

San Francisco Bay Conservation & Development Commission 2023 - 2026 Strategic Plan





THE BAY IS FOR EVERYONE.





THE BAY IS BEING IMPACTED TODAY.

OUR MISSION

Protect and enhance San Francisco Bay and advance the Bay's responsible, productive, and equitable uses for this and future generations as we face a changing climate and rising sea levels

OUR CORE VALUES

**Equitable &
Inclusive**

**Agile &
Proactive**

**Collaborative
& Service
Oriented**

**Science-Based &
Data-Driven**

**Trusted &
Accountable**

STRATEGIC PLAN GOALS

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.

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.

3

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

4

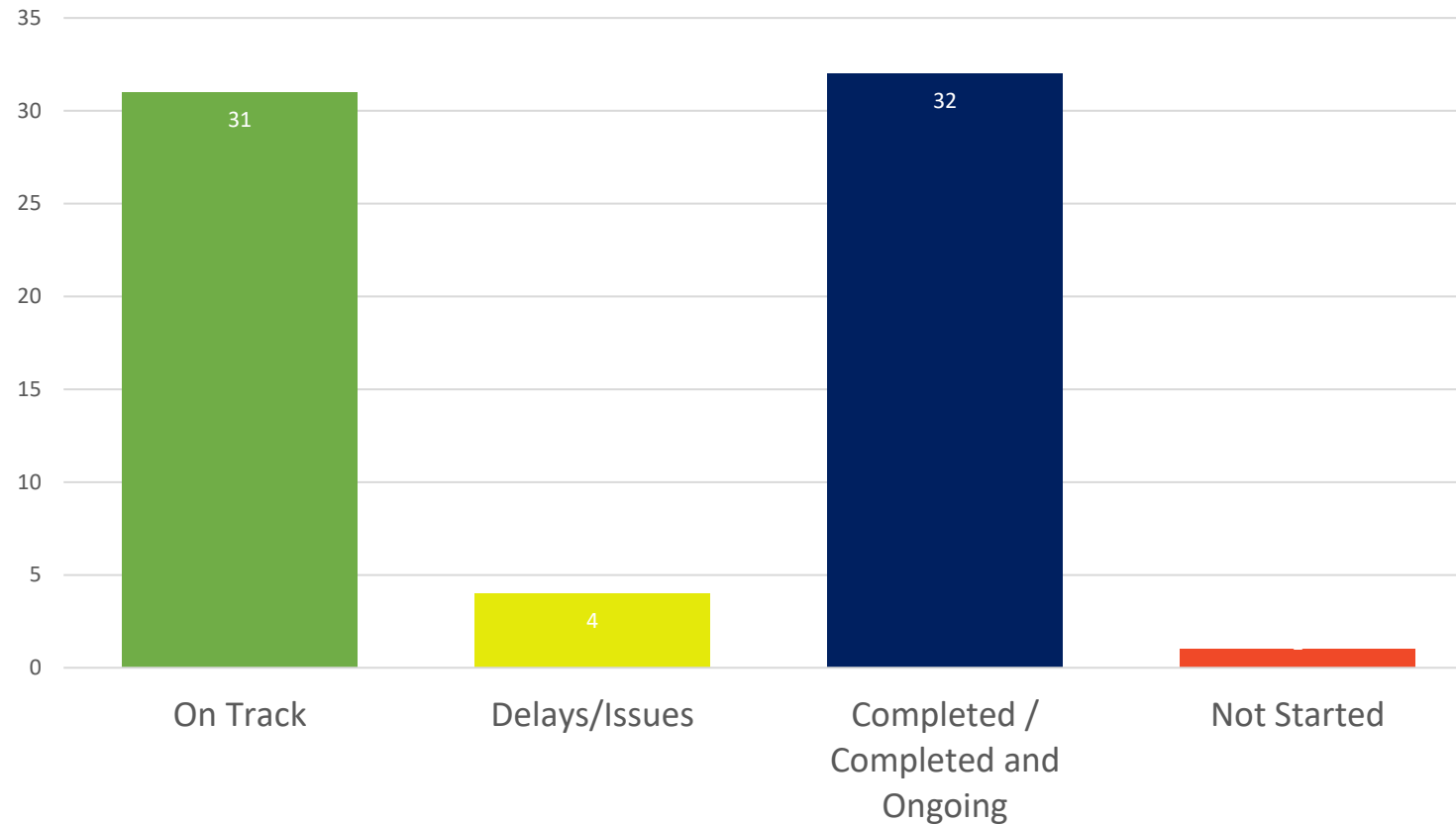
Communicate more successfully externally with stakeholders and internally among divisions.

5

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

STRATEGIC PLAN PROGRESS

63 of 68 tasks – 93% – are “On Track” or “Completed”



20-Month Changes

- On Track: 44 to 31
- Delays: 0 to 4
- Completed/Completed and Ongoing: 9 to 32
- Not Started: 15 to 1

GOAL 1

Successful and Equitable Regional Planning

May 21, 2026



STRATEGIC OBJECTIVE 1.4

Improve regional sediment management and increase the beneficial reuse of sediment

Accomplishments

- Commission voted to initiate Sediment Bay Plan Amendment

Challenges

- Nailing down policy language

What's Next

- Workshop on June 4
- Public Hearing and Vote
- Financing Strategy



Photo: Beneficial Reuse at Deer Island

STRATEGIC OBJECTIVE 1.5

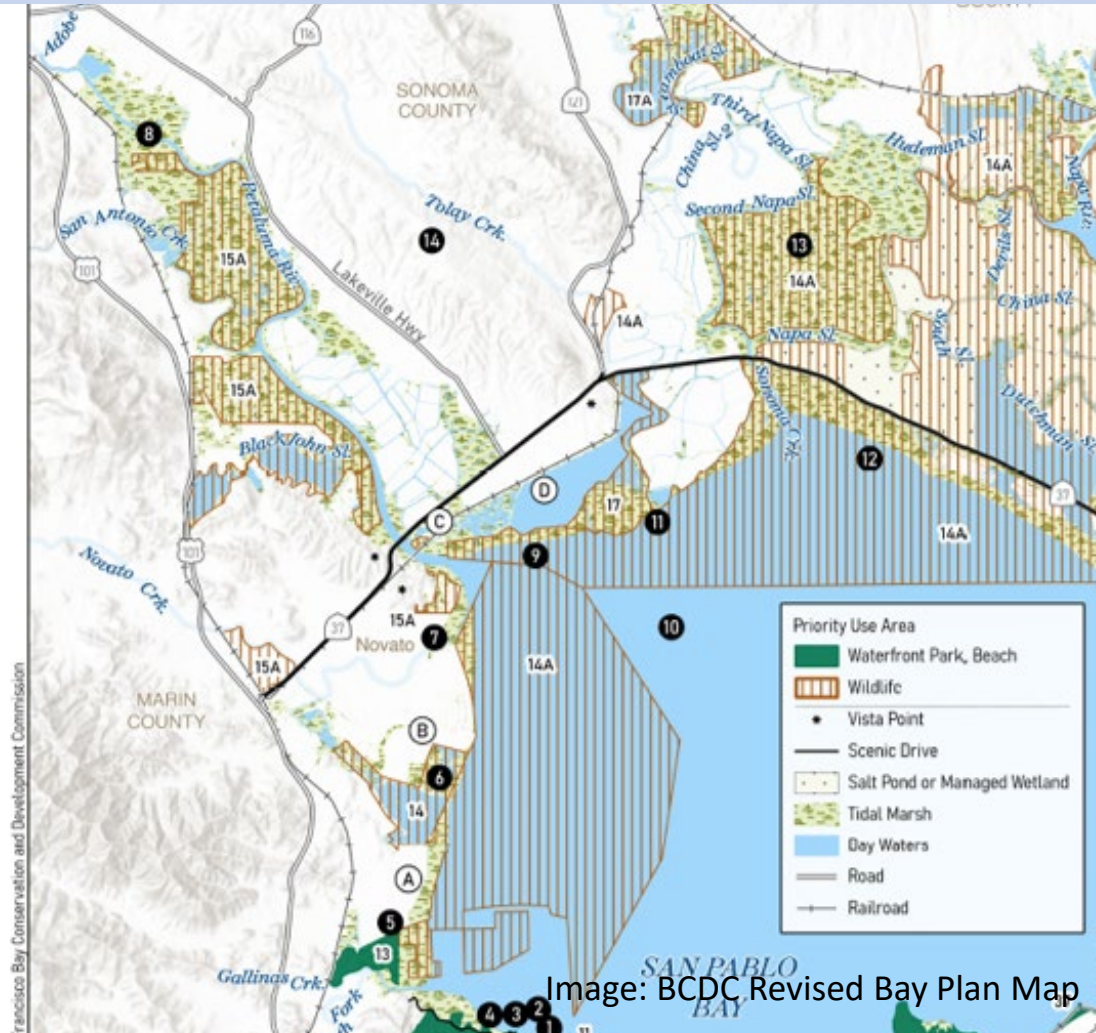
Proactively and regularly update the Bay Plan to reflect changing policy needs

Accomplishments

- Bay Plan Amendment on Cartographic Updates to Maps – **Approved**

Challenges/What's Next

- Bay Plan policy review: What are the next Commission-led Bay Plan Amendments??



GOAL 2

A more unified and regional-scale approach to permitting and planning



STRATEGIC OBJECTIVE 2.1

Determine whether and how BCDC's regulatory and planning authority and jurisdiction should be expanded to foster larger scale adaptation efforts.

Accomplishments

- Guided by RSL Commissioner Working Group and stakeholder interviews, clarified message and intent: Efficient, Effective, Funded

Challenges

- Political momentum and buy-in

What's Next

- Workshop in Fall 2026
- Advance policy & legislative (?) recommendations



STRATEGIC OBJECTIVE 2.3

Increase the capacity of the Regulatory Division to execute its core functions more efficiently.

Accomplishments

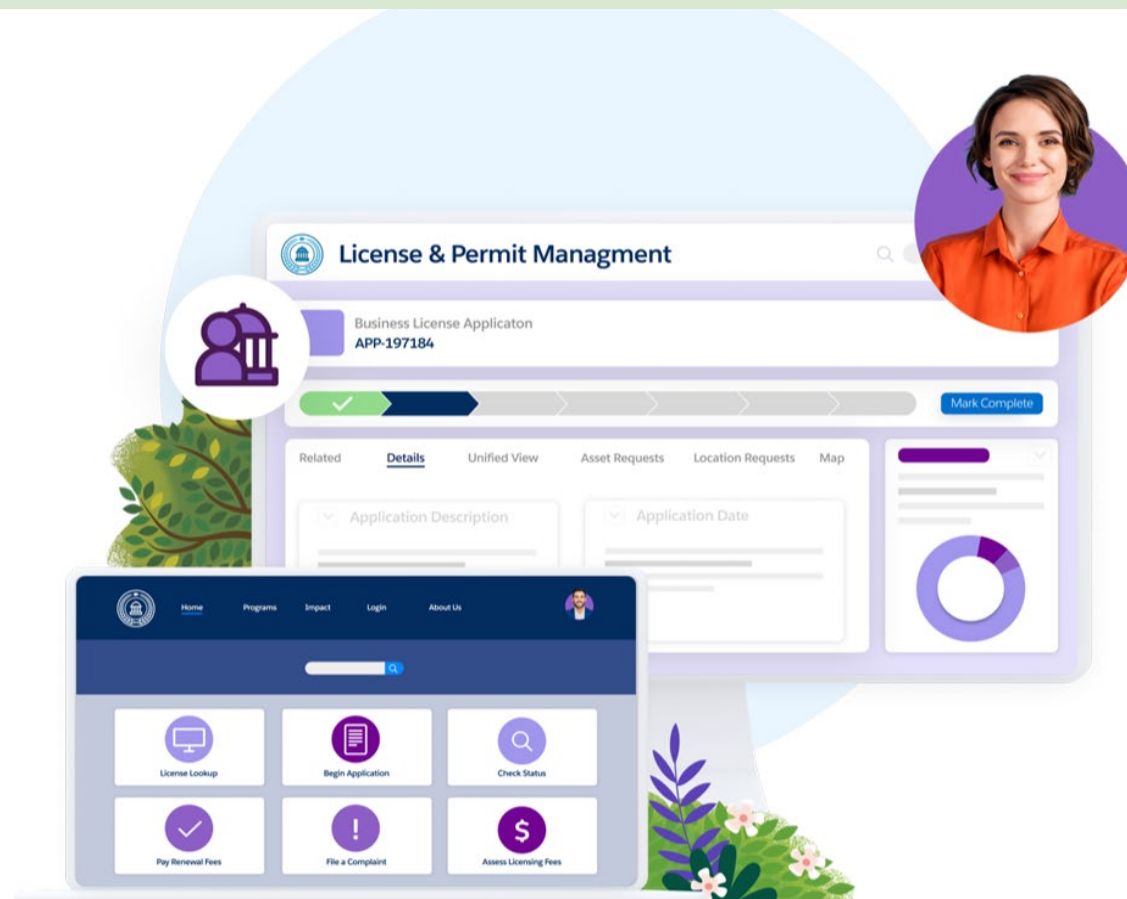
- OAL approved recent regulation changes to make BCDC's permitting program more efficient
- BCDC selected Salesforce to provide one-stop-shop digital platform for staff, applicants and the public

Challenges

- Implementing Salesforce

What's Next

- Outreach effort on BCDC permitting focused on local governments and applicants
- New regionwide permits



STRATEGIC OBJECTIVE 2.4

Integrate BCDC's new compliance function seamlessly into the regulatory and planning programs.

Accomplishments

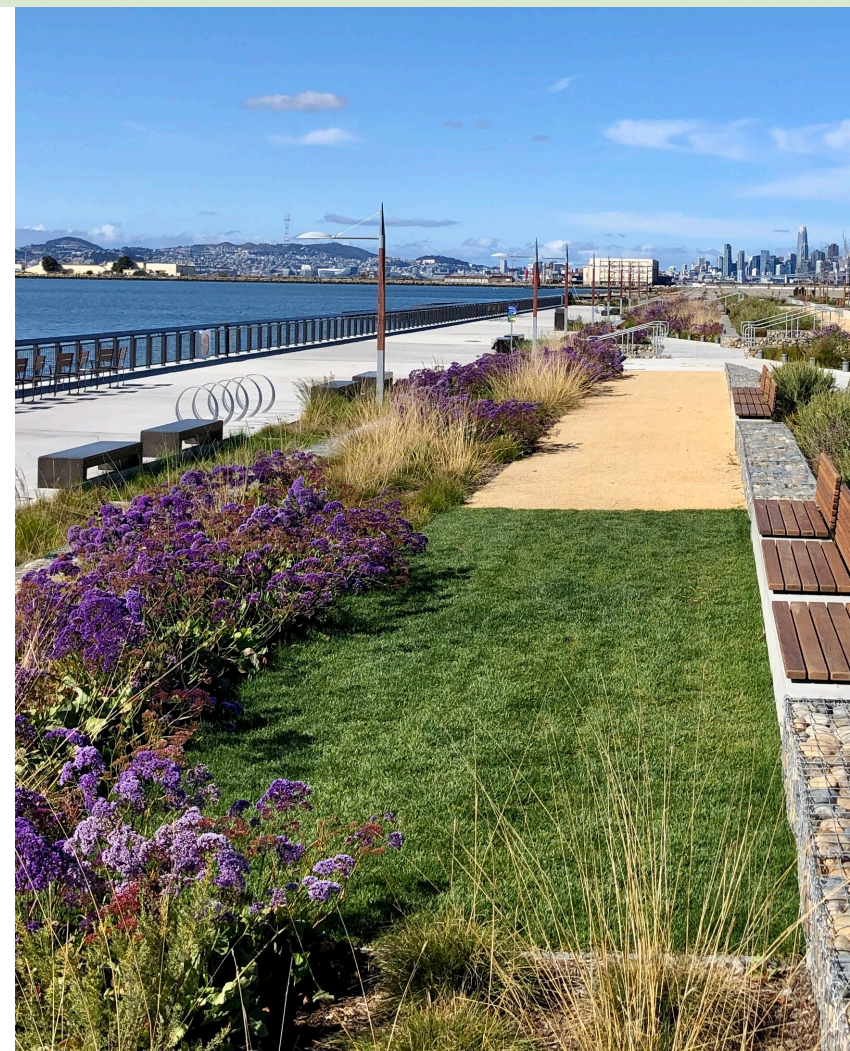
- Fully staffed Enforcement and Compliance.
- Created formal procedures integrating permitting compliance and enforcement.
- Integrated after-the-fact permitting into Enforcement.

Challenges

- Abandoned and Derelict Vessels (ADV).

What's Next

- Create an ADV program to facilitate the removal of abandoned and derelict vehicles throughout the Bay.
- Fully integrate after-the-fact permitting into Enforcement.



GOAL 3

Equity throughout BCDC

May 21, 2026



STRATEGIC OBJECTIVE 3.3

Formalize and strengthen Commissioner and staff equity-based awareness and education in transparent and measurable ways.

Accomplishments

- Coastal Tribal Consultation Training in February with CCC, SCC and BCDC staff.
- Created and trained staff on “Guidance on Environmental Justice and Social Equity Policies” and “Meaningful Community Engagement”
- Onboarding Trainings on EJ Program and EJ and SE policies

Challenges

- Staff turnover

What’s Next

- Additional trainings



STRATEGIC OBJECTIVE 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.

Accomplishments

- Creation of BCDC Tribal Consultation Addendum
- Staff training of BCDC Tribal Addendum in alignment with new CNRA Tribal Consultation Policy
- Early Consultations with Tribes regarding the SWAP

Challenges

- Staff turnover

What's Next

- Listening Sessions with Tribes



GOAL 4

Internal and External Communications



STRATEGIC OBJECTIVE 4.2

Hire a Public Information Officer to develop more effective internal and external communications.

Accomplishments

- Hired PIO and second staff member
- **Viral** BCDC social media posts!
- Public Affairs Plan & Social Media Strategy
- Media Roundup, 2025 Annual Report

Challenges

- Staff capacity still limited

What's Next

- Comms support for high-profile initiatives
- Unified strategy for outreach



GOAL 5

An Effective and Sustainable Organization

May 21, 2026



STRATEGIC OBJECTIVE 5.1

Increase organizational capacity to adequately meet the demands for BCDC's services, both externally and internally.

Accomplishments

- SB 272 authorized 14 additional positions
- IT and Operations staff growing
- 35 staff hired/promoted in past year (inc. limited term/temporary staff)

Challenges

- Create long-term/institutional processes to improve work and flow
- Retention of staff due to competitive salaries in the Bay Area

What's Next

- New HR staff to establish Onboarding, Training, and Mentorship Programs
- Evaluate current organizational structure

May 21, 2026



Where do we
go from here?





SAN FRANCISCO BAY
CONSERVATION & DEVELOPMENT
COMMISSION

THANK YOU



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