

DRAFT 2023 – 202? STRATEGIC PLAN

Mission:

BCDC conserves, sustains, and enhances the magnificent San Francisco Bay and its natural habitats, economic benefits, and recreational opportunities equitably for this and future generations.

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Vision:

BCDC will become a more proactive, responsive, equitable, and collaborative organization that successfully tackles the regulatory and planning challenges facing the Bay, its shoreline, and the communities that it serves.

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Core Values:

Equitable and inclusive:

BCDC's environmental justice and social equity principles, and its Racial Equity Action Plan, should shape all of BCDC's actions and activities.

Science-based and data-driven:

BCDC uses the most reliable, relevant, and accurate information available to make decisions.

Agile and proactive:

BCDC adapts its organization, knowledge, and processes to anticipate future conditions and circumstances that are complex and dynamic.

Collaborative and service-oriented:

BCDC works successfully with a broad range of collaborators whose experiences, needs, and desires BCDC always seeks to understand and respect.

Trusted and approachable:

BCDC values transparency, consistency, fairness, and active listening, which lead to greater public trust and confidence in its processes and decisions.

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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.

Objective 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.

Objective 1.2:

Develop an equitable and measurable Regional Shoreline Adaptation Plan in collaboration with government agencies, frontline communities, and a wide variety of stakeholders.

Objective 1.3:

Continue to support efforts to restore and enhance the Bay's natural resources and increase public access to the Bay.

Objective 1.4:

Improve regional sediment management and increase the use of sediment to enhance, restore, and adapt ecosystems in light of rising sea levels.

Objective 1.5:

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

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Goal 2:

Better integrate BCDC's regulatory functions with its planning functions to create a more unified and consistent regional-scale approach to managing the Bay and its shoreline in light the uncertain climate future.

Anticipated 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.

Objective 2.1:

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

Objective 2.2:

Update existing regulatory and planning operations to implement laws and policies more consistently, transparently, and efficiently.

Objective 2.3:

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

Objective 2.4:

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

Objective 2.5:

Expand and institutionalize efforts to increase cross-division collaboration and learning.

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Goal 3:

Implement equity initiatives and practices throughout BCDC's policies, programs, and processes to resolve historic inequities.

Anticipated Outcome: By advancing equity practices internally and externally BCDC is more readily trusted by the Bay's frontline communities and is viewed as an agent of positive change.

Objective 3.1:

Prioritize BCDC's Environmental Justice Program by identifying specific policies, programs, and practices that have led, or currently lead, to inequitable outcomes, and resolve them.

Objective 3.2:

Advance, adopt, and implement BCDC's Racial Equity Action Plan.

Objective 3.3:

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

Objective 3.4:

Collaborate with other California state government organizations to improve statewide policies and practices that will result in more equitable outcomes.

Goal 4:

Develop and implement more effective methods to communicate more successfully externally with stakeholders and internally among divisions.

Anticipated Outcome: BCDC will become more transparent and accessible all, and staff will have a shared knowledge of the agency's priorities and objectives and have meaningful opportunities to shape policies.

Objective 4.1:

Communicate and listen to stakeholders in ways that are more accessible to all, increase awareness of BCDC and its roles, and foster successful community dialogues.

Objective 4.2:

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

Objective 4.3:

Develop long-term relationships and partnerships between and among BCDC and the Bay's frontline communities to increase authentic and lasting engagement.

Objective 4.4:

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.

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Goal 5:

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

Anticipated Outcome: BCDC can implement its laws and policies more successfully by increasing its capacity and attracting and retaining more great staff who are responsive to the diverse communities they serve.

Objective 5.1:

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

Objective 5.2:

Actively recruit, hire, and retain staff that reflect the Bay Area's diverse population.

Objective 5.3:

Work within the Administration and the collective bargaining system to level-up staff base salaries with those in local and regional governments.

Objective 5.4:

Prioritize and implement necessary technological upgrades to improve work processes.