

DRAFT

California Coastal Commission
Strategic Plan
2026-2030

Protecting California's Coast
for Present and Future Generations



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2026-2030 Strategic Plan

INTRODUCTION

The California Coastal Act safeguards California's irreplaceable coastal resources and guarantees that all people can access our iconic beaches and coastline. It also provides for environmentally responsible development that supports the state's \$41.9 billion marine economy. For 50 years, through implementation of the Coastal Act, California has demonstrated that resource protection and economic development are not mutually exclusive.

The Coastal Commission and the public have applied this landmark law in creative and sometimes surprising ways to achieve some of the state's greatest accomplishments in wetland recovery, habitat conservation, and equitable, affordable public access and recreation. Over the last 50 years, the Commission and the Coastal Act have been at the heart of hundreds of major coastal success stories, including saving coastal treasures like the Bolsa Chica and Ballona wetlands, Trestles Beach and Martins Beach, the Hearst Ranch, Newport Banning Ranch, Sea Ranch and the cabins at Steep Ravine and Crystal Cove. We've also been directly responsible for the creation of over 200 public accessways, more than 1,200 lower cost overnight accommodations, including hotel rooms, cabins, campsites and hostel beds (with an additional 440 in the pipeline), protection of approximately 12,000 acres through open space and conservation easements, and prevented the demolition of over 1,100 existing affordable housing units. The Commission shares these success stories with a multitude of essential and valued partners who share the mission of coastal protection and public access. But without the strong, comprehensive policies of the Coastal Act, California's coastal zone would be far less open, accessible and inspiring.

When the Legislature passed the Coastal Act in 1976, the population in California's 14 coastal counties was approximately half of today's total of 26 million. Sea level rise and climate change were just vague notions. California was just beginning to grapple both an energy crisis and an affordable housing crisis. The concepts of Environmental Justice and Tribal Land Return didn't exist in our governmental framework. But legislative leaders understood that future challenges would require a strong law that was also flexible enough to address urgent, unforeseen issues, implemented by a Commission with a strong mission and public mandate.

Thus, it's fitting that the Commission's 3rd Strategic Plan marks the 50th anniversary of this visionary law by building on our significant accomplishments of the past, while setting a course that will enable the agency to address the next half-century of coastal protection opportunities and challenges. Climate change, sea level rise, the urgent need for more affordable coastal housing, fighting disinformation, and the ocean's role in California's clean energy future are just a few of the challenges that lie ahead. Maximizing public access to the coast for a growing population in an era of increasing wealth inequality will require sustained vigilance. At the same time, the public's view of government is constantly shifting, impacting the very nature of governance itself. As the state's primary coastal policy and planning agency, the Commission

plays a critical role in maintaining the public’s trust through fair and transparent decision-making, adherence to the law, and clear communication.

The intention behind this strategic plan is to build a bridge to the next 50 years of coastal protection by establishing an ambitious but achievable set of goals and actions that will ensure the Commission is ready to meet the challenges of the future. We strive to build on what’s working well, acknowledge where we need to improve, and embrace changes that enhance our ability to ensure the future of the California coast is bright, resilient, and welcoming to all.

PURPOSE OF THE PLAN

This Strategic Plan serves as a roadmap for the Coastal Commission’s next five years. It outlines five overarching goals that reflect our core priorities and values:

- Ensuring Coastal Access for All
- Building Resilient Communities
- Public Engagement and Communication
- Protecting Coastal Resources
- Building and Maintaining a Resilient Organization

Nested within these goals are multiple objectives and specific actions, many of which build on work from the previous Strategic Plan, but with new emphasis, additional specificity, or course corrections grounded in new information. Several of the objectives and actions are entirely new, reflecting new legal mandates and evolving priorities.

Furthermore, because coastal management is multi-disciplinary and crosscutting, making progress in one area can also benefit others. For instance, planning for more resilient and affordable housing in the coastal zone will also serve objectives related to public access and environmental justice. Protecting and restoring coastal habitats can also increase community resilience to sea level rise and wildfire. And investing in training, mentorship and the next generation of leadership within the staff will also improve the Commission’s efficiency, transparency and responsiveness. Through consistent reinforcement of these collective goals, objectives and actions, the Commission will take another incremental step along a path charted by the Coastal Act’s mandate and our shared vision: keeping California’s coast a vibrant, welcoming, and lasting part of life in our state—for everyone, now and in the future.

FIVE-YEAR GOALS, OBJECTIVES, AND ACTIONS

Goal 1: Ensure coastal access for all

Maximizing access to the coast is a foundational mandate of the Coastal Act. Over the past five decades, the Commission has successfully secured and protected hundreds of public

accessways, trails, and coastal recreation areas, helping to make the California coast one of the most publicly accessible in the world. A significant component of the Commission's work has involved removing both physical and non-physical barriers to ensure that everyone can enjoy - and feel welcome on - our beautiful coastline. To protect and build on this legacy, the Commission must develop new tools and strategies that respond to today's challenges, including climate change, rising costs, and growing inequities. This goal ensures that the Commission is prepared to uphold and expand public coastal access for the next 50 years.

Objective 1: Plan for the next 50 years of public coastal access

The Commission is dedicated to ensuring that California's coast remains open, accessible, and welcoming to all—now and for future generations. This long-term vision includes both protecting existing access and creating new opportunities for the public to experience the coast in meaningful ways. To achieve this, the Commission will work closely with local governments, state and federal agencies, tribal partners, and non-governmental organizations. Together, we will develop new tools, strengthen outreach, and raise public awareness about the right to access the coast. This objective also calls for proactive stewardship—preserving and replenishing beaches and other public trust resources and limiting shoreline armoring to ensure our coastline remains vibrant, resilient, and available for generations to come.

Actions

- 1.1.1 Expand the Commission's Coastal Access Program to promote multi-modal access to the coast, facilitate new accessways and establish new partnerships
- 1.1.2 Continue developing and implementing creative strategies to protect California's most vulnerable beaches from the impacts of climate change and sea level rise
- 1.1.3 Create and enhance digital tools that broaden public access and increase awareness of California's coastal resources
- 1.1.4 Modernize resources for local governments and other asset managers regarding accepting and maintaining accessways
- 1.1.5 Explore and implement forward-thinking approaches to safeguard California's public trust resources for future generations

Objective 2: Prioritize affordable access, recreation and overnight accommodations

Cost remains one of the most significant barriers preventing many Californians and visitors to California from accessing and enjoying the coast. Over the next five years, the Commission will work to reduce inequitable barriers to coastal access by expanding opportunities that are free or lower cost. This includes supporting youth and community access programs, encouraging the development of affordable visitor-serving facilities, and promoting inclusive recreational and overnight experiences that make the coast more accessible to all Californians.

Actions

- 1.2.1 Expand the California Coastal Trail (CCT) Network
- 1.2.2 Develop new strategies to meet Coastal Act requirements to protect, encourage and provide lower-cost overnight accommodations

- 1.2.3 Explore innovative approaches to publicize expand use of existing lower-cost overnight accommodations and recreational opportunities
- 1.2.4 Strengthen partnership with State Parks and Coastal Conservancy to support the Explore the Coast Overnight program

Objective 3: Break down barriers to coastal access

The Coastal Act emphasizes that California's coast is a resource for all people, as reflected in its strong public access policies. These policies, rooted in the public's support for Proposition 20 in 1972, affirm that access to and along the shoreline is a fundamental right—not a privilege reserved for those who live near the coast. The Commission recognizes that many communities have faced and continue to face significant barriers to accessing the coast. To address these longstanding inequities, the Commission will prioritize strategies that expand access and ensure that all Californians, regardless of background or geography, can experience and enjoy the coast.

Actions

- 1.3.1 Support co-management and land return efforts for California Native American tribes
- 1.3.2 Collaborate with tribes to reduce conflicts between public access and the protection of tribal cultural resources
- 1.3.3 Expand engagement and education efforts to raise awareness of the public's right to access the coast and the importance of protecting public trust resources
- 1.3.4 Develop LCP and CDP guidance to help local governments implement equitable access programs that meet Coastal Act requirements
- 1.3.5 Grow the Whale Tail Grant program through outreach to new communities and identification of new funding sources

Objective 4: Enforce the public's right to access the coast

Effective enforcement is essential to upholding the integrity of coastal resource protection laws and ensuring that the public's rights are respected. This includes protecting the public's right to access the coast and ensuring that development within the coastal zone is legally authorized and carried out in compliance with all applicable terms and conditions. A critical part of this responsibility is enforcing public access protections and addressing violations that block or limit access, as well as preventing and remedying harm to sensitive coastal habitats, cultural resources, wetlands and other coastal resources. This essential but complex work requires dedicated resources to monitor, investigate, and resolve violations across the state's diverse coastal communities and environments.

Actions

- 1.4.1 Seek additional staff and resources to strengthen the Commission's enforcement team
- 1.4.2 Establish a compliance monitoring program for Commission permits, enforcement orders, and settlement agreements
- 1.4.3 Improve messaging and outreach to increase awareness and understanding of the Commission's enforcement work

- 1.4.4 Explore ways to improve the efficiency of the enforcement program, including resolving violations through permit actions and seeking statutory authority for information gathering

Goal 2: Plan for resilient communities

Adapting to sea level rise is one of the most pressing and complex challenges of our time—and it will remain a central focus of the Commission’s work for decades to come. Encroaching tides are steadily reshaping the coastline, heightening risks to built environments, natural systems, and coastal communities. Addressing these impacts requires bold, adaptive planning that prioritizes resilience, equity, and long-term sustainability.

For more than 50 years, the Commission has partnered with local, state and Tribal governments to protect California’s coastal resources and ensure public access. Through this work, we have developed strategic LCP policy guidance and permit conditions that anticipate and address climate change impacts such as flooding, erosion, and wave uprush. However, these strategies are often applied on a parcel-by-parcel basis, resulting in a fragmented approach that does not fully address regional vulnerabilities to coastal hazards or ensure equitable access and resource protection at scale.

As climate change accelerates, our planning and regulatory frameworks must evolve to meet intensifying threats and ensure that coastal communities and ecosystems are collectively resilient. Over the next five years, guided by the Commission’s Sea Level Rise and Critical Infrastructure Guidance, we will advance Coastal Act-consistent planning efforts that ensure development at all scales is resilient to sea level rise and protective of access and coastal resources. This includes expanding the use of existing tools—such as the neighborhood-scale approach, hazard mitigation policies, and mitigation strategies for coastal armoring—while also exploring new approaches, including new financial tools and strategies to fund adaptation work and voluntary buyout programs for high-risk properties.

This proactive, systems-level approach will help ensure that coastal communities are prepared to navigate both environmental and social challenges posed by sea level rise over the next half-century. We will lead this effort by prioritizing innovation in key areas of our planning and permitting work—pushing beyond traditional approaches to build a more resilient, inclusive, and adaptive coastal future.

Objective 1: Ensure LCPs address sea level rise and climate change

At the core of the Commission’s Local Coastal Program (LCP) work is a unique planning partnership with coastal jurisdictions to implement California’s Coastal Management Program and support locally issued coastal development permits. The Commission supports local governments in balancing development that fosters vibrant, inclusive communities with the Coastal Act’s mandate to protect coastal resources and prioritize public access, recreation, and environmental stewardship.

Continued coordination on climate change planning is essential to ensure that LCPs are equipped to address the growing risks of sea level rise, flooding, erosion, and other coastal hazards. Senate Bill 272 reinforces this need by requiring local governments in the Coastal Zone to submit an LCP—or an update to an existing LCP—to include sea level rise adaptation planning. In response, the Commission will continue to drive these LCP updates forward by providing technical support, policy guidance, and funding assistance to help jurisdictions update their LCPs to reflect the best available science and climate adaptation strategies.

Actions

- 2.1.1 Prioritize and expedite new LCPs and LCP updates that plan for sea level rise in alignment with SB 272
- 2.1.2 Continue to collaborate with local governments through the Local Government Working Group
- 2.1.3 Develop additional knowledge and create new or updated guidance on innovative climate adaptation strategies that reflect the best available science
- 2.1.4 Seek permanent funding for the Commission’s Local Assistance LCP Grant Program
- 2.1.5 Update guidance on implementation of nature-based adaptation strategies

Objective 2: Prioritize principles of environmental justice in resilience planning efforts

In California, generations of discriminatory land use policies and practices have led to an inequitable distribution of environmental burdens and a lack of investment in natural resource benefits within environmental justice communities. Coastal hazards, exacerbated by sea level rise and other climate change impacts, will intensify these burdens, particularly for environmental justice and tribal communities that already experience heightened vulnerability. It is crucial for planners and decision-makers to consider not only the direct impacts of proposed development on coastal resources but also how those impacts affect the distribution of environmental benefits and burdens along the coast. This includes communities that rely on coastal resources, such as workers and visitors, even if they do not reside in the coastal zone. Meaningful engagement and equitable planning that centers environmental justice and tribal communities are also important for addressing these specific burdens while seeking to holistically address vulnerabilities and improve coastal resilience across the state.

Actions

- 2.2.1 Conduct a comprehensive review of the implementation of the Commission’s Environmental Justice Policy to date
- 2.2.2 Improve implementation of the Commission’s environmental justice policy through enhanced internal coordination and training
- 2.2.3 Educate local governments and the public on how to incorporate environmental justice principles into LCP and CDP processes

Objective 3: Advance climate-resilient housing and transportation planning

The Coastal Act includes forward-looking policies that seek to balance the need to protect coastal resources with the need for both public and private development and infrastructure to

serve residents and visitors. Much of California’s coastline reflects this vision, with compact land use patterns and transportation systems that have shaped where and how development occurs.

As climate change intensifies and housing and infrastructure needs change, it is critical to integrate land use, public access, housing, and transportation planning into climate adaptation efforts. The Commission plays a key role in advancing smart growth strategies that reduce greenhouse gas emissions and support resilient, equitable development. This includes facilitating climate-smart, affordable housing development that supports our coastal workforce. It also includes encouraging long-term adaptation planning for vulnerable transportation corridors and exploring innovative tools—such as requiring financial instruments to facilitate relocating infrastructure or prioritizing managed retreat where feasible—to address at-risk development. These efforts will help ensure that future infrastructure and housing developments are sustainable, climate-ready, and consistent with the Coastal Act.

Actions

- 2.3.1 Continue to advocate for policies that address housing needs, particularly affordable housing needs, while also protecting coastal access and resources
- 2.3.2 Expand early coordination efforts with state partners on priority housing, transportation and other infrastructure projects
- 2.3.3 Establish a dedicated team to coordinate with local governments and HCD on implementing housing projects and aligning LCPs with state housing policies
- 2.3.4 Explore innovative, multi-benefit sea level rise adaptation solutions for new and existing infrastructure
- 2.3.5 Encourage multi-modal transportation projects that reduce greenhouse gas emissions, improve coastal access and provide new recreational opportunities
- 2.3.6 Facilitate programmatic solutions for climate hazard mitigation and beach loss

Goal 3: Improve external engagement and communication

As a state agency created by the people of California, the Commission deeply values a trusted and collaborative relationship with the public. Over the years, we have worked diligently to engage directly with individuals, organizations and communities affected by our decisions. However, as California’s social, cultural, and technological landscapes evolve, so too must the Commission’s approach to public engagement. To fulfill our mission of making the coast—and the Commission—accessible to all, we must do more to reach those who are unfamiliar with our work and have not had a voice in coastal decision-making. Goal 3 outlines how the Commission will expand the range of people and communities we engage with, and how we will make our regulatory processes and communications more accessible, understandable, and inclusive.

Objective 1: Engage more People

The Commission recognizes that diverse voices and perspectives strengthen coastal management outcomes. However, many communities—particularly those historically underrepresented—face challenges in accessing and participating in our regulatory and

planning processes. These barriers may include language, geography, technology, or a lack of awareness about how decisions are made. To address these challenges, the Commission is committed to: proactively engaging with new and diverse audiences; removing barriers to participation through improved communication, translation, and outreach strategies; creating more transparent and accessible decision-making processes that invite meaningful public input. Through these efforts, we aim to ensure that all communities have the opportunity to shape the future of California's coast.

Actions

- 3.1.1 Update the Commission's website to improve readability, navigation and accessibility
- 3.1.2 Strengthen and expand the Commission's Spanish language program through increased opportunities for live translation at hearings and translation of Commission-produced materials
- 3.1.3 Expand use of social media and other digital platforms to reach broader and more diverse audiences
- 3.1.4 Hold at least one hearing per year in an inland location
- 3.1.5 Broaden the reach of the Commission's public education programs by expanding to new audiences and new geographic areas

Objective 2: Improve Commission processes and transparency

A core component of strengthening public engagement is ensuring that Commission materials and processes are transparent, accessible, and easy to navigate. Over the next five years, the Commission will prioritize the development of streamlined, user-friendly systems that make it easier for the public to access records, understand procedures, and participate in decision-making. To support this objective, the Commission will maximize the use of digital technologies to improve transparency and efficiency.

Actions

- 3.2.1 Develop an online portal for submittal of CDP applications and public comments
- 3.2.2 Expand access to the Commission's digital records through the Public Portal
- 3.2.3 Clarify the Commission's process and timelines for appeals
- 3.2.4 Digitize the Commission's historical records

Objective 3: Foster stronger relationships with California Native American tribes

For over 13,000 years—long before Spanish colonization—Indigenous communities have lived along and shaped what is now California's coastline. The Commission acknowledges tribal sovereignty and recognizes that California Native American tribes have long served as stewards of the state's coastal resources. Their traditional ecological knowledge and cultural practices offer invaluable insights for sustainable coastal management, in alignment with the spirit and intent of the Coastal Act. The Commission is committed to strengthening government-to-government relationships with tribes and to fully implementing its Tribal Consultation Policy. This includes ongoing communication, staff training, and collaborative efforts to protect tribal cultural resources. The Commission will also seek opportunities to share information, coordinate with other state agencies, and support tribal priorities related to coastal access, development, and cultural resource preservation.

Actions

- 3.3.1 Provide training for staff on tribal cultural history, traditional ecological knowledge, effective tribal engagement and consultation and other relevant topics
- 3.3.2 Identify and secure funding for a full-time, permanent agency Tribal Liaison position
- 3.3.3 Establish consistent dialogue with tribes to understand and support their priorities for access, development and cultural resource protection in the coastal zone
- 3.3.4 Explore opportunities to strengthen Coastal Act protections of tribal cultural resources in partnership with tribal governments and other stakeholders

Goal 4: Protect coastal resources

Guided by the enduring vision of the Coastal Act, the Commission champions bold and proactive policies to safeguard and restore California’s precious coastal resources—from environmentally sensitive habitats (ESHA) and wetlands to the vibrant marine ecosystems that define our shoreline to our treasured open spaces. These protections extend beyond the natural environment, encompassing public access, coastal agriculture, coastal communities, and the scenic and cultural landmarks that shape our coastal identity. Similar to our built environments, coastal resource areas are vulnerable to sea level rise and other climate change impacts. They also face increasing pressure from urban expansion, overuse, and competing land uses that threaten their ecological integrity and long-term sustainability. Over the next five years, it will be crucial for the Commission to employ both trusted and innovative solutions to protect these resources and ensure their resilience for generations to come.

Objective 1: Preserve and restore coastal wetlands and habitats

The Commission seeks to build on our existing efforts to accelerate review of projects that heal and protect California’s coastal ecosystems. By expanding use of programmatic approaches and fast-tracking reviews for restoration projects and wildfire resilience initiatives, coastal habitats can receive urgent and timely protection. This approach is aligned with the state’s Cutting Green Tape Initiative and the administration’s initiative to increase the pace and scale of wildfire resilience projects. To support these efforts, the Commission will develop updated guidance and mapping that reflect the latest science and technological advances and encourage submittals of complete biological information. In addition, the Commission will seek to refine its mitigation framework, continue to prioritize the avoidance and minimization of adverse impacts, and further exploring advanced mitigation as well as land preservation and out-of-kind mitigation strategies when these strategies can maximize benefits to the habitat and surrounding ecosystem. By implementing these actions, the Commission can provide a foundation for a more resilient, thriving coastline—one that can withstand the challenges of climate change and continue to inspire future generations.

Actions

- 4.1.1 Expand use of existing tools and develop new approaches to expedite review of projects that focus on restoration of coastal wetlands and habitat
- 4.1.2 Expedite review of wildfire resilience and vegetation treatment projects that will protect vulnerable habitats and species

- 4.1.3 Update LCP and CDP guidance on coastal habitat identification methodologies, mapping, buffers, and mitigation policies
- 4.1.4 Seek out compensatory mitigation opportunities focused on the preservation and enhancement of at-risk coastal habitats
- 4.1.5 Work with federal and state government partners to improve review timelines and outcomes for advanced mitigation projects

Objective 2: Protect marine resources

California's marine environment is dynamic, diverse, and increasingly under pressure from climate change, pollution, and new ocean uses. The Commission is committed to protecting marine ecosystems by strengthening staff expertise, supporting sustainable ocean uses, and reducing threats such as plastic pollution and aging offshore oil and gas infrastructure. Building on recent efforts—such as the Commission's 2025 Guidelines for Addressing Plastic Pollution in Coastal Development Permits and Local Coastal Programs—we will continue to advance strategies that reduce marine debris and promote cleaner coastal waters. As new ocean-based industries emerge—such as offshore wind and aquaculture—we will ensure that planning and permitting processes are grounded in science and long-term stewardship of marine resources and take into account the cumulative impacts of multiple ocean uses.

Actions

- 4.2.1 Expand staff knowledge and expertise on emerging and expanded uses of the marine environment
- 4.2.2 Identify and implement educational, planning and regulatory strategies to reduce plastic pollution
- 4.2.3 Continue participating in offshore wind energy planning, including the design of environmental monitoring and adaptive management frameworks
- 4.2.4 Prioritize the decommissioning of aging oil and gas infrastructure and legacy wells

Objective 3: Prioritize resilience for coastal agriculture and open space

The Commission remains steadfast in its mission to preserve and protect agriculture and open space. These vital coastal resources are under constant pressure from the impacts of climate change, expansion of the built environment, and the growing demand for housing in the coastal zone. As California continues to address its housing crisis, it is essential to balance the need for new housing with the protection of agricultural lands, open space, and the natural systems that support community resilience and climate adaptation. Over the next five years, we will pursue progressive strategies that strengthen protections for coastal agriculture and open space. This includes concentrating development in urban areas, leveraging innovative land preservation tools, addressing vulnerabilities to climate change, and using science to inform and update land management practices.

Actions

- 4.3.1 Explore and expand agricultural land protection approaches and mechanisms
- 4.3.2 Evaluate the vulnerability of coastal agricultural lands to sea level rise
- 4.3.3 Review and update timberland protection practices
- 4.3.4 Develop tools to assess the vulnerability of coastal resources to increasing wildfire risks

Goal 5: Build and maintain a resilient organization

The key to the Coastal Commission’s success has always been its dedicated and talented staff. As we face increasingly complex challenges—from climate change to evolving technology—it is critical that we hire, support, and retain staff who have the skills, tools, and work environment necessary to implement the Commission’s mission. To do this, we must foster a welcoming and inclusive workplace culture that encourages curiosity, collaboration, and innovation. We must also build an adaptable organization that can respond effectively to change. Most importantly, we must ensure that our staff are thriving—professionally, personally, and collectively.

Objective 1: Inspire an organizational culture that is inclusive, curious, solutions-oriented, and adaptable

Over the next five years, the Commission will expand opportunities for staff to grow as effective, compassionate, and resilient leaders. This includes investing in training, mentorship, and professional development programs that build capacity and support staff well-being in the face of current and future challenges.

Actions

- 5.1.1 Provide ongoing training in facilitation, conflict resolution, diversity and inclusion and other relevant topics
- 5.1.2 Plan and implement all-staff trainings and provide opportunities for staff to strengthen working relationships
- 5.1.3 Continue supporting and expanding the Commission’s staff mentoring program
- 5.1.4 Develop staff trainings and materials that provide orientation to the agency, explain key processes and procedures and build understanding of statewide coastal priorities

Objective 2: Improve staff retention

The Commission’s effectiveness depends on the expertise and institutional knowledge of its staff. Retaining experienced staff improves efficiency, continuity, and the quality of coastal decision-making. To support retention, the Commission will pursue opportunities to increase staff compensation, foster a sense of belonging, and ensure that staff feel supported in their roles.

Actions

- 5.2.1 Conduct an annual staff survey to assess job satisfaction and identify areas for improvement
- 5.2.2 Provide access to professional development and leadership opportunities for all staff
- 5.2.3 Continue to pursue opportunities to increase salaries
- 5.2.4 Develop a supervisor’s guide for onboarding and training new staff
- 5.2.5 Identify workload management priorities for each District and Unit