and training program for Commissioners, staff, and Advisory Board members to share knowledge, improve collaboration, and retain institutional history.	Formalize orientation and training programs for Commissioners, Advisory Board Members, and staff that encompass BCDC's functions and processes.	
	Create a formal living document that details team responsibilities and Large Project teams and leads.	
	Review efficacy of common forms of internal communications (e.g., TEAMS, All Staff meetings, CNRA policy memoranda), assess what can work better, and improve them.	

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Goal 5

Build and maintain an adequately resourced, responsive, and diverse organization that can meet its growing challenges more effectively and sustainably.

Desired Outcome

BCDC will 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.

Strategic Objective	Strategies	Status
5.1 Increase organizational capacity to adequately meet the demands for BCDCs services, both externally and internally.	Continue to advocate with California Natural Resources Agency and the Department of Finance to support additional staff positions to fulfill statutory requirements, accomplish goals, and support work/life balance via the Budget Change Proposal process.	
	Actively pursue grants and contracts from internal and external public and private agencies, and adjust personnel to account for short term funding.	
	Initiate change management process to improve work processes.	
	Increase dedicated staff time to participate in policy discussions, such as EJ office hours and all-staff training.	
5.2 Actively recruit, hire, and retain staff that reflect the Bay Area's diverse population.	Continue to provide flexible work hours and telework to accommodate employee and business needs.	
	Retain talent by conducting annual organizational health survey to solicit input and more effectively customize retention strategies.	
	Increase and formalize recruitment channels focused on diverse populations and educational institutions.	
	Build upon undergraduate intern program and other intern/fellowship opportunities to introduce diverse candidates to BCDC.	
5.3 Work within the Administration and the collective bargaining system to level-up staff base salaries with those in local and regional governments.	Continue to advocate for higher salaries for BCDC employees.	
	Advocate with CalHR/Labor Relations to increase and resolve cost of living inequities for employees in the Bay Area.	
	Continue to review classifications to ensure alignment with employee duties and responsibilities.	
5.4 Prioritize and implement necessary technological upgrades to improve work processes.	Enhance IT security by migrating website to CDT web hosting and onboarding to CNRA Security Operations Center.	
	Improve customer service by contracting for online payment system.	
	Increase access and searchability of existing electronic files.	
	Improve internal research and communications by expanding the use of SharePoint and TEAMS.	

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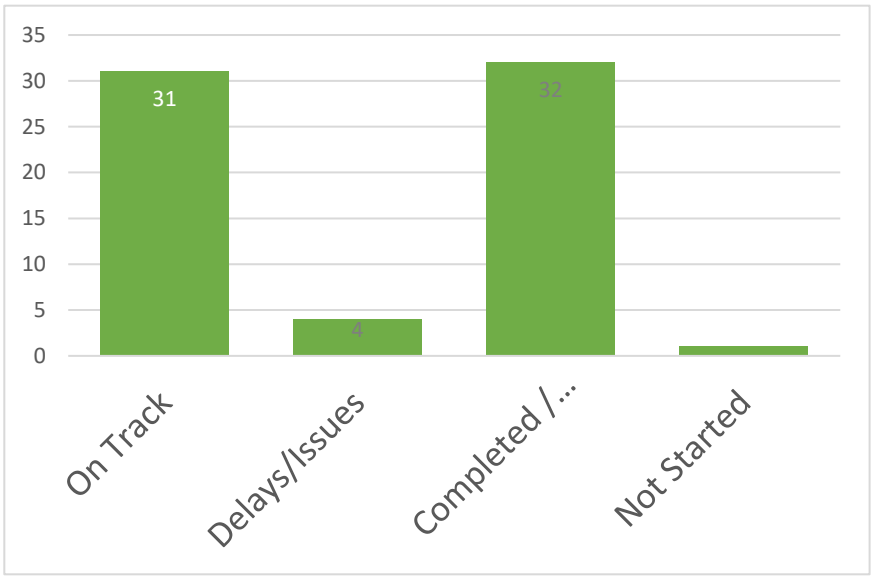
Timeline
6 months
12 months
18 months
24 months
30 months
36 months
Ongoing

Status		
Not Started	Red	
Delays/Issues	Yellow	
On Track	Green	
Complete / C	Blue	Complete / Completed and Ongoing

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Total
On Track	7	5	6	4	9	31
Delays/Issues	0	0	4	0	0	4
Completed / Co	9	7	7	4	5	32
Not Started	0	0	0	0	1	1