

# *California Coastal Commission*



## **Workforce Plan 2021-2025**

Liquid Gold, Scripps Beach, San Diego County by Susan Perez

## A Message from Executive Director, John Ainsworth

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The Coastal Commission is pleased to have developed this 2021-2025 Workforce Plan. The agency is currently facing significant workforce challenges due to some of its most senior and experienced staff retiring. Additionally, while the Coastal Commission continues to draw a vibrant, engaged, and talented workforce committed to its unique coastal protection mission, it is becoming more difficult to recruit and retain a competent workforce due to competition from not only the private sector, but from local governments who offer positions similar to the ones available in employment with the state, but at substantially higher salaries and comparable benefits.

We also recognize that our agency's work is changing and expanding, in part due to difficult and complex climate adaptation and resiliency work. This in combination with the strict statutory deadlines on regulatory, planning, and legal matters considered at monthly Coastal Commission meetings has significantly increased workload demands and stress on staff. In this workforce plan, we analyze and describe the Coastal Commission's current workforce, demographics, retirement projections, and recruitment and retention challenges, and identify initiatives and action items we propose to implement to address the agency's workforce gaps and other challenges.

The Coastal Commission's workforce planning process was a collaborative effort involving its Human Resources Unit, Executive Management Team, program managers and supervisors, and rank and file staff. The Coastal Commission's Workforce Plan draws from substantial work done by staff on its Racial Equity Action Plan (REAP), the 2019 State Leadership Accountability Act (SLAA) Report, and the Coastal Commission's 2021-2025 Strategic Plan.

The Coastal Commission is committed to explore and implement initiatives to attract and sustain a diverse, skilled, and creative workforce that is prepared to perform the agency's rewarding, challenging and important coastal protection work. Thank you for your interest in the Coastal Commission's Workforce Plan. The Coastal Commission's Executive Management Team and I hope you find this Workforce Plan to be informative and a robust demonstration of our commitment to the Coastal Commission's workforce and its mission and values.

John Ainsworth, Executive Director

October 2021

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## **Introduction – What is Workforce Planning?**

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Workforce planning is a continuous process that seeks to align the needs and priorities of the organization to the number of staff and respective knowledge, skills and abilities required of its workforce to ensure the workforce can deliver organizational objectives now and in the future. Workforce planning informs the organization and stakeholders of current and future environmental impacts and considers initiatives and strategies necessary to ensure human capital and talent management efforts support the organization's goals.

Workforce planning enables an organization to plan for and address changes in its strategic direction and the human capital required to meet organizational goals. The goal of workforce planning is to ensure that the organization has the right number of people with the right skills in the right jobs at the right time.

Workforce planning is a challenging process as it forces us to think about how to strategically align the workforce to the organization's needs. Workforce planning can include any workforce challenge an organization faces – from recruitment, selection, compensation, and training – to knowledge transfer, succession planning, retention and ensuring the health and wellbeing of the workforce.

Within this report, we discuss the challenges and opportunities faced by the Coastal Commission and provide a comprehensive analysis of our existing workforce. The Coastal Commission's Workforce Plan considers and reflects the risks and issues identified in the Coastal Commission's December 2019 State Leadership Accountability Act (SLAA) Report, the Coastal Commission's adopted 2021-2025 Strategic Plan and the Coastal Commission's Racial Equity Action Plan (REAP).

## **The Work and Structure of the California Coastal Commission**

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### **What we do**

The Coastal Commission was established by voter initiative in 1972 (Proposition 20) and later made permanent by the Legislature through adoption of the California Coastal Act of 1976.

In partnership with coastal cities and counties, the Coastal Commission plans and regulates the use of land and water in the coastal zone. Development activities, which are broadly defined by the Coastal Act to include (among others) construction of buildings, divisions of land, and activities that change the intensity of use of land or public access to coastal waters, generally require a coastal permit from either the Coastal Commission or the local government.

The Coastal Act includes specific policies (see Division 20 of the Public Resources Code) that address issues such as shoreline public access and recreation, lower cost visitor

accommodations, terrestrial and marine habitat protection, visual resources, landform alteration, agricultural lands, commercial fisheries, industrial uses, water quality, offshore oil and gas development, transportation, development design, power plants, ports, and public works. The policies of the Coastal Act constitute the statutory standards applied to planning and regulatory decisions made by the Commission and by local governments, pursuant to the Coastal Act.

The Coastal Commission is an independent, quasi-judicial state agency. The Coastal Commission is composed of twelve voting members, appointed equally (four each) by the Governor, the Senate Rules Committee, and the Speaker of the Assembly. Six of the voting commissioners are locally elected officials and six are appointed from the public at large. Three ex officio (non-voting) members represent the California Natural Resources Agency, the California State Transportation Agency, and the State Lands Commission.

The coastal zone, which was specifically mapped by the Legislature, covers an area larger than the State of Rhode Island. On land the coastal zone varies in width from several hundred feet in highly urbanized areas up to five miles in certain rural areas, and offshore the coastal zone includes a three-mile-wide band of ocean. The coastal zone established by the Coastal Act does not include San Francisco Bay, where development is regulated by the San Francisco Bay Conservation and Development Commission.

Along with the San Francisco Bay Conservation and Development Commission (BCDC), and the California State Coastal Conservancy, the Coastal Commission is one of California's three designated coastal management agencies for the purpose of administering the federal Coastal Zone Management Act (CZMA) in California. Under California's federally approved Coastal Management Program, the California Coastal Commission manages development along the California coast except for San Francisco Bay. The third agency, the California State Coastal Conservancy, purchases, protects, restores, and enhances coastal resources. The primary authorities for the Coastal Program are the California Coastal Act, McAtteer-Petris Act, and Suisan Marsh Preservation Act.

One of the most significant provisions of the federal CZMA gives state coastal management agencies regulatory control (federal consistency review authority) over all federal activities and federally licensed, permitted, or assisted activities, wherever they may occur (i.e., landward or seaward of the respective coastal zone boundaries fixed under state law) if the activity affects coastal resources. Examples of such federal activities include: outer continental shelf oil, gas and wind power leasing, exploration and development; designation of dredge material disposal sites in the ocean; military projects at coastal locations; U.S. Army Corps of Engineers fill permits; certain U.S. Fish and Wildlife Service permits; national park projects; highway and rail improvement projects assisted with federal funds; and commercial space launch projects on federal lands. Federal consistency is an important coastal management tool because it is often the only review authority over federal activities affecting coastal resources given to any state agency.



## Key Statutory Responsibilities

California's coastal management program is carried out through a partnership between state and local governments. Implementation of Coastal Act policies is accomplished primarily through the preparation of Local Coastal Programs (LCPs) that are required to be completed by each of the 15 counties and 61 cities located in whole or in part in the coastal zone. Completed LCPs must be submitted to the Coastal Commission for review and approval. An LCP includes a Land Use Plan (LUP) which may be the relevant portion of the local general plan, including any maps necessary to administer it, and the Local Implementation Plan (LIP) comprised of zoning ordinances, zoning district maps, and other legal instruments necessary to implement the land use plan. Coastal Act policies are the standards by which the Coastal Commission evaluates the adequacy of LCPs. Amendments to certified LUPs and LIPs only become effective after approval by the Coastal Commission. To ensure that coastal resources are effectively protected considering changing circumstances, such as new information and changing development pressures and impacts, the Coastal Commission is required to review each certified LCP at least once every five years.

Development within the coastal zone may not commence until a coastal development permit has been issued by either the Coastal Commission or a local government that has a Commission-certified local coastal program. After certification of an LCP, coastal development permit authority is delegated to the appropriate local government, but the Coastal Commission retains original permit jurisdiction over certain specified lands (such as tidelands and public trust lands). The Coastal Commission also has appellate authority over development approved by local governments in specified geographic areas as well as certain other developments.

The Coastal Commission reviews and acts on port master plans and amendments to them from the industrial ports of Hueneme, Los Angeles, Long Beach, and San Diego. Coastal Commission approval is necessary to allow port expansions to meet future growth needs. A similar requirement applies to Long Range Development Plans for universities in the coastal zone (e.g., the University of California campuses at Santa Cruz, Santa Barbara, and San Diego; and Pepperdine University). The Coastal Commission also has an oil spill prevention, preparedness and response program and a statewide enforcement program.

Under 1990 amendments to the federal Coastal Zone Management Act, the Coastal Commission and the State Water Resources Control Board have prepared, adopted, and are now implementing a Coastal Nonpoint Source Water Pollution Control Program. The Coastal Commission also implements a Coastal Access Program, in partnership with other state agencies such as the Coastal Conservancy, State Lands Commission, California State Parks and federal, regional, and local park and recreation entities. The Coastal Commission carries out an extensive Public Education program that includes annual statewide Coastal Clean-Up events, the "Adopt-A-Beach" program, art and poetry contest and the WHALE TAIL™ license plate grant program for experiential education and stewardship of the California coast and its watersheds.

## California Coastal Commission Meetings and Public Participation

The Coastal Commission holds monthly public meetings of 3-4 days in length in different locations throughout the state. The Coastal Commission meetings provide an opportunity for the Coastal Commissioners to take public testimony and to make regulatory, planning, and other policy decisions. Prior to each meeting, Coastal Commission staff collects and analyzes information pertinent to meeting agenda items and prepares written staff reports with recommendations for Coastal Commission action. These staff reports are available for public review, by contacting the appropriate Coastal Commission office. All staff reports are also available electronically on the Coastal Commission's monthly Meeting Agenda posted to the Coastal Commission's website. In addition, the Coastal Commission meeting is webcast which makes it easily accessible to the public.

During the COVID-19 pandemic, the Coastal Commission has been holding virtual meetings for 3-4 days per month. Holding virtual meetings has required a substantial commitment of staff members being diverted to support the technology to operate virtual meetings. The Coastal Commission plans to return to in-person public hearings in February 2022 (contingent on the status of COVID-19 and the State's status) and will use a hybrid approach of in-person and virtual meetings for the foreseeable future. This will require an ongoing commitment of Coastal Commission staff resources to operate the in-person and virtual public hearings with a hybrid approach that maximizes safe public participation in Coastal Commission public hearings.

In 2020, the Coastal Commission adopted a Strategic Plan for 2021-2025. See Appendix B. Goal 1 of the Strategic Plan includes objectives to build the agency's organizational capacity going into the future considering significant changes over time in its work (e.g., addressing the climate crisis) and workforce (e.g., retirement of senior management and experienced staff). Implementing the initiatives/action items identified in the Coastal Commission's Workforce Plan is key to successful implementation of the agency's Strategic Plan goal of developing a diverse and effective workforce.

## Workforce Planning Methodology

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The Coastal Commission's Chief of Human Resources, Senior Personnel Analyst and Chief Deputy Director participated in the Spring 2019 CalHR Workforce Planning Program.

The four-month program had the following objectives:

### 1. Set the Strategic Direction

- Obtain executive support for the plan.
- Ensure the plan aligns with the department's strategic goals.
- Identify internal and external environmental factors that impact workforce needs.

- Analyze the impact of environmental factors and their future implications.
- Access CalHR tools and templates.

## **2. Gather and Analyze Workforce Data**

- Gather, analyze, and interpret workforce data.
- Identify and prioritize key job classifications.
- Identify and assess competencies.
- Perform a gap analysis to identify the staff and competencies needed now and in the future.

## **3. Develop Workforce Strategies and the Plan**

- Classify issues and develop strategies in terms of: Professional Development, Retention, Recruitment, Knowledge Transfer, and Succession Management.
- Determine which strategies will be recommended to senior leadership.
- Develop a comprehensive workforce plan.
- Create an action plan including specific, measurable, achievable, realistic, and time-based metrics for each strategy.

## **4. Implement Strategies and Evaluate Effectiveness of the Plan**

- Follow the action plan.
- Establish plan governance to ensure accountability and success.
- Develop a communication plan to bring awareness of the plan, share progress, and maintain engagement and support for the plan.
- Evaluate the plan and actions related to the strategies.
- Add appendices to the plan with any changes and updates.

The Coastal Commission's workforce planning approach included executive staff input representing all program areas to identify workforce challenges as well as develop goals to assist the programs in meeting their strategic plan objectives. Upon completion of the Coastal Commission's Workforce Plan, the agency will develop a communication plan to help facilitate workforce efforts in the coming years, and ensure all responsible parties are identified and appropriately trained for full implementation of the workforce plan.



### Focus of this Workforce Plan

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The California Coastal Commission's Workforce Plan supports the following specific Strategic Plan Goals and Objectives:

- 1) Seek additional positions and recruit and maintain an effective and diverse work force.
- 2) Develop and implement strategies to align the requirements and priorities of the Coastal Commission with the necessary staffing and compensation for the requisite knowledge, skills, and abilities of its workforce.
- 3) Increase staff satisfaction and retention.
- 4) Standardize trainings and support professional development opportunities.
- 5) Continually commit to and implement the principles of environmental justice and social, gender, LGBTQIA+, racial equity, and diversity in the Coastal Commission's operations and decision-making for stronger coastal protection benefits for all.
- 6) Providing excellence, professional and efficient public service to all within the constraints of available staffing.
- 7) Leverage technology to the extent possible to enhance public access to Coastal Commission meetings, public services, and support for extensive telework program.

The Coastal Commission's Workforce Plan supports all seven of the strategic plan goals and objectives cited above. All initiatives in the Workforce Plan support acting to:

- 1) Raise employee's salaries to enhance recruitment and retention.
- 2) Expand the Coastal Commission's permanent workforce to include staff from diverse backgrounds and communities.
- 3) Expand and enhance the Coastal Commission's Human Resources Unit (which also provides HR services for the San Francisco Bay Conservation and Development Commission) to allow for broader outreach for recruitment, hiring and retention.

The Coastal Commission is in a precarious and challenging time with the ongoing retirement of our most senior and experienced deputy directors, managers, supervisors, and line staff. Baby boomers have been and are now retiring and the Coastal Commission expects a substantial number of retirements to continue every year for at least the next five years. Based on our retirement eligibility analysis, the Coastal Commission expects at least ten retirements of key employees by December 2022. This is in addition to the substantial number of retirements that have already occurred in the past five years.

There is also a big shift in the length of time new employees stay with the Coastal Commission. In the past, the Coastal Commission workforce was composed of long-serving employees that stayed 20 to over 40 years.

Employees now tend to leave in less than 5 years, mainly within 1 to 2 years. The main reasons employees are leaving the Coastal Commission are due to salary, cost of living, and workload issues. This is a very difficult challenge for the Coastal Commission to lose talented staff members in 1 to 5 years and then recruit, hire, and train new employees. This staff turnover results in a continual recruitment, hiring, and training process that is expensive and time consuming. The constant work of onboarding and training new staff coupled with the increase in complexity and amount of work that the Coastal Commission has been experiencing makes it incredibly challenging for supervisors and managers to adequately train and monitor the Coastal Commission's staff. This has also led to supervisors and managers having to do or take over more program work themselves to get the job done, putting more work and stress at these higher levels of the organization. The limited capacity of staff to focus on onboarding and training of new staff could also be a contributing factor to the Coastal Commission's challenge of retaining the talented staff being recruited.

There is a growing gap in the pool of employees with more than 5 years' experience who have a deep understanding of the breadth of the Coastal Commission's complex work. This ongoing problem with staff retention due to low salaries and inadequate staffing makes it difficult to prepare staff members for senior management positions that are consistently opening due to retirements.

### **Environmental Factors**

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The internal and external environmental factors that significantly impact the Coastal Commission and inform the agency's Workforce Plan are: budget and staffing constraints; a heavy legally-mandated workload with increasing complexity and technical demands; high staff turnover due to comparably low salaries, retirements and demanding workloads; challenges of the COVID-19 pandemic related to telework and technology; and the challenges of 3-4 day monthly Coastal Commission meetings in a hybrid format allowing for both in-person and virtual public participation.

The California Coastal Act is one of the strongest and most effective coastal management laws. The structure of the quasi-judicial Commission with 12 voting members (half elected officials and half public members) equally appointed by the Governor, the Senate, and the Assembly make the Commission a robust and diverse decision-making body to implement the Coastal Act. The planning and regulatory decisions that the Commission must act on during each monthly 3-5 day public hearing are often extremely controversial and include active public interest and participation. There has always been a strong political and public interest in and pressure on the work of the Coastal Commission and its staff. Public participation is an

essential component of properly implementing the California Coastal Act. The Coastal Commission's workforce is very involved in supporting public participation through a variety of ways such as public meetings, direct work with members of the public and state, federal and local agencies, non-profits, the Coastal Commission's website, Publication Program, and Public Education Program.

## Workforce Overview

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As of FY 2020-2021, the Coastal Commission has approximately 182 staff positions (permanent and limited term) spread in seven offices to serve the 1,270-mile mainland California coast. The headquarters office is in San Francisco and houses most of the Executive Staff, Legal Unit, Accounting, Business Services and Budgeting, Public Education, Information Technology, Technical Services, Enforcement, Human Resources, and the Coastal Commission's North Central District Office. The Coastal Commission's other District offices are in Arcata, Santa Cruz, Ventura, Long Beach and San Diego. The Coastal Commission also has a small office in Sacramento. The Coastal Commission staff is grouped by subject area focus and geographic responsibility in the following divisions and units:

- Executive Unit including the Executive Director, Chief Deputy Director, Deputy Directors, Public Information Officer, Legislative Director, and Federal Programs Manager
- Legal Division
- Statewide Planning Unit
- Energy, Ocean Resources and Federal Consistency Program
- Technical Services Unit
- Enforcement Unit
- Public Education Program
- Information Technology Unit
- Accounting Unit
- Business Services Unit
- Water Quality Unit
- Environmental Justice and Tribal Affairs Unit
- Human Resources Unit
- Mailing and Records
- North Coast District (covers Del Norte, Humboldt and Mendocino counties and coastal cities)
- North Central Coast District (covers Sonoma, Marin, San Francisco, San Mateo counties and coastal cities)
- Central Coast District (Covers Santa Cruz, Monterey and San Luis Obispo counties and coastal cities)
- South Central Coast District (Covers Santa Barbara, Ventura, counties and coastal cities and the Santa Monica Mountains and Malibu areas of Los Angeles County and the City of Malibu)

- South Coast District (covers remaining areas of Los Angeles County and coastal cities in Los Angeles County and Orange County and coastal cities within Orange County and the Ports of Long Beach and Los Angeles)
- San Diego District (covers San Diego County, the coastal cities within San Diego County, and the Port of San Diego)

The Coastal Commission Organizational Chart can be found in Appendix A; Coastal Commission Organizational Chart, January 2021.

The appointed Coastal Commissioners are essentially volunteers and receive a very small daily rate for attending Commission hearings and a minimal rate for preparation hours. Travel expenses to Commission public hearings are covered at the state travel expense per diem rate.

The Executive Director of the Coastal Commission is hired by a vote of the Coastal Commission and serves at the pleasure of the Coastal Commission. The Executive Director is an exempt position and may have return rights to previously held California civil service positions.

All other members of the Coastal Commission permanent and limited term staff workforce are hired through the California Civil Service system through a competitive process. The Coastal Commission typically also has temporary staff members from a variety of fellowship and intern programs as well as intermittent retired annuitants. Most of the senior executives of the Coastal Commission staff are in the exempt category known as Career Executive Assignments (CEAs) and serve at the pleasure of the Executive Director.

The Coastal Commission uses a variety of State Civil Service categories including the Chief Counsel, Deputy Chief Counsel and Attorney series, the Environmental Scientist series, Staff Services Analysts through Staff Services Manager II, the Accounting series, Human Resources series, Business Services series, Office Support Staff series through Management Services Technician, Information Technology series, Administrative Assistant series, Research Data Specialist series and the Coastal Program Analyst series.

A large portion of Coastal Commission employees are in the specialized civil service series (Coastal Program Analyst series) that is used mainly by the Coastal Commission and the San Francisco Bay Conservation and Development Commission (BCDC). This series consists of the entry level Coastal Program Analyst I, journey-level Coastal Program Analyst II, first level supervisor or defined specialist Coastal Program Analyst III, and the manager level Coastal Program Manager. The Coastal Program Analyst series was originally developed to recruit staff members with skills needed for the Coastal Commission and BCDC. Because the series is mainly used by these two small agencies, it has been difficult to get the interest and support of the SEIU Union to advocate for desperately needed base pay increases.

Coastal Commission Executive Leadership team has been actively seeking to bring the Coastal Program Analyst salaries to a higher level that is comparable to salaries paid to employees in state civil service classes with the comparable minimum qualifications and expertise such as the Environmental Planner series and the Transportation Planner series used by Caltrans. Up until

2016, the salary ranges for those classifications were aligned with the Coastal Program Analyst series. However, in 2017 and again in 2020, SEIU negotiated salary increases to the Environmental Planner and the Transportation Planner series but did not pick up the Coastal Commission's proposal for equal salary increases. This has caused an inequitable misalignment of the Coastal Program Analyst series with comparable series within state service and an ever-increasing problem with recruitment and retention.

Human Resources and Executive staff have worked closely with Caltrans to attempt to use the CalHR Consolidation Process to include the Coastal Program Analyst series in the Environmental Planner series or a comparable series with more appropriate pay levels. The Coastal Commission was making significant progress until CalHR slowed the Consolidation Process due to a change in CalHR priorities and the COVID-19 pandemic upheaval in March 2020. In May 2021, the Coastal Commission and BCDC submitted a new request to CalHR for a special salary adjustment for the Coastal Program Analyst series.

There is a significant problem of low state salaries in most state civil service categories in comparison with local and federal government positions and with the private sector. The Coastal Commission along with other state agencies that are in the San Francisco Bay Area and Southern California metropolitan areas, have significant challenges in recruitment and retention of qualified staff due to salaries and the high cost of living in these areas. A Coastal Commission staff member participated in the Geo Task Force formed by SEIU and CalHR in accordance with the SEIU contract approved in 2016. Unfortunately, the result of that task force approved geographical pay only for Coastal Commission employees that reside in Santa Cruz County. If the Coastal Commission and other state agencies are to have a stable and effective workforce, it is essential that the state more fairly and consistently pay employees who are similarly situated comparable salaries that are competitive to local and federal agencies.

## Key Positions

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The Coastal Commission's key leadership positions are:

- Executive Director
- Chief Deputy Director
- Chief Counsel
- Legislative Director
- Senior Deputy Director
- Chief of Enforcement
- Deputy Director for Energy, Ocean Resources and Federal Consistency, and North Coast
- Deputy Director, Information Technology, Records Management and Water Quality
- Deputy Director, North Central Coast and Central Coast
- Deputy Director, South Central Coast (currently shared position to cover part of South Coast District)
- Deputy Director, South Coast

- Deputy Director, San Diego Coast (currently shared position to cover part of South Coast District)
- Public Information Officer
- Chief, Human Resources and Records Management
- Chief Accounting Officer
- Chief, Fiscal and Business Services

The Coastal Commission also has several technical or specialty positions that are difficult to recruit for and provide essential services for the Coastal Commission's work. Many incumbents have years of service and skills and advanced degrees and are nearing retirement.

- Senior Coastal Engineer
- Engineering Geologist
- Statewide Coastal Transportation Planning Manager
- Environmental Justice Program Manager
- Public Access Manager
- Mapping Manager
- Senior Ecologist
- Senior Attorneys
- Information Technology Manager

### Workforce Demographics

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Based on data collected by the State of California as of December 31, 2020, the Coastal Commission's workforce is composed of 67.5 percent of those who identify as women and 32.5 percent of those who identify as men. The Coastal Commission's ethnic composition is 61.5 percent Caucasian or white, 12.4 percent Hispanic or Latinx, 14.9% Asian, 4.7 percent Black or African American, 6.5 percent Pacific Islander/Native American/Other. The Coastal Commission's workforce is composed of 11.8 percent of persons with disabilities. We recognize the importance of a broad, diverse, and inclusive workforce that mirrors the state's population. Continually striving to recruit and retain a diverse and inclusive workforce is a key goal of the Coastal Commission's adopted 2021-2025 Strategic Plan. This workforce plan identifies expanding outreach methods as a key workforce action to diversify the Coastal Commission's workforce.

Table 1 is a comparison of the Coastal Commission's workforce ethnicity, gender, and disability statistics compared to Statewide Civil service data.

The State of California does not currently collect data on gender identity, gender expression, and sexual orientation. However, as part of an internal 2019 Racial Equity Employee Survey of Coastal Commission staff, the Coastal Commission included survey questions related to gender identity, gender expression, and sexual orientation to better understand the composition of its workforce. One hundred sixty-nine staff members responded to the survey and, amongst others, answered the following questions:



What is your gender?

- Prefer to self-describe: 2
- Female: 97
- Male: 55
- Prefer not to say: 4
- Missing/did not respond: 11

Transgender is an umbrella term that refers to people whose gender identity, expressions or behavior is different from those typically associated with their assigned sex at birth.

Are you Transgender?

- No: 155
- Prefer not to say: 2
- Missing data/did not respond: 12

What is your sexual orientation?

- Straight/Heterosexual: 132
- Gay or Lesbian: 6
- Bisexual: 7
- Prefer not to say: 12
- Missing/Did not respond: 12

The Coastal Commission's Workforce Action Plan includes a recommendation to the State of California to add gender identity and sexual expression to its employee data collection efforts. If funds are available for a confidential survey, the Coastal Commission will conduct another survey to collect this data in FY 2022–2023 or FY 2023–2024.

**Table 1 - California Coastal Commission and Statewide Gender and Ethnicity Demographics as of December 31, 2020**

DEMOGRAPHIC	CCC Total	CCC Percentage	Statewide Total	Statewide Percentage
Female	114	67.50%	103606	46.50%
Male	55	32.50%	119231	53.50%
White	104	61.50%	90419	40.60%
Hispanic	21	12.40%	57965	26%
Asian - Chinese	9	5.3%	8493	4%
Asian - Filipino	6	3.6%	12528	6%
Asian - Indian	2	1.2%	5033	2%
Asian - Japanese	1	0.6%	1611	1%
Asian - Korean	1	0.6%	1243	1%
Asian - Other or Multiple	3	1.8%	234	0%
Asian - Vietnamese	3	1.8%	7820	4%
Asian - Cambodian	0	0.00%	3982	2%
Black or African American	8	4.70%	20730	9.30%
Pacific Islander/Hawaiian	1	0.6%	12480	5.60%
Native American/Alaska Native	3	1.8%	1423	0.6%
Other/Multiple Race	7	4.1%	9359	4.2%
Persons With Disabilities	20	11.80%	20119	9%

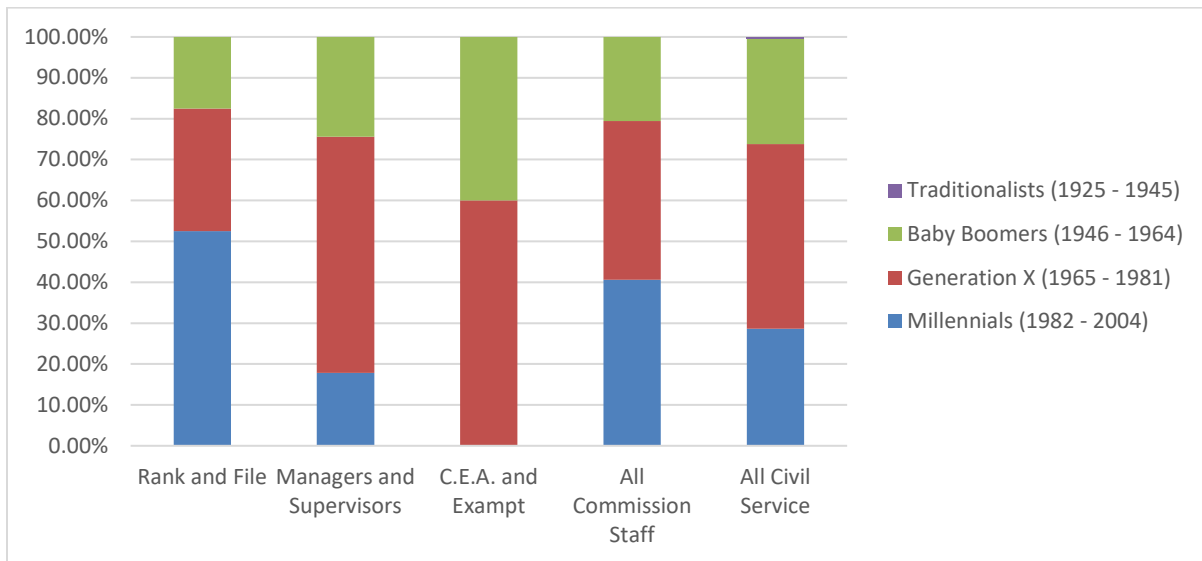
### Age Demographics

As of June 2021, 20.6% of the Coastal Commission staff members are Baby Boomers, over 57 years old and currently eligible for retirement. The Coastal Commission expects most of the Baby Boomers to retire by December 2022 or shortly thereafter. Generation X (in 2021 are ages 40 to 56 years old) make up 38.8% of the Coastal Commission staff and many are currently eligible to retire at 50 years or more. The millennials (in 2021, age 17 to 39) make up 40.6% of the Commission Staff.

Table 2 and Table 3 illustrate the generational breakout of Coastal Commission staff.

**Table 2– California Coastal Commission and Statewide Generational Breakout as of June 2021**

Groupings	Millennials (1982 - 2004)	Generation X (1965 - 1981)	Baby Boomers (1946 - 1964)	Traditionalists (1925 - 1945)
Rank and File	52.5%	30.0%	17.5%	0.0%
Managers and Supervisors	17.8%	57.8%	24.4%	0.0%
C.E.A. and Exempt	0%	60%	40%	0%
All Commission Staff	40.6%	38.8%	20.6%	0.0%
All Civil Service	28.6%	45.2%	25.8%	0.4%

**Table 3 - Generational Breakout California Coastal Commission by Staff Groupings as of June 2021**

## Separation Trends and Forecast

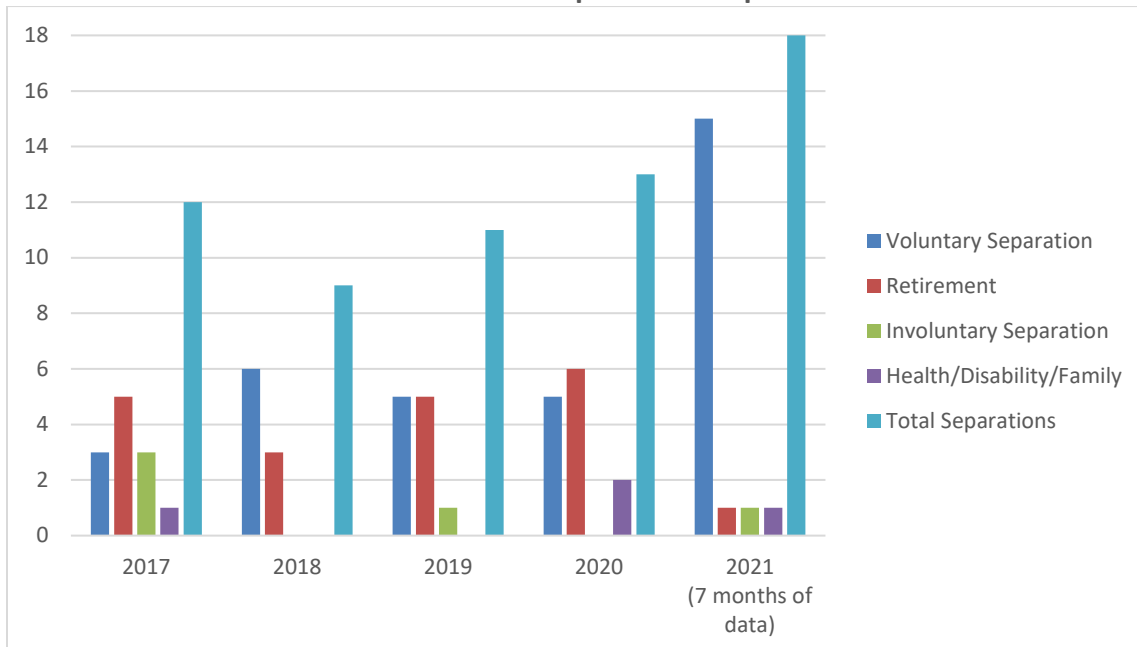
Table 4 and Table 5 summarize key data showing Coastal Commission staff separation trends. The separation snapshot (Table 5) shows a consistent increase in voluntary separations/resignations, transfers, and retirements. Based on current numbers of voluntary separations and projected retirements in 2021, this year will be the highest year in recent years for staff turnover. It also shows that newly hired staff frequently leave quickly, in as little as two months after starting, if offered a comparable job at higher pay.

There were many retirements of very experienced staff members from 2017 through 2020 and we are projecting a steady surge of retirements of the most experienced staff members, including executive staff, through 2023. With the trend of new staff now staying at the Coastal Commission on average less than five years and all Baby Boomers (20.6 percent of the Coastal Commission's workforce) at retirement age at over 57 years of age, the Coastal Commission faces an enormous challenge of recruiting, retaining, and training a new and stable workforce to fulfill the challenging mandates of the Coastal Act.

**Table 4 – California Coastal Commission Separation Trends:**

3 YEARS JULY 2018 TO JUNE 2021					
<i>Classification Title</i>	<i>Retirement</i>	<i>Voluntary Separations</i>	<i>Potential Impact</i>	<i>Actual Impact</i>	<i>Trend Analysis</i>
<b>CEA</b>	30%	0%	10%	20%	11%
<b>SSM II</b>	0%	33%	8%	33%	33%
<b>CPM</b>	19%	6%	10%	31%	13%
<b>CPA III</b>	17%	6%	8%	6%	7%
<b>CPA II</b>	0%	29%	10%	7%	8%

**Table 5 - California Coastal Commission Separation Snapshot 2017 - 2021**



## Retirement Eligibility

Based on Management Information Retrieval System (MIRS) data as of June 2021, the average age of a Coastal Commission employee is 49 years old. The average age of retirement for Coastal Commission employees for the last five years has been 62 years old and 24 employees are 60 years or older as of June 2021. Based on information shared by employees to their supervisors and Human Resources staff, the Coastal Commission projects 7-10 retirements in the current FY 2021-2022 by June 30, 2022 and another 5-7 retirements by December 31, 2022.

**Table 6 – California Coastal Commission Retirement Eligibility as of May 2021**

CLASSIFICATION	Number of EEs	Avg. Age	Retirements (9/2017 to 4/2021)	Avg. Age at Retirement	EEs 45-49 y.o.	EEs 50-54 y.o.	EEs 55-59 y.o.	EEs 60+ y.o.
ENV PROG MGR I/SUP	1	61.24						1
ENV SCIENTIST	8	37.28			1		1	
SR ENV SCI (SUP)	1	43.34						
SEN ENV SCI (SPEC)	5	51.05				1		2
EXEC DIR CA C Z CC	1	63.41						1
OFFICE TECH (GEN)	1	31.37						
LEGAL SECRETARY	1	35.38	1	67				
PERSNL SP	1	58.85					1	
PERSNL SUP II	1	47.8			1			
INFO TECH ASSOC	4	43.02	1	55	1	1		
INFO TECH SPEC I	2	59.39				1		1
INFO TECH SUP II	1	51.49				1		
LEGAL ASSISTANT	1	62.74						1
SR ENG SF BAY C&DC	1	69.03						1
ENG GEOLOGIST	1	45.62			1			
SR ACCT OF/SP	2	53.26			1			1
SUPVG ENVRMNTL PNR	1	63.33						1
BUS SVS O I/SP	1	49.29			1			
CST PROG A I	9	26.9						
CST PROG A II	42	38.29			5	1	2	2
ASSOC BUS MNGT A	1	50.15				1		
CST PROG A III	18	43.42	3	59	3	3		1
CST PROG MGR	16	49.73	5	65	2	1	1	5
STF SVS MGR II/SUP	3	51.12				1	1	
ASO PERSON. ANLT	2	51.02						1
STAFF SER AN (GEN)	5	37.75	1	56	1	1		

CLASSIFICATION	Number of EEs	Avg. Age	Retirements (9/2017 to 4/2021)	Avg. Age at Retirement	EEs 45-49 y.o.	EEs 50-54 y.o.	EEs 55-59 y.o.	EEs 60+ y.o.
LEGAL ANALYST	1	28.39						
MG SVS TECH	9	41.89	2	72		1	2	
SR LGL ANALYST	2	65.12					1	1
ADMINISTRATIVE ASSISTANT II	1	58.44	1	62			1	
ASO GOV PROG ANL	9	43.16			1	1		2
INFORMATN OFFCR II	1	49.53			1			
INFO OFFCR III CEA	1	59.81					1	
RES DATA SUP II	1	51.8				1		
RES DATA SPECLST I	1	39.42						
RES DATA SPECLT II	1	59.82	1	60			1	
ATTORNEY	3	38.92			1			
ATTORNEY III	5	52.2	1	59	1			2
ASST CHIEF COUNSEL	1	53.49				1		
CHIEF CONSUL II CEA	1	46.62	1	56	1			
C.E.A.	6	53.98	1	68	1	2	2	1
TOTALS	175		18		23	18	14	24
AVERAGE AGE		49.2161		61.7				

## Competencies

A competency is defined as a set of skills, knowledge, attributes, and behaviors that are observable and measurable. It is the ability to perform activities to the standards required in employment, using an appropriate mix of knowledge, skills, and abilities. All three aspects must be present for an employee to develop and grow to be effective in the workplace.

Within the workforce and succession planning process, the core competencies identify the critical knowledge, skills, abilities, and personal attributes required to be successful in a mission critical position.

The Coastal Commission's 2021-2025 Strategic Plan emphasizes ethics, integrity, inclusion, equity, diversity, public service, engagement, stewardship, rule of law science/objectivity, excellence, problem-solving, and productivity paired with personal and professional life balance as key general competencies.



The Coastal Commission has identified the knowledge, skills and abilities and attributes required for the classifications it uses and for the positions we recruit for. These competencies are highlighted and customized in individual duty statements for each employee.

The Coastal Commission uses CalHR's Leadership Competency Model, Core Competency Model and the Competency Development Model as background for its work with employees.

### **Increased Need for Enhanced Scientific and Technical, Legal, Enforcement, Planning, IT, Fiscal and Human Resources Expertise**

Over the last decade, the Coastal Commission has experienced a noticeable shift in the complexity and breadth of the workload to implement the Coastal Act and the need to recruit and retain a diverse pool of employees to carry out the work. We see the need for staff positions and employees with competencies that can work on the broad and complex subjects of climate change, new information technologies, complex land-use planning issues with local governments, fiscal management with the Fi\$CAL system, human resources skills for enhanced recruitment, public participation, public information, environmental justice and tribal affairs, outreach and engagement, complex transportation and alternative energy issues, special high-level strategic projects to advance state priorities in collaboration with other agencies, and the need for enhanced legal skills to address the enormous backlog of enforcement cases and expanding litigation.

SB 433 (Allen, 2021) signed by Governor Newsom becomes effective January 1, 2022 and grants the Coastal Commission authority to assess administrative penalties for all Coastal Act violations. This new legislation expands the Coastal Commission's current authority to resolve Coastal Act access violations with administrative penalties for all Coastal Act violations. With adequate staffing, this comprehensive administrative penalties authority will allow the Coastal Commission to resolve violation cases efficiently and effectively without going to court. There is a continually growing backlog of nearly 3,000 violation cases. This new legislation will be an important tool to begin to reduce that backlog if there is an adequate number of enforcement staff including an increase in legal staff in the Headquarters Enforcement Unit. As a part of implementing the Strategic Plan and this Workforce Plan, the Coastal Commission will analyze the most effective ways to meet the objectives of SB 433 and work with the administration to seek needed workforce changes.

The work of the Coastal Commission continues to increase in complexity as more routine tasks have been addressed. Most of the caseload in all units requires ever increasing higher competency levels. The work of the Coastal Commission is now dictating the need for a different type of workforce with more specialized planning, regulatory, technical, analytical, financial, human resources, and legal skills. The Coastal Commission needs to add more specialized classification positions at higher levels to carry out this evolving work in addition to the positions it currently must perform the more routine work. The Coastal Commission's Workforce Action Plan recognizes the need to recruit and retain a diverse workforce and management team with these specific competencies.

## Entrance, Stay, and Exit Survey Results

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The Coastal Commission's supervisors and managers have routinely done verbal exit interviews when staff members leave and have reported that information anecdotally to the Human Resources Unit and the Coastal Commission's Executive Management Team. In 2020, the Coastal Commission's Human Resources Unit instituted a more formal written Exit Survey that is sent to all exiting employees. Employees can submit the responses in writing or meet with a Coastal Commission Human Resources staff member or their supervisor or manager for an exit interview. The action plan component of this workforce plan includes steps to improve the number of exit surveys that are completed and provide more useful data for ongoing workforce plan implementation.

The results of the exit interviews and written Exit Surveys show the following as the most common reasons that employees have separated from the Coastal Commission:

- Higher pay offer and ongoing relatively low state salaries in comparison to local and federal agencies and the private sector.
- Higher pay at other state agencies that can use different and comparable civil service categories with higher pay scales (example – Caltrans).
- High cost of living
- Moving out of State
- Extreme workload
- Limited upward mobility opportunities
- Desire for breadth of work experience
- Retirement

The Coastal Commission's Executive Management Team is planning an Employee Satisfaction and Engagement Survey in FY 2022-2023 as a part of the action plan component of this workforce plan.

## Workforce Gap Analysis

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The Coastal Commission carried out the key workforce gap analytical steps in its Executive Management Team workforce planning sessions, and as part of developing its 2019 SLAA Report and 2021 – 2025 Strategic Plan.

Since the creation of the Coastal Commission in 1972 through Proposition 20, the Coastal Commission has been a mission-driven agency that attracts qualified candidates committed to coastal protection. There continues to be a strong connection to the mission of the Coastal Commission as an attractive component for recruitment of positions. However, the inadequate and non-competitive salary levels coupled with the demanding workload have made it much harder to recruit and retain qualified staff. The result is that even when the Coastal

Commission can attract qualified candidates because they value the agency's coastal protection mission, many leave quickly for higher paying jobs. If salaries are not improved and staff positions added, the challenges with recruitment and retention will continue to increase regardless of the value and meaning of the Commission's mission to potential candidates.

### **Recruitment Gaps and Risks**

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- Low salaries are the largest impediment to successful recruitment for all positions at the Coastal Commission.
- Constant need for enhanced recruitment and retention efforts to address high turnover due to low salaries.
- Challenges recruiting a diverse workforce that better reflects the demographics of the state.
- Inadequate Human Resources staffing level to be able to keep up with workload and initiate modern recruitment techniques using a range of social media platforms.

### **Retention Gaps and Risks**

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- Low salaries make it difficult to retain staff.
- Heavy workload/need for additional staff.
- Limited promotional opportunities.
- Lack of incentives for high performers.
- Pay cuts in FY 20/21 during the COVID-19 pandemic intensified the salary related recruitment challenges.
- Retirements accelerated in 2020 and 2021 due to pay reductions resulting in the loss of institutional knowledge. This increased the need for recruiting and hiring.
- Limited funding for training and career development.

### **Employee Development Gaps and Risks**

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- Lack of devoted funds for Coastal Commission staff and Commissioner training.
- Majority of training funds currently used for mandatory management, Information Technology, and Human Resources training.
- Challenges of onboarding new staff during COVID-19 pandemic and remote work. Difficult to train new staff remotely and very difficult for new staff working remotely to feel connected to the larger staff team.

### **Knowledge Transfer Gaps and Risks**

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- Loss of institutional knowledge with large number of retirements and staff turnovers.
- Need for digital manuals and written business practices for all staff positions.
- Heavy workload limits senior staff availability to implement a mentor program and provide ongoing training and monitoring of new staff.

- COVID-19 pandemic has essentially eliminated regular in-person engagement between and among staff members and the knowledge transfer that is a part of in-person collaboration.

### Succession Management Gaps and Risks

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- Based on the Coastal Commission's Retirement Eligibility Chart (Table 6), there are six senior supervisors and managers that are immediately eligible to retire and considering retirement in the next two fiscal years (FY 2020-2021 and FY 2021 – 2022) and all six will retire during the duration of this workforce plan. An additional four senior managers and supervisors will very likely retire within the five-year duration of this plan. **These ten individuals in key positions hold significant knowledge of the Commission's work and their upcoming exits pose a significant succession management and knowledge transfer risk.**
- In addition, four individuals identified in key technical or specialty positions are estimated to retire within the five years of this workforce plan.
- The large number of retirements that have already occurred and that will continue to occur during the duration of this workforce plan will profoundly change the Coastal Commission's staff. It is critical to continue to prepare for the retirements by training and knowledge capture.
- One key goal for succession management is to hire replacements for senior positions before an experienced manager leaves a position. This would allow for an overlap period so the retiring employee can transfer knowledge to the person taking on the role. This is often difficult to do because of the time needed for recruitment and the fact that senior staff retire after long state service often have substantial vacation and PLP payouts. Because of budget constraints and multiple retirements and resignations in a single fiscal year, it is often essential to leave positions vacant until the vacation pay-out is covered.
- Coastal Commission executive management has consistently required that all employees take time off throughout the year to manage their vacation and annual leave credits so that all employees have no more than 640 hours of accrued vacation and annual leave by December 31 every year.

During the COVID-19 pandemic in FY 2020-2021, all state employees' salaries were reduced by 9.3% and received two days (16 hours of PLP per month). The 640-hour maximum vacation limit was suspended. As a result, vacation balances have risen well above 640 hours and it will take multiple years to get annual leave and vacation balances back to a max of 640 hours for all staff.

With many pending retirements and ongoing resignations due to salary levels, the Coastal Commission is facing an ever-increasing level of leave payouts. In FY 2021-2022 and FY 2022-2023, our estimates are that the Coastal Commission will have payouts equivalent to the cost of six or more staff positions for a year. It is not possible for the

Coastal Commission to absorb that amount of money in its yearly budget without leaving positions vacant. Leaving many positions vacant to cover leave payouts exacerbates workload issues and case backlog and related morale issues.

We have alerted the administration to the issues of leave payouts in the past and we were advised that we had to absorb the costs. The situation has gotten much worse because of the current suspension of the 640-hour limit and significant number of exiting staff. We plan to revisit the issues with the administration to see if there may be some supplemental funding available to cover these increased costs.

- More leadership training needed.

### **Summary of Risks**

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The Coastal Commission faces substantial risks due to low salaries, challenging workloads, massive workforce shifts related to retirements, staff turnover, and the need to diversify staff and bring in new talent with new skills to address the changing and increasing Coastal Commission workload. Although the Coastal Commission continues to attract talented and diverse new hires, our ability to retain them is severely impacted by our inability to offer competitive salaries in the high cost of living areas of the California coast. The following detailed Workforce Planning Initiatives/Action Plan pull from the workforce risks identified in this workforce plan, the Coastal Commission's 2021-2015 Strategic Plan, its Racial Equity Action Plan and its 2019 SLAA Report.

## Workforce Planning Initiatives / Action Plan

<b>Workforce Plan Initiatives Action Plan</b>	<b>Targeted Gaps/Risks</b>	<b>Responsible Programs/Units</b>	<b>Anticipated Timing</b>
<b>1) Increase staff salaries for Coastal Program Analyst series</b>	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Retention</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Executive Team</li> </ul>	FY 2021 - 2022 (ongoing if needed)
<b>2) Support GEO Pay and other pay increases for all civil service categories used by the Coastal Commission</b>	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Retention</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Executive Team</li> <li>CalHR</li> <li>Unions</li> </ul>	FY 2021-2022 and ongoing
<b>3) Convert in-person civil service Coastal Program Analyst series exams to virtual/ZOOM format to maximize accessibility, increase efficiency and address COVID-19 safety precautions</b>	<ul style="list-style-type: none"> <li>Broader Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Information Technology</li> </ul>	Initiated in FY 2020-2021 ongoing in FY 2021-2022
<b>4) Convert oral exams to on-line written exams for Coastal Program Analyst series</b>	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Retention</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>CalHR</li> <li>Subject matter Experts for Exams (SME)</li> </ul>	FY 2021-2022 Plan to complete by June 2022
<b>5) Implement package of initiatives in the Coastal Commission's Racial Equity Action Plan (REAP) March 2020 Related to Workforce Plan</b>	<ul style="list-style-type: none"> <li>Broadening Recruitment</li> <li>Retention</li> </ul>	<ul style="list-style-type: none"> <li>Executive Team</li> <li>Human Resources</li> <li>Environmental Justice and Racial Equity Team</li> </ul>	FY 2021 - 2022 and ongoing
<ul style="list-style-type: none"> <li>Conduct Annual Engagement and Satisfaction Survey</li> </ul>	<ul style="list-style-type: none"> <li>Retention</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Executive Team</li> </ul>	FY 2021-2022 and ongoing
<ul style="list-style-type: none"> <li>Conduct Exit Surveys</li> </ul>	<ul style="list-style-type: none"> <li>Retention</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Managers and Supervisors</li> </ul>	Initiated in FY 2020-2021 and ongoing
<ul style="list-style-type: none"> <li>Complete staff on-boarding plan and packet that focuses on Racial Equity, LGBTQIA+ and staff inclusiveness for all.</li> </ul>	<ul style="list-style-type: none"> <li>Retention</li> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Executive Team</li> <li>Managers and Supervisors</li> <li>Environmental Justice and Racial Equity Team</li> </ul>	FY 2021 – 2022 and ongoing



<b>Workforce Plan Initiatives Action Plan</b>	<b>Targeted Gaps/Risks</b>	<b>Responsible Programs/Units</b>	<b>Anticipated Timing</b>
<ul style="list-style-type: none"> <li>• Compile videos and written archive on Coastal Commission history, work and goals including racial equity and inclusivity.</li> </ul>	<ul style="list-style-type: none"> <li>• Onboarding</li> <li>• Retention</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Public Education</li> <li>• Environmental Justice and Racial Equity Team</li> <li>• Human Resources</li> <li>• Executive Team</li> </ul>	FY 2021 – 2022 and ongoing
<ul style="list-style-type: none"> <li>• Continue to explore options to partially offset low salaries such as ongoing remote work, work flexibility, alternate schedules, enhanced equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Retention</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Team</li> <li>• Human Resources</li> </ul>	FY 2021 – 2022 and ongoing
<ul style="list-style-type: none"> <li>• Continue and enhance staff appreciation and recognition efforts (service certificates recognition by Commission)</li> </ul>	<ul style="list-style-type: none"> <li>• Retention</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Executive Team</li> </ul>	Initiated in FY 2020-2021 and ongoing
<ul style="list-style-type: none"> <li>• Work to add Human Resources staff capacity to enhance broader and more diverse recruitment and hiring.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Retention</li> <li>• Enhance diversity and inclusivity on Coastal Commission staff</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Executive Team</li> <li>• Department of Finance</li> <li>• Resources Agency</li> </ul>	FY 2021-2022 and ongoing
<ul style="list-style-type: none"> <li>• Enhance outreach to seek a more diverse applicant pool by expanding job postings through social media and making Coastal Commission's civil service hiring process more understandable and accessible.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Retention</li> <li>• Enhance diversity and inclusivity on Coastal Commission staff</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Executive team</li> <li>• Public Education</li> <li>• Environmental Justice and Racial Equity Team</li> </ul>	FY 2021 – 2022 and ongoing
<ul style="list-style-type: none"> <li>• Continue to participate in Sea Grant &amp; NOAA Fellowship Programs. Seek new fellowship internship programs and opportunities to focus on reaching students from underrepresented backgrounds in the environmental field. Target high school and community college students as well as college and university students. Look for funding partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Enhanced diversity and inclusivity in Coastal Commission Staff</li> <li>• Retention</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Executive Team</li> <li>• Commission Managers and Supervisors</li> <li>• Environmental Justice and Racial Equity Team</li> </ul>	FY2021 – 2022 and ongoing

<b>Workforce Plan Initiatives Action Plan</b>	<b>Targeted Gaps/Risks</b>	<b>Responsible Programs/Units</b>	<b>Anticipated Timing</b>
<ul style="list-style-type: none"> <li>• Provide information about the Coastal Commission's involvement in the Government Alliance on Racial Equity (GARE) and ongoing commitment to racial equity and inclusivity on website and in hiring background materials on Commission's Jobs Page.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Retention</li> <li>• Enhance Diversity and inclusivity on Coastal Commission staff</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Executive Team</li> <li>• Public Information</li> <li>• Public Education</li> <li>• Environmental Justice and Racial Equity Team</li> </ul>	FY 2021 – 2022 and ongoing
<b>6) Reorganize and expand management structure to address the changing workforce, including retirements of executive managers, and changing program workload and needs. This initiative is critical to address the ongoing wave of retirements of executive leadership and the need to retain key mid-level managers to plan for succession into future leadership roles.</b>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Retention</li> <li>• Training</li> <li>• Leadership capacity</li> <li>• Succession Planning and Actions</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Team</li> <li>• Human Resources</li> <li>• CalHR</li> <li>• Resources Agency</li> <li>• Department of Finance</li> </ul>	FY 2021 – 2022 and ongoing
<b>7) Implement key components of Goal 1 the Coastal Commission's Strategic Plan: Enhanced Agency Capacity and Maintain an Effective and Diverse Workforce.</b> <ul style="list-style-type: none"> <li>• Objective 1.1 Develop and Implement Strategies to Align the Requirements and Priorities of the Agency with the necessary Staffing and Compensation for the Requisite Knowledge, Skills, and Abilities of its Workforce. (See also Environmental Justice Objective 5.4)</li> </ul> <p>1.1.1 Seek authorization and funding for additional staff positions to meet the agency's statutory requirements and accomplish the goals and objectives of this Strategic Plan.</p>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Retention</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Executive Team</li> <li>• Managers and Supervisors</li> <li>• CalHR</li> <li>• Resources Agency</li> <li>• Department of Finance</li> </ul>	FY 2021 - 2022 and ongoing

<b>Workforce Plan Initiatives Action Plan</b>	<b>Targeted Gaps/Risks</b>	<b>Responsible Programs/Units</b>	<b>Anticipated Timing</b>
<p>1.1.2 Continue to develop and pursue additional strategies to: a) increase all staff salaries to levels for comparable positions at federal and local levels and with other state agencies, and b) create career promotional opportunities including adding job categories/classifications that reflect higher-level expertise and training.</p> <p>1.1.3 Work with relevant control agencies (CalHR, Department of Finance, others) to institute a geographic pay differential program for state employees living in high cost of living areas throughout the state</p> <p>1.1.4 Ensure agency operational decisions consider the impacts of those decisions on equity and the distribution of benefits through implementation of the agency Racial Equity Action Plan, training and analysis.</p> <p>1.1.5 Make Commission employment opportunities more accessible to a more diverse and greater number of qualified applicants through outreach and education on the exam process, by providing greater flexibility in exam locations, and continuing to find new ways to broaden notification and advertisement of exams and open positions. (See also Environmental Justice Action 5.4.1)</p> <p>1.1.6 Continue to use internships and fellowship opportunities as a recruitment tool and for addressing capacity needs to achieve programmatic objectives.</p>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Retention</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Executive Team</li> <li>• Environmental Justice and Racial Equity Team</li> <li>• Managers and Supervisors</li> </ul>	

<b>Workforce Plan Initiatives Action Plan</b>	<b>Targeted Gaps/Risks</b>	<b>Responsible Programs/Units</b>	<b>Anticipated Timing</b>
<ul style="list-style-type: none"> <li>Objective 1.2 Increase Staff Satisfaction and Retention:               <p>1.2.1 Complete agency-specific telework plan, consistent with CalHR and Department of General Services standards, to provide guidelines for telework and flexible work schedules for all staff.</p> <p>1.2.2 Create a staff acknowledgement/appreciation program to recognize staff accomplishments and service.</p> <p>1.2.3 Convene an all-staff conference at least once every five (5) years to promote teamwork, internal staff communication, coordination, prioritization, and problem solving.</p> <p>1.2.4 Use staff engagement surveys and standardize the exit survey to assess staff satisfaction and inform retention efforts.</p> <p>1.2.5 Conduct regular performance evaluations.</p> </li> <li>Objective 1.3 Standardize Trainings and Support Professional Development Opportunities:               <p>1.3.1 Complete and implement a training program as described in the Commission 2016 - 2020 309 Strategy to provide online training resources in support of staff and local governments in Local Coastal Program planning. (See also Coastal Planning and Permitting Actions 6.1.5 and 6.2.1)</p> </li> </ul>	<ul style="list-style-type: none"> <li>Retention</li> <li>Retention</li> </ul>	<ul style="list-style-type: none"> <li>Executive Team</li> <li>Human Resources</li> <li>Managers and Supervisors</li> <li>Statewide Planning</li> <li>Executive Team</li> <li>Managers and Supervisors</li> <li>Legal</li> </ul>	

<b>Workforce Plan Initiatives Action Plan</b>	<b>• Targeted Gaps/Risks</b>	<b>• Responsible Programs/Units</b>	<b>Anticipated Timing</b>
<p>1.3.2 Support participation in professional development opportunities, including through partner organizations, such as the National Estuarine Research Reserve Coastal Training Program and others, to better support professional development for all staff as time and resources allow.</p> <p>1.3.3 Provide informational briefings and trainings for Commissioners for procedural requirements, complex items, partner agency efforts, and emerging issues on a regular interval throughout the year.</p> <p>• Objective 1.4 Improve Agency Accounting and Business Services Operations with Added Capacity and Training:</p> <p>1.4.1 Continue to seek assistance from Department of Finance and FI\$Cal with ongoing training, day-to-day support, and updated job aids to improve timeliness, accuracy, and efficiencies in business services and accounting operations under FI\$Cal.</p> <p>1.4.2 Seek additional staffing to address the increased workload from FI\$Cal.</p> <p>1.4.3 Pursue transitioning to automated timecard and electronic travel expense claim submittal systems that are compatible with FI\$Cal system and that are cost and resource effective.</p>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Retention</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Team</li> <li>• Human Resources</li> <li>• Managers and Supervisors</li> <li>• Information Technology</li> </ul>	



## Recruitment Initiatives

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The Coastal Commission is committed to continuing and expanding the tools we use to recruit a diverse and talented workforce that is drawn to the vision and mission of the Coastal Commission. The initiatives in the Action Plan from the Coastal Commission's Racial Equity Action Plan (REAP), the SLAA Report and the adopted 2021 – 2025 Strategic Plan offer specific steps.

**The ability to implement these steps is currently severely constrained by the small size of the Coastal Commission Human Resources Unit that also provides Human Resources services to the San Francisco Bay Conservation and Development Commission. There has not been any staff added to the small five person Human Resources Unit for over 20 years. During that time the workload of the Human Resources Unit has grown in complexity, volume, and scope. The Coastal Commission's Human Resources staff is working at full capacity with the current heavy workload of two agencies. Unless more staff resources are provided to Human Resources, it will be impossible to implement all the recruitment initiatives in this workforce plan in a timely and effective manner. For example, a key tool for enhancing diverse recruitment efforts is to actively use social media. The Human Resource Unit does not currently have the staff capacity to devote the time needed to use the modern social medial job recruitment tools.**

## Retention Initiatives

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**The most important retention initiatives are related to increasing the salaries of all Coastal Commission employees, which is a challenging task.** For many years, the Coastal Commission has actively pursued salary increases by submitting requests for special salary adjustments, reclassifications through the CalHR Consolidation effort, and requests through the bargaining process. To date, it has been a frustrating and unsuccessful effort because CalHR's priorities change with changes in administrations. The Coastal Commission's salaries for our Coastal Program Analyst series continue to lag behind the salaries in many other agencies such as Caltrans and State wages in general are lower than most local governments and the federal government. This makes retention of excellent staff very difficult.

The low salaries in administrative positions also make it extremely difficult to recruit and retain qualified staff, especially in our high cost of living areas. Accounting and Business Services classifications, for example, require specific education, knowledge, and experience, but pay low salaries as compared to comparable positions in local government and the private sector, making it hard to attract and retain quality staff in these essential programs. The salaries of the administrative classifications in state service have not kept current with the increased complexity of the administrative and analytical tasks that these positions are required to perform.

Coastal Commission leadership will continue to work to strengthen all our efforts to support and enhance employee engagement, recognition, and employee development initiatives. Our workforce action plan includes specific retention initiatives.

Historically, Coastal Commission staff members were drawn to employment at the Coastal Commission because of its mission and vision and the strong California Coastal Act and the desire to be in California public service. Many employees that started with the Coastal Commission in the early 1970's stayed with Coastal Commission for over forty years until retirement. New employees are still attracted to work at the Coastal Commission because of its vision, mission, and interesting public service work. However, due to non-competitive salaries, the high cost of living, and other opportunities, the current trend is for newly hired employees to leave the Coastal Commission within five years of service.

Coastal Commission leadership will work with Coastal Commission staff through informal meetings as to actions that can be taken to enhance employee satisfaction and engagement and promote retention. Improved onboarding of new employees increased training, recognition efforts, annual staff retreats, improved technology, teambuilding opportunities, and an understanding of the history and legacy of the Coastal Commission are ways that could enhance retention.

### **Employee Professional / Leadership Development initiatives**

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The Coastal Commission is committed to developing and supporting employees to be fully prepared to engage in the Coastal Commission's challenging and important work implementing the Coastal Act and serving the public. The Workforce action plan includes initiatives to enhance in-house training in all aspects of the Coastal Commission's work and to increase the emphasis for experienced staff to spend time supporting the onboarding of new staff.

A key initiative is to seek a devoted budget for training and a yearly all staff training and leadership retreat. The COVID-19 pandemic has and will curtail in-person trainings at least through the end of 2021. We expect during the duration of this workforce plan to depend heavily on virtual trainings.

### **Knowledge Transfer Initiatives**

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Knowledge transfer is critical to the Coastal Commission especially because of the retirement of a substantial number of senior managers in the baby boom generation and high staff turnover of younger staff due to low salaries. The Coastal Commission currently uses its Intranet site as a central repository for internal training materials, new employee resources, forms, contact lists, and variety of other key knowledge and information for all staff. The Coastal Commission's Intranet is available to all staff from their Coastal Commission issued laptop. This has been especially helpful during remote working conditions during the COVID-19 pandemic.



It is essential that the materials on the Coastal Commission's Intranet be kept accurate and up to date.

Additionally, all Coastal Commission staff need to document important business process procedures through written check lists and manuals.

### **Succession Management Initiatives**

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The Coastal Commission has identified the risk to the agency of the ongoing loss of key leadership knowledge through the continuing wave of retirements of senior staff members with 30 to over 40 years of Coastal Commission work experience. These staff retirements open promotional opportunities for staff and give opportunities to bring in new staff with outside experience. There is a major risk to the agency if there is not adequate knowledge transfer to newly promoted managers or there has not been adequate training, mentoring and experience offered to employees to prepare staff for these promotional leadership opportunities. The Coastal Commission's Workforce Plan identifies key initiatives to prepare staff to compete for promotional opportunities resulting from retirements and staff turnover.

### **Implementation and Communication Plan**

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The Workforce Plan incorporates the key implementation actions related to workforce planning that are part of the Coastal Commission's Racial Equity Action Plan (REAP) and the Coastal Commission's adopted Strategic Plan. Both documents were developed with extensive involvement of all levels and in all units of the Coastal Commission staff. The Coastal Commission's Workforce Plan will be shared with all its employees. Executive Management will make decisions based on other workload and staff availability who will be assigned to specific tasks. Work groups will be established as needed to implement the priority workforce plan initiatives.

### **Conclusion**

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The California Coastal Commission has been a stimulating and rewarding missioned based agency that has recruited and retained a superb staff since its creation by the voters in 1972. It continues to have an engaged and vibrant workforce, but it is essential that the Coastal Commission address the workforce gaps and risks identified in this report to build and sustain a viable workforce to implement the California Coastal Act successfully. However, without additional resources, it will not be possible to implement the actions identified in this plan under the anticipated timelines. The Coastal Commission's Executive Management Team is committed to seek the resources necessary to implement the identified initiatives and action items of the Workforce Plan and to adjust direction, as necessary, based on changing organizational needs of the California Coastal Commission.

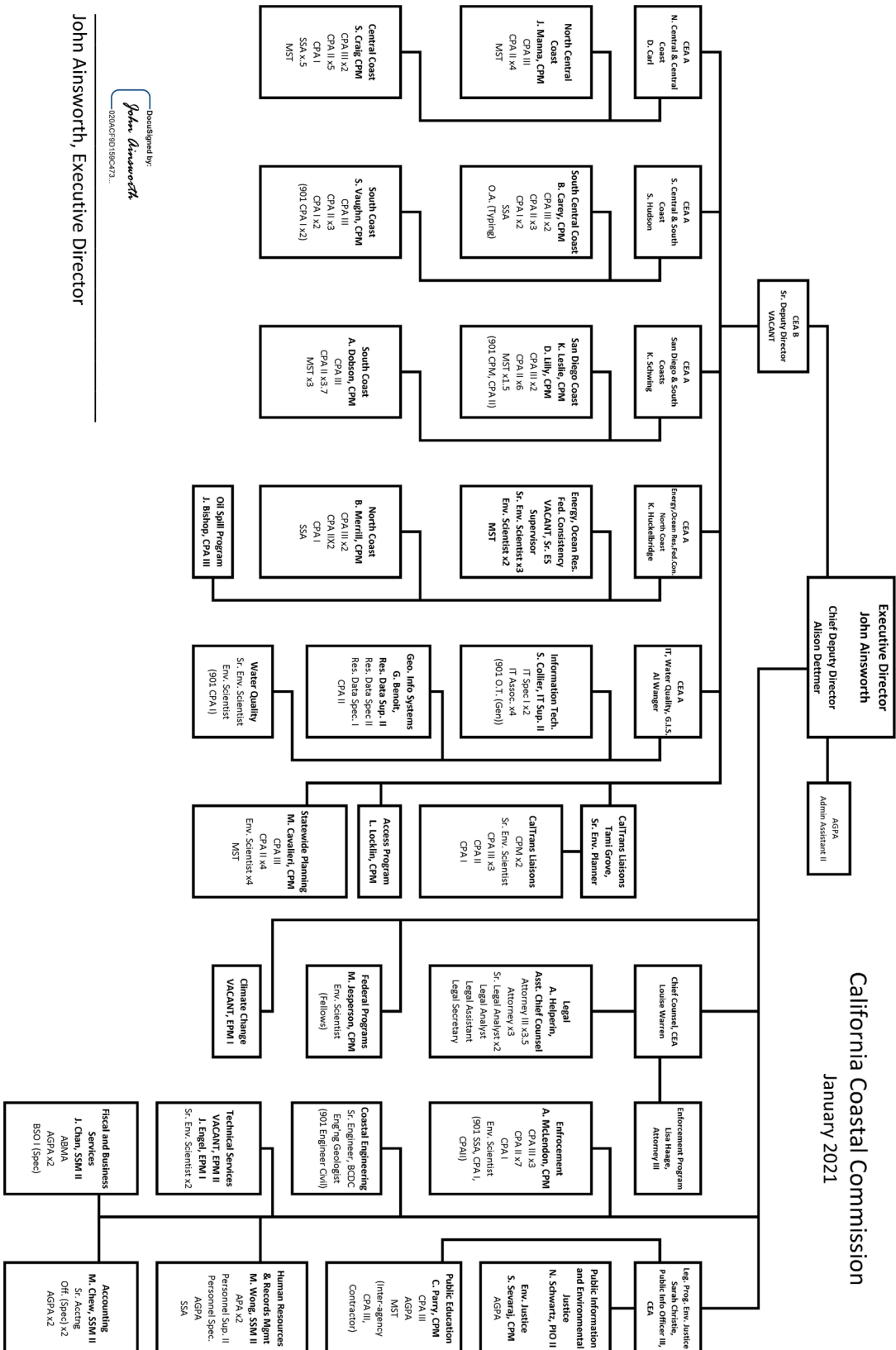
## Appendices

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Appendix A: Organizational Chart

Appendix B: Strategic Plan

## Appendix A: Organizational Chart



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# California Coastal Commission Final Strategic Plan

2021 – 2025

**Protecting California's Coast  
for Present and Future Generations**

Adopted November 6, 2020



Cover Photo: *Dip* By Todd Teetzel

# California Coastal Commission Strategic Plan

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2021-2025 Final Strategic Plan

**This is the final strategic plan adopted by the Coastal Commission on November 6, 2020.**



# California Coastal Commission Strategic Plan

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## 2021-2025 Final Strategic Plan

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# California Coastal Commission Strategic Plan

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### I. Introduction: Then & Now

Fifty years ago, as the people of California saw their coast threatened by unprecedented growth and development, they had another vision for the future of California -- one that would prioritize natural resources and enshrine the concept of public access. It was a bold idea, that the coast of California should be managed and protected as a unique geography, across watersheds, jurisdictional boundaries, and ownership patterns. After several unsuccessful legislative attempts, that vision was ultimately translated into Proposition 20, the Coastal Initiative, which voters passed by a wide margin in 1972. Prop 20 created the Coastal Commission and entrusted it with a bold mandate: protect and enhance California's coast for present and future generations. (See <http://www.coastal.ca.gov/legal/proposition-20.pdf> for more information on Proposition 20).

That mission endures today as the Coastal Act (<http://www.coastal.ca.gov/coastact.pdf>), passed by the Legislature in 1976 and implemented by the Commission. The Commission's governing statute requires higher standards for new development in the coastal zone and guarantees the right of coastal access for all. And while California is a very different place today than when the Commission was created, much of the coast remains essentially unchanged. Scenic rural and agricultural areas such as Hearst Ranch and the Gaviota, Big Sur, Santa Cruz, San Mateo, Sonoma and Mendocino County coastlines are largely unchanged even while new development has continued apace in nearby urbanized areas. Critical open space such as the Santa Monica Mountains, Ballona and Bolsa Chica wetlands, and the San Diego County lagoons remain biologically vibrant, while still welcoming millions of visitors each year, providing public access and wildlife habitat near metropolitan centers. Much of the rich ecological diversity of California's coastal regions has returned to fully restored wetlands, woodlands and coastal waterways. Additionally, dozens of urban accessways in some of the country's most exclusive coastal neighborhoods such as Malibu and Del Mar, continue to welcome countless beach goers every year thanks to the Commission's vigilance.

If not for the Coastal Act, the coast of California would surely be almost unrecognizable today. Californians owe an enduring debt of gratitude to the activists and policy makers of an earlier generation. Now, 50 years on, it falls to this generation to safeguard the coast for the next generation of dreamers, policy makers, public advocates, and coastal visitors and residents.



# California Coastal Commission Strategic Plan

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### A. A Strategic Plan for Coastal Act Implementation

The Coastal Act itself is a strategic plan, deftly balancing statewide and local interests through the drafting and certifying of Local Coastal Programs (LCPs), recognizing the role of the participation of an informed citizenry and requiring that the law be “liberally construed” to safeguard its intent through changing political tides. The Coastal Act’s authors crafted a strong yet pragmatic statute, flexible enough to address unforeseen future circumstances such as climate change, sea level rise, population growth, the environmental justice movement, and changing transportation needs. The result is a comprehensive, far-reaching, visionary law that has withstood budget crises, and legal and legislative challenges.

The Commission has been nationally and internationally recognized as a leader in coastal resource protection. Public support for the program remains strong. Consistent polling over the decades continues to demonstrate that an overwhelming majority of Californians (77% in the 2019 PPIC Poll<sup>1</sup>) believe coastal and ocean protection, and access to the coast, is “very important” to their quality of life. This number also corresponds to the number of Californians who visit the coast at least once per year (2016 UCLA Field Poll<sup>2</sup>), underscoring the importance of the Coastal Act’s mandate to maximize public access.

Since 1976, the Commission and local governments have approved more than 175,000 permits for new development in the coastal zone. The *State of the US Ocean and Coastal Economies Report*, National Ocean Economic Program (NOEP), 2016 estimates that the coast and ocean economy contributes more than \$44 billion to the state each year. Planning for growth and development that avoids or mitigates impacts to coastal resources and maintains the community character of our unique coastal places has supported California’s burgeoning coast and ocean economy while allowing its habitats to flourish, coastal agriculture lands to produce, communities to thrive and iconic scenery to endure.

The Commission’s last five-year Strategic Plan was adopted in 2013 to meet a requirement from National Oceanic and Atmospheric Administration (NOAA) under the Coastal Zone Management Act. It identified seven priority goals with associated objectives and actions for guiding Coastal Act implementation over the next five years. These included:

- ❖ *Maximize Public Access and Recreation*
- ❖ *Protect Coastal Resources*
- ❖ *Address Climate Change through Local Coastal Program Planning, Coastal Permitting, Inter-Agency Collaboration, and Public Education*
- ❖ *Strengthen the LCP Program*
- ❖ *Improve the Regulatory Process, Compliance, and Enforcement*

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<sup>1</sup> <https://www.ppic.org/publication/californians-and-the-coast/>

<sup>2</sup> [https://www.ioes.ucla.edu/wp-content/uploads/Field-Poll\\_IoES-Press-Release.pdf](https://www.ioes.ucla.edu/wp-content/uploads/Field-Poll_IoES-Press-Release.pdf)



# California Coastal Commission Strategic Plan

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## 2021-2025 Final Strategic Plan

- ❖ *Enhance Information Management and E-Government*
- ❖ *Build Agency Capacity*

The 2021-2025 Strategic Plan reorganizes and builds on the previous plan. It accounts for actions accomplished, and objectives met, and streamlines the previous plan by combining tasks or reassigning priority levels.

Importantly, the 2021-2025 Strategic Plan accounts more fully for the dynamic imperatives of climate change and sea level rise ([Goal 4](#)), which are already adversely affecting marine and terrestrial ecosystems and threatening the safety and economic health of our coastal communities. Building resilient communities while preserving public beaches and open space in the face of climate change is essential if the coast is to endure as a vital part of California's social and cultural fabric, and the coastal economy is to remain strong throughout the 21<sup>st</sup> Century and beyond.

The Strategic Plan also recognizes the pressing and critical need to address historic social inequities through environmental justice principles and tribal consultation ([Goal 5](#)). While the Coastal Act is a statute grounded in the principles of public inclusion and equity, the statute's vision of coastal protection and access for all people has not been fully realized. To begin to address this more fully, the Commission adopted a Tribal Consultation Policy in 2018, an Environmental Justice Policy in 2019 and now has explicit authority to consider environmental justice in planning and permitting decisions. This new focus is also reflected in other key sections ([Goal 4](#), [Goal 8](#)) of the Strategic Plan which aim to bring more equity to California and to the agency. The Commission is committed to achieving equity and environmental justice in all the work we do.

The nine goals contained in the Strategic Plan are:

- Goal 1:** Enhance Agency Capacity and Maintain an Effective and Diverse Workforce
- Goal 2:** Maximize Public Access and Recreation for All
- Goal 3:** Protect and Enhance Coastal Resources
- Goal 4:** Support Resilient Coastal Communities in the Face of Climate Change and Sea Level Rise
- Goal 5:** Advance Diversity, Equity, Environmental Justice, and Tribal Relations
- Goal 6:** Continue to Enhance the LCP Planning Program and Refine Implementation of the Regulatory Program
- Goal 7:** Expand and Enhance the Enforcement Program
- Goal 8:** Continue to Develop and Maintain Partnerships and Enhance Public Presence
- Goal 9:** Enhance Information Management and E-Government

Together, a total of nine goals frame out 50 objectives with 199 specific actions.

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The nine goals in the updated plan have some overlapping objectives and components. For example, there is connectivity between the climate change objectives and the protection of public access and coastal resources. As a result, addressing climate change will also advance implementation of many Coastal Act policies. Similarly, enhancing information management supports other organizational goals and will improve implementation of the policy goals. Such overlapping issue areas represent organizational integration, rather than duplication.

By necessity, the Commission will continue to allocate most of its limited resources to its core statutory work, including permits and appeals, reviewing LCPs and amendments, monitoring LCP implementation, enforcement, and making determinations on federal consistency matters. Nonetheless, the Commission is committed to all the policy priorities identified in this plan and to allocating available staff resources to the identified actions to improve the overall functioning of the organization, which will ultimately benefit the core mission and implementation of the policies of the Coastal Act.

## **B. Core Program and Agency Resource Constraints**

### **Funding and Staffing Constraints**

All of the Strategic Plan's goals support the ultimate objective of effective Coastal Act implementation and the Commission's mission to protect the coast for present and future generations. The goal of improving agency capacity is fundamental to the success of the Commission's core programs. Consequently, even in uncertain economic times with significant constraints, the Strategic Plan's highest priorities concern securing increased funding for the agency, addressing staff salaries, succession planning, and building staff capacity as opportunities and circumstances allow. Without these actions, effective implementation will remain difficult or become unattainable.

The Commission's budget has seen modest increases since the adoption of the previous Strategic Plan in 2013, due primarily to a \$3 million augmentation for LCP work and a \$1.5 million augmentation from the Greenhouse Gas Reduction Fund (GGRF), the state's cap and trade program for carbon reduction. Half of the GGRF funds are disbursed as grants to local governments addressing climate change and sea level rise in their LCPs, and half support Commission staff who oversee these and related activities. Although GGRF funding was provided in 2017, 2018 and 2019, future funding is uncertain due to fluctuations in revenues from the state's carbon market sales.

While the increased funding and staffing are welcome developments, they do not begin to reverse the drastic budget cuts of the mid-1980s, from which the Commission has never recovered. After Governor Deukmejian reduced the Commission's budget by half, the agency shed 50 percent of its staff, closed the North Coast office, and had to abandon many key priority programs, such as the periodic review of certified LCPs. This historic funding shortfall has never been directly addressed by subsequent administrations and continues to hamper the Commission's ability to meet its statutory

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obligations. In FY 1980-1981, the Commission had 212 filled staff positions at a time when LCP initial development and review was underway and there was no distinct enforcement program. With significant budget cuts starting in the mid-1980's filled staff positions dropped to a low of 112 in FY1989-1990.

Since FY 2015-2016, the Commission has had funding to fill approximately 165 staff positions, 47 fewer positions than the agency's peak staffing level in 1980-1981. Now, in 2020 and for the new decade, additional staff positions and financial resources are needed as the depth and complexity of the Commission's workload to implement the Coastal Act continues to increase to address a myriad of climate change related issues, environmental justice and tribal consultation, LCP work in coastal counties and cities, desalination, offshore wind, transportation projects, and a large backlog of Coastal Act violations.

In addition, although more than 85 percent of the coastal zone is now governed by cities and counties (total 76 local governments: 15 counties, 61 cities) with certified LCPs, this means the Commission now works with 60 plus local governments on LCP implementation, including local appeals, monitoring hundreds of local development actions, and processing approximately over 100 LCP amendments a year.

Moreover, the Commission's LCP grant program has resulted in an ever-increasing workload. The Commission has awarded \$8.3 million in six rounds of grant funding to 40 local governments to develop or update LCPs with a focus on planning for climate change and sea level rise. The increasing demand to keep LCPs up-to-date and work with local governments has placed a severe constraint on the agency. There is wide recognition by our local government partners of the need to enhance the LCP planning process by increasing the Commission's capacity.<sup>[1]</sup> At the same time, the Commission's staff must still process a significant number of its own (over 500/year) permits that have short statutory deadlines. The Strategic Plan highlights this challenge and recognizes that new investment in the agency is needed to fully meet the needs of the LCP planning program and the state-local partnership.

Increased staff will also be needed in other areas if the Strategic Plan is to be fully implemented. For example, the Commission has a caseload of more than 2,500 pending violations. The backlog has been increasing more slowly in recent years, due to the fact that in 2014 the Commission gained the authority to assess administrative penalties for public access violations. The success of that policy change underscores the need to expand this authority to the rest of the program, a high Strategic Plan priority. With or without any new authority, reducing the backlog will require additional personnel.

Many of the areas where more staff is needed involve enhancing coordination or collaboration with various governmental and non-governmental resource management

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<sup>[1]</sup> See Agenda Item 3, Public Workshop: Improving the Local Coastal Planning Process. (<http://www.coastal.ca.gov/meetings/mtg-mm12-12.html>).

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partners and serving on working groups and task forces. For example, the roles and issues addressed in many ongoing situations have evolved and expanded, (such as the multi-agency planning effort to provide public access at Hollister Ranch). There is continuing need for ongoing coordination with other federal and state agencies such as the NOAA Office of Coastal Management, State Coastal Conservancy, State Parks, State Lands Commission, San Francisco Bay Conservation and Development Commission, the Ocean Protection Council, Department of Fish and Wildlife, Office of Planning and Research, Office of Emergency Service, CalFire, Caltrans, and State Water Quality Control Boards. Effective coordination, though, also requires staff resources, and the degree to which the Commission will be able to enhance its coordination with other agencies and stakeholders will depend on the available resources.

Beyond planners, analysts, managers and attorneys, the Commission also needs additional staff in other programmatic areas, including legislative, business services, budgeting, accounting, human resources, technical services, public information management, and the Energy, Ocean Resources, and Federal Consistency Division. At current staffing levels, proactive policy efforts must be relegated to the time available after necessary regulatory and federal consistency work is completed.

## COVID-19 Impacts to Agency Resources

The COVID-19 pandemic has far-reaching effects on the Commission's programs and functions, particularly through the direct loss of funding through budget cuts, staff redirection and future uncertainty in funding sources such as the Greenhouse Gas Reduction Fund.

***COVID-19 crisis  
hits California and  
the country full  
force in March 2020***

To address the burden on the state's economic resources and help close the budget deficit gap in 2020, the state has established a two-year leave program that eliminates two workdays (in exchange for a corresponding 9.23% reduction in pay) for most state employees each month. In addition, the state has redirected some of its labor force, including five percent of Commission staff (equivalent to eight positions), to urgent pandemic-related work like contact tracing. These factors, and any similar future factors, will have a practical effect on Strategic Plan implementation now and into the future by reducing the ability to fully staff and implement the actions in this Plan.

In addition to impacts on staffing and funding, COVID-19 and new agency operations under "shelter in place orders" has shifted the ways that we work, resulting in accelerating agency efforts to allow for virtual hearings, remote/tele-work and supporting new ways in which the public can participate in the regulatory and hearing process.

COVID-19 has also impacted public access and use of the state's coastal resources. For example, with restrictions on indoor gatherings and activities, more people are visiting

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the state's beaches, parks and open spaces. In addition, recent high heat events have seen record numbers of people visit the coast seeking cooler temps, further emphasizing the value these resources provide. COVID-19 has also reduced the demand for visitor-serving uses such as hotels, short-term rentals, and public transportation, and resulted in the direct closure or strict limitations of other visitor-serving uses such as visitor-centers, museums and temporary events. While these effects may be temporary and may also impact the implementation of the Strategic Plan where Commission staff time is directed to new or evolving issues related to COVID-19, it is also clear that the state's coastal resources are critical to the health, safe and well-being of the state and its residents. It also emphasizes that the protection and access to coastal resources now and into the future are extremely important.

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## II. Vision, Mission & Core Values

### A. The Coastal Act's Vision for the Coast

The Commission's vision for the coast derives from basic policy objectives of the Coastal Act and inspires us in the pursuit of the agency's mission.

#### **Our Vision:**

The California coast is available for all to enjoy through thousands of public access ways to and along the shoreline, a completed California Coastal Trail, a well-supported network of parks and open spaces, and a wide range of visitor-serving facilities, including lower-cost campgrounds, hostels, and hotels. The rich ecological diversity of the coast and ocean, including beaches, rocky shorelines, wetlands, riparian areas, and sensitive terrestrial habitats, is protected and thriving. Scenic rural landscapes are maintained, coastal agriculture is flourishing, cultural resources are protected, and the coastal communities and neighborhoods that attract so many visitors retain their unique character, social and economic viability. The California Coastal Commission works collaboratively with local governments, other agencies, and an engaged and knowledgeable public committed to coastal stewardship to support and manage environmentally-sustainable development, including assuring priority for coastal-dependent and related uses of land and water, concentrating new growth in existing urban areas, providing multi-modal public access and transportation, and promoting well-adapted, equitable, and resilient communities in the face of global climate change. The coast endures as a vital part of California's social and cultural fabric and the coastal and ocean economy is strong.

Each part of the vision finds statutory direction in the [Coastal Act](#). Public access and recreation must be protected and maximized, and lower-cost, water-oriented, other visitor-serving land uses should be provided, and new development should be serviced by public transit and non-automobile options (PRC 30210-30224; 30252). Sensitive resources in the ocean and on land are to be protected (30230-30233; 30240). Likewise, the Coastal Act protects visual resources (30251), cultural resources (30244), and coastal agriculture (30241-30243). Priority is also given to coastal dependent and related land uses (30220-30224; 30234-30234.5; 30255; 30260). New development should be concentrated in existing developed areas (30250); coastal hazards must be minimized through effective shoreline resource management (30235; 30253); and new development should be sited and designed to minimize energy consumption and vehicle miles traveled (30253). To achieve the mission, the Coastal Act calls for a strong state-local government partnership, a public education program, and the effective use of science.



# California Coastal Commission Strategic Plan

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### B. Our Mission: Protecting & Enhancing California's Coast

The Commission's mission is to protect and enhance California's coast for present and future generations. The coast is a public resource of enduring significance. It embodies natural and cultural resources, scenic beauty, public access, recreation and enjoyment, coastal dependent and related land uses, and vibrant and sustainable coastal communities and economies – all of which must be protected and enhanced.

#### **OUR MISSION: PROTECTING & ENHANCING CALIFORNIA'S COAST**

The Commission is committed to protecting and enhancing California's coast and ocean for present and future generations. It does so through careful planning and regulation of environmentally-sustainable development, rigorous use of science, strong public participation, education, and effective intergovernmental coordination.

### C. Our Core Values: Guiding Implementation

The core values of the Commission guide its implementation of the mission and shape the norms of behavior for the Commission, its staff, and an engaged public.

- **Public Service:** The Commission is a public agency comprising appointed public officials, civil service staff, fellows, interns, and volunteers. The agency is charged with implementing the California Coastal Act to benefit all citizens of California. The Commission and staff strive to serve the public, respond to public inquiries, and provide effective customer service.
- **Stewardship:** In partnership with local government, other governmental and non-governmental actors, and the public, the Commission is charged with protecting California's coastal resources and providing for priority coastal land uses. Through LCP planning, implementation oversight, and coastal development permitting, the Commission assures that the Coastal Act resource protection policies are effectively implemented statewide. The Commission fully embraces the Legislative findings of the Coastal Act, and applies the precautionary principle in the face of scientific uncertainty to avoid irreparable harm to the environment. Through education and outreach, the Commission fosters public stewardship of coastal resources.
- **Rule of Law:** The Commission follows and applies the law fairly and consistently in each matter before it. The Coastal Act, certified LCPs, and Commission regulations govern the Commission's decisions. The Commission abides by all applicable state and federal laws, administrative procedures, and constitutional requirements, including providing due process under the law.

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- **Science/Objectivity:** The Commission applies the scientific method and reasoned analysis in its daily work. The Commission identifies facts, uses the best available science, and produces objective evaluations. The Commission strives to be dispassionate in its analysis of impacts and consideration of alternatives and to summarize and provide scientific analyses in a manner that is understandable to a diverse public audience.
- **Equity:** The Commission is committed to the principles of environmental justice, and social, gender identity, sexual orientation and racial equity in its agency operations and decision-making to achieve more meaningful engagement, fair and equitable process, effective communication, and stronger coastal protection benefits for all Californians.
- **Maximum Public Participation:** The Coastal Act mandates the right of the people to understand and participate in the coastal program. The Commission welcomes public input into our daily work and we strive to provide complete and useful information about our program. The Commission believes its procedures for participation are fair to all participants.
- **Excellence:** Commission staff members are professionals seeking to be effective and efficient. We treat each other with respect as professional colleagues, work hard, and strive for excellence in our relationships and all of our work products, recognizing the responsibility to use public funds effectively and wisely.
- **Teamwork:** The Commission embraces teamwork within the agency and with outside entities, recognizing that teamwork is essential to producing excellent work. The Commission strives to take full advantage of the diverse expertise and experience of our staff and other organizations. We support each other and acknowledge the critical role that each unit of the agency plays in achieving the Commission's mission.
- **Integrity:** The Commission adheres to the highest ethical standards for interpersonal and civil service behavior. The Commission recognizes the humanity of all persons, and treats individuals with respect, fairness, and compassion. We are patient, honest and forthright with each other and the public.
- **Problem-Solving:** The Commission uses common sense and seeks practical solutions to the planning and regulatory challenges we face and listens carefully to find positive alternatives. We avoid rigid bureaucratic response and embrace the role that learning, discovery, and creativity play in the Commission's daily work.
- **Diversity:** The Commission values diversity at all levels of the organization and is committed to fostering an environment in which employees from a variety of backgrounds, cultures, and personal experiences are welcomed and can thrive. We believe the diversity of our employees and their unique ideas inspire innovative solutions to further our mission of protecting and enhancing California's coast and ocean for present and future generations.



# California Coastal Commission Strategic Plan

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- **Balance:** The Commission seeks balance between our personal and professional lives. We recognize that a productive workplace requires healthy minds and bodies, and that the Commission's work suffers without sufficient personal and family time and relaxation. Commission staff communicate openly with supervisors and managers about maintaining balance and identifying priorities. We embrace flexibility to support the need for professional and personal balance.

# California Coastal Commission Strategic Plan

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### III. Goals, Objectives, and Actions

The Strategic Plan provides a framework of goals, objectives, and actions to set agency priorities and guide performance for the next five years. It frames out an integrated set of goals, objectives and actions that are mutually supportive and that ultimately support the objective of effective implementation of the Coastal Act to protect the coast for present and future generations. The objectives and actions in this Strategic Plan have been determined to be of the highest priority over the next five years.

The goals, objectives, and actions below are not listed in order of priority. These are all items that the Commission intends to complete within the next five years, provided that adequate staffing capacity and funding are available. Many of these actions can be undertaken simultaneously during this timeframe, as the tasks will be carried out by the relevant staff in the Commission's program departments and district offices. However, while some actions are funded as part of the Commission's regular course of business, some actions may require additional funding or other resources in order to be implemented. In light of the March 2020 COVID-19 pandemic outbreak and the resulting economic recession facing the State of California, the Commission expects that implementation of some of the proposed action items will be further limited or delayed unless and until the Commission gets additional staff. The Commission nevertheless proposes here a vision and plan for what it hopes can be realized within the next five years.

The goals, objectives, and actions below are **not** listed in order of priority. The Strategic Plan actions are each intended to be undertaken over the course of the next 5 years.

Implementation of the Strategic Plan will be tracked and progress will be reported to the Commission and the public on an annual basis during the five-year timeframe. This will include reporting out on progress on Strategic Plan goals and reporting of significant accomplishments in the Executive Director's annual Year in Review report, typically provided at the February Commission hearing. In addition, the Executive Director's report on each monthly Commission hearing agenda will highlight any relevant milestones, significant achievements and challenges related to Strategic Plan action items as they occur. In addition, evaluation criteria, using a mix of metrics and targeted project completion outcomes, have been added to each goal to help the Commission and the public better understand how the Commission's progress on the plan will be evaluated and reported.

Companion to the Goals, Objectives, and Actions below, [Appendix A](#) provides an abbreviated list of the objectives and actions. In addition, the Commission must work collaboratively with others to implement its regulatory and planning mandate to protect and enhance coastal resources. Much of this coordination and collaboration work occurs with Commission staff serving on a wide variety of interagency working groups, task forces and advisory committees. This work is highlighted broadly in Goal 8. In addition, [Appendix B](#) provides a list of working groups, taskforces and other efforts that Commission staff participates to enhance implementation of the California's Coastal Program.

# California Coastal Commission Strategic Plan

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### A. Internal Agency Capacity and Effectiveness

#### Goal 1 Enhance Agency Capacity and Maintain an Effective and Diverse Workforce

Goal 1 includes objectives that build the Commission's organizational capacity for the future. Building the agency's capacity involves boosting program funding and support, staffing, and training, and addressing key personnel issues such as staff retention and recruitment. The area of staff capacity is perhaps most fundamental to the future success of the Commission.

Strategies to improve the Commission's workforce are critical to ensuring that the staffing priorities of the agency are met and that staff is compensated commensurate with the prevailing market of professionals with similar knowledge, skills, and abilities ([Objective 1.1](#)). Additionally, the ability to implement measures that will increase staff satisfaction and retention is of great importance and critical to maintaining our talented and experienced staff ([Objective 1.2](#)). Objective 1.2 lays out potential opportunities to increase staff satisfaction through flexible work schedules, staff recognition, and team building. Another measure to maintain an effective and efficient workforce is to increase training and professional development opportunities for staff ([Objective 1.3](#)), which may also serve to enhance staff satisfaction and retention.

Another key factor in enhancing agency capacity is to improve the business operations to handle the additional workload associated with implementation of FI\$Cal ([Objective 1.4](#)).

#### Goal 1 Evaluation Criteria:

- *Number of new positions authorized and established through the annual budget process.*
- *Conduct annual staff satisfaction / engagement survey.*
- *Number of trainings conducted and number of conferences attended.*

#### **Objective 1.1 Develop and Implement Strategies to Align the Requirements and Priorities of the Agency with the Necessary Staffing and Compensation for the Requisite Knowledge, Skills, and Abilities of its Workforce. (See also [Environmental Justice Objective 5.4](#))**

1.1.1 Seek authorization and funding for additional staff positions to meet the agency's statutory requirements and accomplish the goals and objectives of this Strategic Plan.

1.1.2 Continue to develop and pursue additional strategies to: a) increase all staff salaries to levels for comparable positions at federal and local levels and with other state agencies, and b) create career promotional opportunities including adding job categories/classifications that reflect higher-level expertise and training.

1.1.3 Work with relevant control agencies (CalHR, Department of Finance, others) to institute a geographic pay differential program for state employees living in high cost of living areas throughout the state.

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1.1.4 Ensure agency operational decisions consider the impacts of those decisions on equity and the distribution of benefits through implementation of the agency Racial Equity Action Plan, training and analysis.

1.1.5 Make Commission employment opportunities more accessible to a more diverse and greater number of qualified applicants through outreach and education on the exam process, by providing greater flexibility in exam locations, and continuing to find new ways to broaden notification and advertisement of exams and open positions. (See also [Environmental Justice Action 5.4.1](#))

1.1.6 Continue to use internships and fellowship opportunities as a recruitment tool and for addressing capacity needs to achieve programmatic objectives.

### **Objective 1.2 Increase Staff Satisfaction and Retention.**

1.2.1 Complete agency-specific telework plan, consistent with CalHR and Department of General Services standards, to provide guidelines for telework and flexible work schedules for all staff.

1.2.2 Create a staff acknowledgement/appreciation program to recognize staff accomplishments and service.

1.2.3 Convene an all-staff conference at least once every five (5) years to promote teamwork, internal staff communication, coordination, prioritization, and problem solving.

1.2.4 Use staff engagement surveys and standardize the exit survey as a way to assess staff satisfaction and inform retention efforts.

1.2.5 Conduct regular performance evaluations.

### **Objective 1.3 Standardize Trainings and Support Professional Development Opportunities.**

1.3.1 Complete and implement a training program as described in the Commission 2016 - 2020 309 Strategy to provide online training resources in support of staff and local governments in Local Coastal Program planning. (See also [Coastal Planning and Permitting Actions 6.1.5](#) and [6.2.1](#))

1.3.2 Support participation in professional development opportunities, including through partner organizations, such as the National Estuarine Research Reserve Coastal Training Program and others, to better support professional development for all staff as time and resources allow.

1.3.3 Provide informational briefings and trainings for Commissioners for procedural requirements, complex items, partner agency efforts, and emerging issues on a regular interval throughout the year.

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### **Objective 1.4 Improve Agency Accounting and Business Services Operations with Added Capacity and Training.**

1.4.1 Continue to seek assistance from Department of Finance and FI\$Cal with ongoing training, day-to-day support and updated job aids to improve timeliness, accuracy, and efficiencies in business services and accounting operations under FI\$Cal.

1.4.2 Seek additional staffing to address the increased workload from FI\$Cal.

1.4.3 Pursue transitioning to automated timecard and electronic travel expense claim submittal systems that are compatible with FI\$Cal system and that are cost and resource effective.

## **B. Public Access**

### **Goal 2 Maximize Public Access and Recreation for All**

Public access and recreation on the coast are under continual and increasing pressure. As California's population continues to grow, the demand for coastal recreation and tourism opportunities is increasing. At the same time, existing public access continues to be threatened by private development, illegal encroachments or blockages, beach curfews and other restrictions on local beach access. More importantly, enjoyment of California's coast and ocean resources is not equally achievable for all Californians. Furthermore, climate change and sea level rise could jeopardize access and availability of state beaches, trails and other coastal access opportunities.

The Strategic Plan focuses on several areas for achieving the goal of maximizing public access and recreation. First, there is an on-going need to ensure that public access easements and other public access ways are open and available to the public ([Objective 2.1](#)) and to protect all other existing public access and recreational opportunities ([Objective 2.2](#)).

Additionally, the Commission strives to bring more people to the coast by reducing barriers to access ([Objective 2.3](#)), supporting youth and other public access programs ([Objective 2.3](#)), and encouraging lower-cost visitor-serving opportunities and facilities ([Objective 2.4](#)). This includes working with the State Coastal Conservancy and California State Parks to identify, plan for, and provide new public access and lower-cost visitor-serving accommodations.

The Commission's mandate to protect public access and recreation also includes protection and expansion of the California Coastal Trail system ([Objective 2.5](#)) including all vertical access ways and support facilities that serve to connect the public to the state's bluffs and beaches. In addition, all of these public access and recreational opportunities need to be considered in light of changing shoreline conditions, particularly where sea level rise will serve to limit or eliminate public access ways or trails ([Objective 2.6](#)) (See also [Goal 4: Climate Change](#)).

Finally, the Commission will continue to raise awareness of the coast's public access opportunities, including through updated website information, posts on social media, and applications for mobile devices ([Objective 2.7](#)).

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### Goal 2 Evaluation Criteria:

- *Number of public access sites created, enhanced or protected.*
- *Number of Offers to Dedicate public access ways secured.*
- *Number of public access violations resolved.*
- *New information provided for public access sites through guides, maps and applications.*

### Objective 2.1 Realize Public Access Required by Regulatory and Planning Decisions.

2.1.1 Continue efforts to ensure Offers to Dedicate (OTDs) for public access ways are secured in permanent protection and work with partners to develop and open access ways and trails for public use.

2.1.2 Monitor required and recorded public access easements and other public access ways to ensure that the access is open and available to the public.

2.1.3 Coordinate with the California Department of Parks and Recreation (“California State Parks”) on opportunities for new lower-cost access and recreational facilities and/or enhancement of existing facilities on state park lands as public access mitigation for coastal development permits.

2.1.4 Develop and implement the Hollister Ranch Public Access Program with state agency partners in compliance with AB 1680 (Limón) and the agency collaboration agreement.

### Objective 2.2 Protect, Enforce and Manage Existing Public Access and Recreational Opportunities.

2.2.1 Identify unpermitted development that impedes public use (e.g., parking constraints/fees, beach curfews, signage, private encroachments) in order to take corrective action and restore public access in a timely manner. (See also [Enforcement Actions 7.2.2](#) and [7.2.3](#))

2.2.2 Take enforcement action to ensure that seawalls and similar structures that are blocking public access in violation of the Coastal Act are removed and public access restored. (See also [Enforcement Action 7.2.2](#))

2.2.3 Work with local governments to develop guidelines for parking programs that address local concerns and maximize public access and use of the coast.

2.2.4 Work with agency partners (e.g. California State Parks, State Coastal Conservancy, Caltrans, regional transportation entities, local governments) on addressing the impacts of increased visitation and provide for safe public access-related facilities for all users, including for parking, restrooms, and waste management, at state parks and along California Highway 1, along coastal roadways, and in coastal communities.

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2.2.5 Initiate a Memorandum of Understanding (MOU) with California State Parks to improve collaboration and coordination on expanding public access and recreation opportunities through planning, permitting and enforcement processes.

### **Objective 2.3 Remove Barriers to Public Access and Develop Programs to Bring More People to the Coast. (See also [Environmental Justice Objective 5.3](#))**

2.3.1 Work with agency partners, particularly Caltrans, regional transportation agencies (such as regional transportation planning agencies, metropolitan planning organizations and transit districts), coastal and inland local governments, NGOs, and others to support efforts to bring more people to the coast, including through improved public transit and multi-modal transportation opportunities.

2.3.2 Develop guidance to use in LCP planning that supports local governments to identify and reduce barriers to coastal access in their local jurisdictions and to consider the unique coastal access needs of environmental justice communities. (See also [Coastal Planning and Permitting Objective 6.2](#))

2.3.3 Continue to use WHALE TAIL® Grant Program to support projects that bring youth and others from underserved communities to the coast.

2.3.4 Work with agency partners, WHALE TAIL® grantees and local governments to prioritize increased access and barrier removal for overburdened and historically disadvantaged communities.

### **Objective 2.4 Encourage Lower-Cost Visitor-Serving Opportunities and Facilities.**

2.4.1 Work with the State Coastal Conservancy, California State Parks, other governmental and non-governmental agencies, and tribes to identify, plan for, and provide new public access, recreational opportunities, facilities, and lower-cost visitor-serving accommodations including through effective allocation of existing and potential future in-lieu fees.

2.4.2 Develop guidance on mitigation strategies and land use policies in LCPs that support preserving lower-cost visitor-serving facilities, including lower-cost overnight accommodations.

### **Objective 2.5 Expand the California Coastal Trail (CCT) System.**

2.5.1 Ensure that the public access component of LCPs proposed for updates identify existing trail segments, trail gaps, and potential new alignments, and include policies and programs to establish and enhance CCT segments.

2.5.2 Coordinate with state agency and non-profit partners including the State Coastal Conservancy, California State Parks, Caltrans, regional transportation agencies, local governments, and tribes to identify gaps and plan for and implement new CCT segments, including through the potential use of abandoned railway lines located along the coast and Caltrans' new Active Transportation Program plans.



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2.5.3 Continue to work with the State Coastal Conservancy to enhance and expand CCT opportunities through the joint MOU for in-lieu mitigation fees.

2.5.4 Enhance coordination with Caltrans, regional transportation agencies, California State Parks and the State Coastal Conservancy to assure effective CCT implementation through transportation project planning and development.

2.5.5 Complete the CCT mapping project for the entire 1,270 miles of coast, working with state agencies and local partners.

### **Objective 2.6 Ensure Continued Public Access in Light of Changing Shoreline Conditions and Sea Level Rise. (See also [Climate Change Objective 4.4](#))**

2.6.1 Identify locations where public access ways, the CCT or roadways that facilitate access to these areas may be limited or eliminated in the future due to sea level rise and increased storm events. Begin planning for other options to maintain maximum public access such as through new vertical access ways, trail relocations, rerouting of transportation corridors, bluff top facility enhancements or other alternatives.

2.6.2 Work with California State Parks, local governments and others to plan for the impacts of sea level rise and coastal erosion on state, regional and local parks, public access and recreational facilities.

2.6.3 Ensure that LCPs and coastal development permits include policies to maintain public access given the potential loss of public access and CCT segments from sea level rise and coastal erosion.

### **Objective 2.7 Provide Information About Public Access to Raise Awareness and Use of the Coast.**

2.7.1 Promote access to the coast and the CCT through online platforms, video, and other tools.

2.7.2 Seek funding to continue to develop and maintain web-based and/or mobile applications that provide maps and descriptions of coastal access points and recreation resources, including developing the YourCoast app for Android devices.

2.7.3 Finalize and implement guidance on recommended signage for new public access ways required by regulatory and enforcement decisions that recognizes the role of the Commission and other partners in securing public access.

2.7.4 Seek funding to update and publish the California Coastal Access Guide series.



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### C. Coastal Resources

#### Goal 3 Protect and Enhance Coastal Resources

The Commission implements strong Coastal Act policies to protect and restore environmentally sensitive habitats (“ESHA”), wetlands, and the marine environment along the coast. The Coastal Act also protects public access and recreation (see [Goal 2: Public Access](#)), coastal agriculture, special communities, scenic and cultural resources, and priority coastal dependent and related land uses. The wide-ranging effects of climate change such as the frequency and severity of storms, floods, and wildfires have the potential to impact the state’s coastal resources. As a result, climate change planning ([Goal 4: Climate Change](#)) overlaps with this goal.

The Strategic Plan focuses on several areas for achieving the goal of protecting coastal resources. The strategies under Goal 3 include the protection of wetlands and environmentally sensitive habitat areas ([Objective 3.1](#)), agricultural resources ([Objective 3.3](#)), marine resources ([Objective 3.4](#)), and coastal water quality ([Objective 3.8](#)). Objective 3.2 specifically addresses actions to advance mitigation strategies for ESHA and wetland mitigation projects, mitigation banks, and in lieu fees ([Objective 3.2](#)). Objective 3.1 includes an action to support the pace and scale of restoration projects under the CNRA “Cutting Green Tape” initiative.

In addition, the Commission is committed to continue to be involved in statewide policy discussions and coordination concerning such topics as marine debris reduction ([Objective 3.5](#)), aquaculture ([Objectives 3.3](#) and [3.4](#)), sediment planning and management ([Objective 3.6](#)), and renewable energy ([Objective 3.4](#)), and the related actions recognize the need to continue this work. Updated policy guidance on these topics is needed, as is on-going coordination with relevant agencies.

The actions of this goal also identify high priority actions for continuing the Commission’s work in the areas of oil spill prevention and response ([Objective 3.7](#)).

#### Goal 3 Evaluation Criteria:

- *Number of tidal wetlands, beach/dune/shoreline habitat, and other habitat acres protected, restored or enhanced.*
- *Number of state-wide policies, plans or documents produced to support protection of coastal resources.*
- *Commitments achieved under Caltrans Advanced Mitigation Program MOUs and Interagency Agreement.*
- *Pounds of trash collected and number of volunteers for annual California Coastal Day and Adopt-a-Beach events.*
- *Number of coastal communities that developed or updated polluted runoff management ordinances, policies, and plans.*

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### **Objective 3.1 Strengthen Implementation of ESHA and Wetland Policies and Advance Habitat Restoration.**

3.1.1 Develop a coastal habitats compendium that includes habitat characterizations and a summary of related planning and regulatory issues to support review of coastal development permit applications and LCP amendments by local governments and the Commission.

3.1.2 Update LCP guidance on coastal habitat topics, such as definitions and identification methodologies, habitat mapping, buffers, mitigation policies and ratios, restoration, and other topics as needed. (See also [Climate Change Action 4.4.2](#))

3.1.3 Collaborate with state, federal and local agency partners to improve understanding and implementation of best practices for avoiding, minimizing and mitigating impacts to sensitive coastal resources in projects and planning efforts. (See also [Appendix B](#))

3.1.4 Work with the California Board of Forestry, California Department of Forestry and Fire Protection (CalFire), and other stakeholders to develop wildfire prevention, forest health, and other vegetation planning strategies that are protective of coastal resources and to facilitate efficient permitting pathways for vegetation treatment programs. (See also [Climate Change Action 4.3.4](#))

3.1.5 Develop strategies to support accelerating the pace and scale of environmental restoration projects under the California Natural Resources Agency (CNRA) “Cutting Green Tape” initiative. (See also [Climate Change Action 4.4.5](#))

### **Objective 3.2 Advance Mitigation Strategies to Meet Coastal Protection Goals.**

3.2.1 In collaboration with other state and federal agencies, apply current ecological mitigation principles and best practices for ESHA, wetland, and marine resource mitigation projects, wetland mitigation banks and in-lieu fee programs.

3.2.2 Analyze how wetland mitigation banks and in-lieu fee programs proposed in the coastal zone under the U.S. Army Corps Mitigation Rule can be brought into compliance with Coastal Act requirements to inform future decisions.

3.2.3 Work with state and federal agency partners through participation on Interagency Review Teams (IRTs) or other working groups to review ESHA, wetland, and marine resource mitigation banks and in-lieu fee programs.

3.2.4 Work with Caltrans to address impact mitigation needs early during specific project planning processes and to develop options for mitigation projects, mitigation banks, and in-lieu fee programs that meet Caltrans’ mitigation needs throughout the coastal zone.

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3.2.5 Meet commitments with Caltrans regarding their Advanced Mitigation Program and Statewide Advanced Mitigation Initiative memorandums of understanding and as outlined in the Interagency Agreement with Caltrans.

3.2.6 Develop a tool within the Coastal Data Management System (CDMS) to track and report data associated with ESHA and wetland mitigation projects, mitigation banks and in-lieu fee programs. (See also [Information Management Objective 9.4](#))

### **Objective 3.3 Protect Coastal Agriculture, Provide for Aquaculture Facilities and Uses, and Maximize Agriculture Production on Prime Agricultural Lands.**

3.3.1 Update LCP guidance on coastal agriculture to address emerging and core issues such as cannabis operations in the coastal zone, changes in coastal agricultural economies, development pressures, sustainable and modern carbon-neutral agricultural practices, and climate change impacts on coastal farms. (See also [Coastal Planning and Permitting Objective 6.2](#))

3.3.2 Further explore agricultural land protection approaches and mechanisms that may be facilitated through Commission planning and regulatory actions.

3.3.3 Outreach to coastal agricultural communities to promote information sharing on key agricultural issues through guidance documents, webinars, and/or workshops.

3.3.4 Consistent with the policies of the Chapter 3 of the Coastal Act, provide for as many coastal sites identified by the Department of Fish and Wildlife as appropriate for aquaculture facilities or aquaculture uses.

3.3.5 Develop guidance for intertidal and subtidal aquaculture or native shellfish restoration applicants describing applicable Coastal Act policies, necessary information for project review, appropriate impact avoidance and mitigation approaches, examples of permitted projects, and lessons learned.

### **Objective 3.4 Protect Marine Resources Through Interagency Coordination, Policy Review, and Updated Guidance.**

3.4.1 Work with the California Department of Fish and Wildlife (CDFW) and the Fish and Game Commission staff to develop best management practices for marine aquaculture and participate on the CDFW Aquaculture Development Committee. (See also [Public Partnership Action 8.1.1](#))

3.4.2 Support statewide efforts to identify areas offshore of California that may be suitable for wind energy projects consistent with Coastal Act requirements.

3.4.3 Ensure that oil and gas platform decommissioning occurs consistent with Coastal Act requirements.

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### Objective 3.5 Reduce Plastic Pollution and All Other Marine Debris.

3.5.1 Continue to expand and improve the California Coastal Cleanup Day and Adopt-A-Beach programs. (See also [Public Partnership Action 8.4.1](#))

3.5.2 Provide guidance for coastal development permits, LCPs, and other relevant documents to incorporate marine debris reduction measures into permits and plans. (See also [Coastal Planning and Permitting Objective 6.2](#))

3.5.3 Continue to lead the West Coast Marine Debris Alliance to improve communication among the west coast marine debris community. (See also [Public Partnership Action 8.1.1](#))

3.5.4 In collaboration with the Ocean Protection Council develop educational materials and campaigns, implement outreach programs, and encourage management and regulatory strategies that reduce reliance on single-use, disposable plastic products and packaging. (See also [Public Partnership Action 8.3.1](#))

3.5.5 Increase participation in fishing line recycling program in California. (See also [Public Partnership 8.4.1](#))

3.5.6 Expand interagency partnerships and engage directly with statewide legislation that comprehensively addresses plastic pollution and marine debris and its associated impacts.

### Objective 3.6 Advance Sediment Management Planning Through Interagency Coordination, Research, and Policy Guidance.

3.6.1 Develop guidance on sediment management to address policy and technical issues, including ecological concerns related to beach replenishment programs and other beneficial reuse of sediments. (See also [Climate Change Action 4.3.5](#))

3.6.2 Identify locations or opportunities where sediment management programs may be used to improve or expand public access and support ecosystem function to inform coastal permitting and LCP development. (See also [Public Access Objective 2.6](#) and [Climate Change Objective 4.4](#))

3.6.3 Continue to develop and strengthen interagency planning efforts on sediment management and beach replenishment projects to maintain beaches and public access in light of sea level rise, including through coordination with California State Parks and State Coastal Conservancy and regionally through the California Coastal Sediment Management Workgroup (CSMW), the Southern California Dredged Material Management Team (DMMT), North Central California Coastal Sediment Coordination Committee, and the Contaminated Sediments Task Force. (See also [Public Access 2.6.2](#), [Public Partnership Action 8.1.1](#), and [Appendix B](#))

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3.6.4 Continue to work with Caltrans and local public works agencies so that plans and activities associated with transportation operations are approached in ways that expand the beneficial disposal and reuse of sediments in cooperation with other entities through the implementation of Coastal Regional Sediment Management Plans.

### **Objective 3.7 Improve Oil Spill Prevention and Response.**

3.7.1 Participate in mock oil spill drills and exercises to train as a “Liaison Officer” in order to assist the CDFW’s Office of Spill Prevention and Response (OSPR) and the Unified Command during actual spill response operations.

3.7.2 Work with Office of Oil Spill Prevention and Response (OSPR), and the Governor’s Office of Emergency Services (OES) to conduct communication and other related oil spill prevention and response workshops (e.g., First Responder Awareness Training) with the boating industry.

### **Objective 3.8 Avoid and Mitigate Adverse Impacts of Development on Water Quality.**

3.8.1 Ensure water quality protection policies and practices are included in LCPs and CDPs to protect coastal waters, such as policies on Low Impact Development, hydromodification, watershed-based stormwater planning, marine debris, sea level rise planning, marinas and recreational boating activities, Marine Protected Area management, algal bloom prevention strategies, and ocean acidification.

3.8.2 To achieve 3.8.1, provide technical training and develop fact sheets for Commission staff and local governments to improve water quality protections in coastal permitting.

3.8.3 Work closely with the State Water Boards, local governments and other agencies partners to focus attention on improving water quality in California’s Critical Coastal Area (CCA) watersheds, where adjacent high resource-value marine and estuarine areas (including state Marine Protected Areas and Areas of Special Biological Significance) may potentially be threatened or adversely impacted by runoff from land-based development.

## **D. Climate Change and Sea Level Rise**

### **Goal 4 Support Resilient Coastal Communities in the Face of Climate Change and Sea Level Rise**

The Commission has responsibility for hazards planning under the Coastal Act and routinely addresses coastal and other hazards as part of its regulatory role. In addition, other state laws and executive directives reinforce the Commission’s responsibility and support agency efforts to mitigate climate change and address unavoidable impacts, including through numerous Executive Orders, the recently adopted State Sea Level Rise Principles for Aligned State Action, the State of California Sea Level Rise Guidance (Ocean Protection Council, 2018) and

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the Commission's own Sea Level Rise Policy Guidance (updated 2018). The Commission is a leader in climate change planning through its application of complex and evolving sea level rise science in land use planning and coastal resources protection within the coastal zone. Hazards related to the frequency and severity of storms, floods, and wildfires will continue to increase as the climate continues to warm, reinforcing the urgency of these efforts and actions.

Climate change impacts crossover to many of the Commission's other programs by affecting public access, coastal resources, planning and permitting, and environmental justice principles. Public beaches and public access will be placed at increased risk in urban areas where there may be significant coastal armoring and little opportunity for natural landward migration of the beach. In addition, much of California's coastline exists as natural habitat and will be at risk as sea level rise and other climate change factors affect our coastline. The vulnerability assessment *Conserving California's Coastal Habitats: A Legacy and Future with Sea Level Rise*, produced by The Nature Conservancy and State Coastal Conservancy, shows that five feet of sea level rise imperils 59% of coastal habitats while inundating 41,000 acres of conservation lands. Coastal terrestrial and marine habitats are already changing with shifts in climate patterns. As a result, wetland and habitat protection along with restoration decisions will need to account for changes in sea level rise.

To address these risks and the urgency of action, the Strategic Plan focuses on several areas to support resilient coastal communities in light of climate change impacts and the potential for habitat and wetland losses. A high priority under this goal is to address climate change risks in the Commission's planning and permitting work through stakeholder collaboration and integration of sea level rise hazards into Local Coastal Program (LCP) and Coastal Development Permit (CDP) ([Objective 4.1](#)). Additionally, it is critical to support the development and implementation of local adaptation projects to ensure alignment with Commission guidance, help identify funding opportunities where feasible, and draw upon collaboration efforts with other agencies, NGOs, and stakeholders to help realize successful adaptation projects ([Objective 4.2](#)).

The Strategic Plan actions also recognize that it is a priority to prepare and provide additional guidance to local governments and permit applicants to address sea level rise and extreme storm events in LCP planning and project design and to address other climate impacts, such as increased risk of wildfire, droughts, seawater intrusion and ocean acidification, and for addressing environmental justice and equity in sea level rise planning ([Objective 4.3](#)). In addition, collaboration and guidance must address the long-term protection of public access, beaches, sensitive habitats, and other coastal resources that are at risk from climate change impacts ([Objective 4.4](#)).

While the immediate implications of climate change cannot be reversed, the Strategic Plan also outlines actions to implement smart growth and other sustainable development strategies to reduce greenhouse gas emissions to slow climate change over the long term, including addressing the housing crisis and new housing requirements in the context of smart and sustainable land use planning ([Objective 4.5](#)).



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The Commission recognizes that all of these actions cannot be completed without the education and engagement of local communities. Therefore, communication and outreach to the general public targeted on sea level rise has been identified as a crucial step to support planning efforts ([Objective 4.6](#)).

### Goal 4 Evaluation Criteria:

- *Number of state-wide policies, plans or documents completed to reduce future damage from coastal hazards, address sea level rise and mitigate climate change.*
- *Number of Local Coastal Programs or other plans completed to reduce future damage from coastal hazard, address sea level rise and mitigate climate change.*
- *Number of Local Coastal Program Grants and funding amount.*
- *Number of trainings and informational presentations provided related to addressing/mitigating climate change and sea level rise.*
- *Number of nature-based shoreline adaptation projects permitted.*

### Objective 4.1 Address Risks Posed by Climate Change and Sea Level Rise in Local Coastal Programs (LCPs) and Coastal Development Permits (CDPs).

4.1.1 Complete certifications of LCPs and other LCP hazard updates funded by the LCP Grant Program, working closely with local governments and the public. (See also [Coastal Planning and Permitting Objective 6.2](#))

4.1.2 Engage with relevant providers of key infrastructure assets (such as major energy, utility, and rail companies/agencies) to assess and address infrastructure vulnerabilities to sea level rise and other climate change impacts to inform LCPs and guide decision-making for CDPs.

4.1.3 Collaborate with relevant state agencies to better understand vulnerabilities of the state's public infrastructure systems along the coast and develop adaptation priorities that can be integrated into LCPs and/or guide decision-making for CDPs.

4.1.4 Work with local governments, stakeholders and the public and through regional climate collaborative efforts to address regional and local sea level rise vulnerabilities and consider disproportionate burdens of climate change on environmental justice communities in updates to LCPs. (See also [Appendix B](#))

4.1.5 Continue to collaborate with Caltrans, regional transportation agencies, and other regional planning agencies (e.g., SANDAG) to ensure that Caltrans' coastal districts' adaptation and corridor plans reflect the best available science on the range of climate impacts and are consistent with state guidance and directives and certified LCPs.

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### **Objective 4.2 Support Development and Implementation of Local Sea Level Rise Adaptation Projects.**

4.2.1 Support local efforts to implement sea level rise adaptation planning strategies consistent with LCPs by helping to identify federal and state funding opportunities that could be used to implement them (e.g., National Coastal Resilience Fund Grant Program).

4.2.2 Work with federal, state and local government and others to align relevant planning documents (e.g., LCPs, General Plans, Local Hazard Mitigation Plans, Climate Action Plans, and Capital Improvement Plans) to minimize adaptation project implementation challenges and better capitalize on funding opportunities for hazard mitigation, preparation and disaster response.

4.2.3 Collaborate with federal, state and local governments, Mexican border stakeholders, tribes, and non-governmental partners, including the three California National Estuarine Research Reserves, to better understand and support implementation of a range of adaptation strategies along the coast, including the feasibility of nature-based adaptation alternatives such as living shorelines and green infrastructure projects. (See also [Climate Change Action 4.3.5](#))

4.2.4 Monitor, support and help facilitate Caltrans and regional transportation agency efforts required under Coastal Development Permits to develop long-term adaptation plans and projects for transportation corridors that are vulnerable to sea level rise.

### **Objective 4.3 Build the Capacity of Commission and Local Government Staff to Better Address Climate Change and Sea Level Rise Vulnerabilities Through Technical Assistance, Guidance and Training.**

4.3.1 Complete coastal adaptation policy guidance to support and inform LCP updates on addressing sea level rise for residential development and critical infrastructure development, with a focus on transportation networks (e.g., roads, highways, rail), wastewater facilities and stormwater systems.

4.3.2 Complete a publicly accessible coastal armoring database to provide a comprehensive and accurate dataset of shoreline protective structures.

4.3.3 Support Commission decision-making by continuing to provide training and information on climate change, sea level rise science, and impacts and by communicating with the public these topics as they relate to the Commission's regulatory and planning responsibilities.



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4.3.4 Provide policy guidance and other forms of technical assistance to Commission staff and local governments in support of updating LCPs to address climate impacts, such as on addressing environmental justice and equity in sea level rise planning, increased risk of wildfire and post fire land management, droughts, seawater intrusion and ocean acidification. (See also [Environmental Justice Action 5.1.3](#) and [Coastal Planning and Permitting Action 6.2.1](#))

4.3.5 Develop guidance for Commission staff and project applicants on evaluating shoreline management adaptation options in light of sea level rise in support of nature-based adaptation strategies and phased adaptation approaches. (See also [Climate Change Action 4.4.5](#) and [Coastal Resources Action 3.6.1](#))

### **Objective 4.4 Protect Beaches, Wetlands and Other Coastal Resources, Including Public Access as Seas Rise. (See also [Public Access Objective 2.6](#))**

4.4.1 Continue working with the State Lands Commission through the joint-agency Memorandum of Understanding to address sea level rise, shoreline change and implications for the management and long-term protection of public trust lands and resources.

4.4.2 Use best available science and information (such as the [Conserving California's Coastal Habitat](#) report) to develop guidance on climate change adaptation strategies for maintaining and supporting acquisition of open space areas where ESHA, wetlands and other critical coastal habitats (e.g., beaches, dunes) can migrate. (See also [Coastal Resources Action 3.1.2](#))

4.4.3 Continue to use economic data and sound valuation methods to develop mitigation recommendations for unavoidable impacts of permitting shoreline armoring on sand supply, public access/recreation and habitat/ecological function through guidance and training for staff.

4.4.4 Partner with California State Parks, State Coastal Conservancy and others to maintain beaches, public access ways, the California Coastal Trail and amenities (e.g. parking, facilities) in light of sea level rise, including planning for relocation of facilities as needed. (See also [Public Access Objective 2.6](#) and [Coastal Resources Objective 3.6](#))

4.4.5 In coordination and collaboration with CNRA and others, develop and implement strategies to protect the state's biodiversity, working and natural lands in the coastal zone, and coastal waters and build climate resilience and economic sustainability as directed by Governor's Executive Order N-82-20, including actions that support accelerating the pace and scale of environmental restoration projects under the "Cutting Green Tape" initiative. (See also [Coastal Resources Action 3.1.5](#))

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### **Objective 4.5 Facilitate Reduction of Greenhouse Gas (GHGs) in LCPs, CDPs and Other Efforts.**

4.5.1 Continue to identify and implement feasible measures to reduce the carbon footprint of the Commission's business operations.

4.5.2 Facilitate reduction of greenhouse gas emissions by pursuing sustainable development standards and smart growth land use planning strategies in LCPs and coastal permits.

4.5.3 Develop policy guidance for local governments on developing new or updating LCPs to reduce greenhouse gas emissions, such as through smart growth, complete streets, public transportation, electric vehicle infrastructure, mixed use development, affordable housing, and increased housing density. (See also [Coastal Planning and Permitting Action 6.2.1](#))

4.5.4 Work with Caltrans, regional transportation agencies and local governments to integrate multi-modal transportation opportunities in transportation projects to reduce vehicle miles traveled, energy consumption and greenhouse gases.

### **Objective 4.6 Increase Public Awareness and Participation in Planning to Address Climate Change in Coastal Communities and Statewide.**

4.6.1 Increase the public's awareness of climate change issues, including greenhouse gas emissions, increased wildfire risks, saltwater intrusion, marine heat waves, ocean acidification, and flooding, through such means as public education, social and print media coverage and updates to the Commission's sea level rise website pages. (See also [Public Partnership Action 8.3.1](#))

4.6.2 Working with Ocean Protection Council and other state partners, develop and implement a targeted outreach and education campaign to inform the public of the risks posed by climate change, including sea level rise, how adaptation can build resilience, the trade-offs associated with various adaptation strategies, and disproportionate burdens experienced by environmental justice communities.

## **E. Environmental Justice, Diversity and Tribal Relations**

### **Goal 5 Advance Diversity, Equity, Environmental Justice, and Tribal Relations**

The Coastal Act gives the Commission authority to consider environmental justice when making permit decisions. Environmental justice is defined as “the fair treatment of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies” (Government Code Section 65040.12). This is an important lens to use when considering all aspects of the Commission's

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programs and activities. For example, the Commission's climate change planning actions (Goal 4) should continue to evaluate and consider the disproportionate burdens to environmental justice communities.

The Commission acknowledges its role in making California's coast accessible for all Californians, regardless of their ethnicity, gender identity, sexual orientation, socio-economic status or place of residence. The Commission adopted an environmental justice policy in March 2019 to guide and provide a framework for identifying and analyzing project impacts on underserved and disadvantaged communities.

The Strategic Plan addresses several topics to achieve more meaningful engagement, equitable process, effective communication, and stronger coastal protection benefits for all Californians. A significant way in which the environmental justice principles can be implemented is through integration of those principles into the Commission's planning and permitting work ([Objective 5.1](#)). In addition, there are opportunities to improve the Commission's hearing process to support and encourage participation and inclusion of communities that might not otherwise be able participate ([Objective 5.2](#)). There are also opportunities to promote equity and inclusion through new methods of reaching out to engage and familiarize a diverse new audience with the Commission's programs and processes ([Objective 5.3](#)).

The Strategic Plan includes actions to strengthen inclusive recruitment, advancement, and retention of staff ([Objective 5.4](#)). The actions also underscore the importance of conducting training to build awareness of environmental, racial, and social equity concepts in order for those concepts to be addressed in the Commission's regulatory and planning work ([Objective 5.5](#)). Separately from the environmental justice issues, it is crucial to recognize and strengthen tribal relations and to implement the Commission's Tribal Consultation Policy through on-going communication strategies, training, and exploration of legislative changes for enhanced protection of cultural resources ([Objective 5.6](#)).

### Goal 5 Evaluation Criteria:

- *Number of state-wide policies, plans and documents completed to consider environmental justice and equity in planning and permitting decisions.*
- *Milestones completed under the Coastal Commission Racial Equity Action Plan.*
- *Trainings and informational presentations provided on environmental justice, equity and tribal consultation.*
- *Number of tribal consultations conducted.*

### Objective 5.1 Strengthen Coastal Protection through Consideration of Environmental Justice in Permit Decisions and Planning Documents.

5.1.1 Develop staff guidance on identifying and evaluating environmental justice impacts, project alternatives and mitigation measures during reviews of permit applications and appeals.

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5.1.2 Develop a guidance memo for staff and local governments to assist with the incorporation of environmental justice policies into Local Coastal Programs.

5.1.3 Develop guidance for staff and local governments to better address environmental justice and equity in sea level rise planning, including robust community engagement to better understand needs. (See also [Climate Change Action 4.3.4](#))

5.1.4 Update Commission planning and guidance materials to include discussion of environmental justice concepts and issues.

### **Objective 5.2 Reduce Barriers to Public Participation by Increasing Meeting Accessibility.**

5.2.1 Make Commission meetings more geographically accessible to underserved communities by adopting an annual meeting calendar that includes at least three Commission meetings per year in more inland areas accessible by public transit and continued use of virtual meetings as a way to allow for greater participation. Explore ways to increase meeting accessibility through technology and adjusting meeting times.

5.2.2 Develop criteria to guide and disseminate informational materials in relevant languages specifically for disadvantaged communities relating to upcoming Commission actions that are likely to impact or be of interest to those communities.

5.2.3 Update notification procedures for upcoming regulatory, planning and enforcement actions in a way that reaches a broader, more diverse audience. (See also [Information Management Action 9.5.5](#))

### **Objective 5.3 Reach Diverse New Audiences and Promote Equity and Inclusion.**

5.3.1 Develop educational materials in a variety of media formats (e.g., written, video) to explain the Coastal Act, the Commission and the public participation process. (See also [Public Partnership Objective 8.3](#))

5.3.2 Provide language translation services for both written and oral communication at Commission meetings, workshops and other events where multi-lingual services are needed and as resources allow.

5.3.3 Increase diverse and inclusive public participation by conducting or attending community workshops on relevant coastal-related issues, presenting at community meetings, and hosting surveys and focus groups with populations facing barriers to participation as staff time and resources allow.

5.3.4 Reach and engage diverse new audiences for Public Education Programs through updated communications materials, recruiting new partner organizations, expanding outreach to new groups, and other program improvements. (See also [Public Partnership Objective 8.3](#))

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5.3.5 Expand measures to improve equity, inclusion, and support culturally relevant coastal and marine education through the WHALE TAIL® Grants Program. (See also [Public Access Actions 2.3.3](#) and [2.3.4](#), and [Public Partnership Action 8.4.1](#))

5.3.6 Provide an equity analysis of the Commission's existing grant funding and recipients and a discussion of how the Commission is reducing barriers to applicants from marginalized communities in the annual public education report.

### **Objective 5.4 Increase Staff Diversity through Inclusive Recruitment, Advancement and Retention Strategies. (See also [Agency Capacity Objective 1.1](#) and [1.2](#))**

5.4.1 Assess job posting and outreach procedures and adjust accordingly to broaden recruitment pool by including institutions and organizations with diverse memberships.

5.4.2 Include racial equity work in job duties and job duty statements.

5.4.3 Create a racial equity onboarding packet and welcoming protocol/committee in each office for new employees, including methods for virtual "onboarding."

5.4.4 Seek funding to develop an internship program to help prepare students and recent graduates from diverse cultural and socio-economic backgrounds for careers in coastal management and environmental sciences.

### **Objective 5.5 Address Institutional Racism and Unconscious Bias through Building Awareness and Conducting Training.**

5.5.1 Expand staff training opportunities on the subject of social justice and racial equity through continuing to work with the Government Alliance for Racial Equity (GARE) Capitol Cohort and in partnership with other groups such as Race Forward.

5.5.2 Implement the agency-wide Racial Equity Action Plan to serve as a roadmap for increasing workplace diversity and conducting a more inclusive public participation process. (See also [Agency Capacity Action 1.1.5](#), [Environmental Justice Objective 5.2](#), and [Information Management Actions 9.5.4](#) and [9.5.5](#))

5.5.3 Work with experts to develop and provide training for staff and Commissioners to address unconscious bias and related equity issues.

5.5.4 Host a public workshop or speaker series with the Commission and environmental justice leaders to discuss environmental justice concepts, priorities and challenges as they apply to the coastal zone.

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### **Objective 5.6 Strengthen Tribal Relations through Implementation of the Coastal Commission's 2018 Tribal Consultation Policy.**

5.6.1 Seek opportunities for legislative changes to enhance the protection of cultural resources in the coastal zone.

5.6.2 Conduct staff and Commissioner training on the Commission's Tribal Consultation Policy.

5.6.3 Improve tribal relations through on-going communication and in-person meetings to support general awareness, understand traditional ecological knowledge, and build trust in addition to tribal consultation process on regulatory and planning matters.

5.6.4 Identify opportunities for sharing expertise, pooling resources, joint training forums and integrating approaches with other state agencies implementing tribal consultation policies.

## **F. Coastal Planning and Permitting**

### **Goal 6 Continue to Enhance the LCP Planning Program and Refine Implementation of the Regulatory Program**

The LCP Program addresses the responsibilities of the Commission and local governments relative to land use and resource planning within the coastal zone of each local jurisdiction. At the core of the Commission's LCP Program is the unique planning partnership between the Commission and coastal jurisdictions to implement the state's Coastal Management Program and support locally-issued coastal development permitting, consistent with the Coastal Act. While the Commission has achieved much through the Coastal Act's state-local partnership, the stresses of inadequate resources for on-going coastal planning have resulted in collaboration, management, and permitting challenges.

To address these challenges, the Strategic Plan focuses on a few key areas to achieve the goal of enhancing and expanding the LCP Program. First, it is critical to continue the Commission's on-going efforts to improve communication and collaboration with local governments on LCP implementation as well as key coastal planning concerns in recognition of the local governments' responsibility to balance development that provides vibrant and diverse communities while protecting coastal resources and priority uses under the Coastal Act ([Objective 6.1](#)). Continued coordination on issues related to climate change planning is critical for success of future LCPs and updates. Additional actions are proposed in [Goal 9, Information Management and E-Government](#), related to online access and electronic posting of LCP information that complement the actions below for improved communications (See also [Information Management Actions 9.4.1](#), [9.5.3](#), and [9.5.6](#)).

There is also need to facilitate certification of new LCPs, support updates of LCPs through the amendment process, and build capacity at the local level ([Objective 6.2](#)). While most of the coast is governed by a certified LCP, there are a number of jurisdictions without a certified LCP



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or that have LCPs that are in need of a comprehensive update. The continued success of the Coastal Management Program is directly tied to the state-local partnership and the program's ability to keep LCPs current and responsive to on-going and emerging resource management challenges.

In addition to LCP planning, the Commission retains authority for direct permit planning in portions of the coastal zone and implements a federal consistency review process for activities that are undertaken by federal agencies or are federally permitted or funded. Administration of these core regulatory functions requires periodic improvements to create efficiencies within the permitting process and to modernize and address issues related to development review and implementation ([Objective 6.3](#)). Moreover, actions under [Objective 6.4](#) address the hearing process related to the distribution, timing, and noticing of information to maximize public participation within the decision-making process.

### Goal 6 Evaluation Criteria:

- *Number of coastal development permits acted on and CDP processing times.*
- *Number of Local Coastal Program and other plans acted on and LCP processing times.*
- *Number of federal consistency items acted upon.*
- *Number of appeals of locally issued coastal development permits.*
- *Number of local government workshops.*
- *Number of trainings and information provided to local governments.*

### Objective 6.1 Continue to Improve Communication and Planning with Local Governments.

6.1.1 Develop clarifying informational materials related to the LCP amendment application process to encourage a more understandable and user-friendly submittal process and promote timely filing.

6.1.2 Continue to convene district-level meetings with local government staffs on a regular or as-needed basis to enhance coordination and communication, including on significant or comprehensive LCP amendments prior to local action.

6.1.3 Establish collaboration expectations for LCP amendment pre-submittal coordination work with local government partners.

6.1.4 Seek funding to fully engage in the local planning process, including attending workshops and local public meetings and commenting on key documents instrumental in the development of LCPs or LCP amendments.

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6.1.5 Increase training and information on the LCP program and key coastal policy issues for local staff and officials which may include topics of housing density, housing affordability, environmental justice and equity, climate change, development compatible with community character, or other topics of local concern. (See also [Agency Capacity Action 1.3.1](#))

6.1.6 Continue to work with League of Cities and California State Association of Counties to hold periodic Commission and local official and/or local staff workshops and continue to have an agency liaison to coordinate with these local government groups on coastal program issues. (See also [Public Partnership Action 8.1.1](#))

### **Objective 6.2 Work with Local Governments to Certify New LCPs and to Update LCPs Where Feasible (See related actions under [Climate Change Objectives 4.1](#) and [4.2](#) and [Environmental Justice Objective 5.1](#)).**

6.2.1 Provide policy guidance to local governments to support the development and certification of new LCPs and LCP Updates and to integrate Areas of Deferred Certification (ADCs) into existing LCPs, including to address issues such as housing density, housing affordability, environmental justice and equity, and climate change. (See also [Climate Change Action 4.1.1](#) and [Environmental Justice Actions 5.1.2](#) and [5.1.3](#))

6.2.2 Pursue legislative incentives to encourage full LCP certification and timely updates.

6.2.3 Expand the capacity of staff to develop and maintain guidance and online tools to support development of, and updates to, LCPs.

6.2.4 Continue to seek additional funding to continue and expand the local assistance funding for the LCP Grant Program and to support providing technical assistance to local governments.

### **Objective 6.3 Further Refine Implementation of the Coastal Development Permit (CDP) and Federal Consistency Processes.**

6.3.1 Update CDP application materials for improved user understanding of the application requirements to support timely application processing.

6.3.2 Evaluate options to improve the recorded documents process, including legally effective recordation in the simplest possible ways, and refining review of recorded documents required as conditions of permits.

6.3.3 Update federal consistency program information and develop guidance for staff on processing federal consistency submittals and disseminating informational materials regarding past, pending and future federal activities and federally permitted and funded activities.

6.3.4 Continue to update the Commission's regulations to streamline processes, protect coastal resources, and advance sea level rise management strategies.



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### Objective 6.4 Improve Information Distribution and Maximize Public Participation in the Decision-Making Process.

6.4.1 Update Commission meeting protocols and materials related to public hearings and testimony to further facilitate and simplify the public participation process. (See also [Environmental Justice Objective 5.2](#) and [Information Management Action 9.5.4](#))

6.4.2 Develop a phased Commission hearing process for complex regulatory and planning items to enhance and improve public participation.

6.4.3. Examine how the Commission gathers, retains and distributes the information upon which it makes its decisions to the public and the Commission, and use the results to identify and consider seeking changes to the Commission's practices, as appropriate.

## G. Enforcement

### Goal 7 Expand and Enhance the Enforcement Program

The Commission's Enforcement Program plays a vital role in ensuring the protection of the state's coastal resources. Enforcement is an arm of the regulatory program that acts to resolve violations of the Coastal Act, including both unpermitted development (i.e., development undertaken without benefit of a coastal development permit) and non-compliance with terms and conditions of Commission-issued coastal development permits (i.e., permit compliance). Given the extent of the coastal zone and over 40 years of permit history combined with a lack of staff capacity, the enforcement workload is extensive and carries a significant backlog (over 2,500 cases) well beyond what can be handled by current staff.

Improvements to the Enforcement Program are necessary to address the backlog and to allow more focus on permit compliance issues. The strategies in Goal 7 include program enhancements and expanded staff capacity to handle the workload, including better enforcement tools and additional enforcement authority ([Objective 7.1](#)). In addition, the actions under this goal address priorities for resolving violations through investigation of wide-spread violation types and targeting issues of known high priority ([Objective 7.2](#)). This goal also identifies ways to improve the Commission's permit compliance capacity, particularly through seeking to establish a dedicated permit compliance program. ([Objective 7.3](#))

This goal also provides strategies for coordination with the State Coastal Conservancy on the use of Violation Remediation Account funds ([Objective 7.4](#)) and includes actions to focus on using public information and outreach strategies to educate the public about the Commission's Enforcement Program and Coastal Act requirements. ([Objective 7.5](#))

#### Goal 7 Evaluation Criteria:

- *Number of open Coastal Act violation cases.*
- *Number of closed Coastal Act violation cases.*

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- *Number of projects and funding provided to offset damages caused by Coastal Act violations.*

### **Objective 7.1 Provide New Enforcement Mechanisms and Strategies To Increase Program Efficiency.**

7.1.1 Expand administrative penalty authority beyond public access to the remainder of the program and identify other potential legislative changes to strengthen the enforcement program.

7.1.2 Improve permitting and enforcement processes by pursuing “compliance first” policies, modeled after local government approach.

7.1.3 Pursue information gathering authority similar to other local and state government agencies.

7.1.4 Obtain modern enforcement tools such as digital imagery, GPS devices, and other current and evolving technologies to better identify and verify circumstances on the ground.

7.1.5 Continue to develop relationships with local agencies, such as district attorney’s offices, local planning departments and code inspectors, to consider and, when appropriate, take coordinated enforcement action to address matters involving violations of the Coastal Act.

7.1.6 Seek increased funding and staff positions for the Enforcement Program to reduce the backlog of enforcement cases and improve condition compliance with coastal development permits.

### **Objective 7.2 Facilitate Resolution of Coastal Act Violations.**

7.2.1 Seek funding to undertake an inventory of wide-spread violation types in order to more efficiently investigate and address them (e.g., an inventory of “no parking” signs statewide in areas of serious parking shortages, encroachments, unpermitted development, and other public access barriers).

7.2.2 Focus enforcement efforts on issues of special attention such as cases arising from sea level rise or that exacerbate effects of sea level rise, such as unpermitted seawalls, loss of beach as open space for the increasingly urban population of the state, and loss of habitats uniquely threatened by sea level rise. (See also [Public Access Action 2.2.2](#))

7.2.3 Continue to prioritize enforcement of violations that adversely impact public access and raise environmental justice concerns. (See also [Public Access Actions 2.2.1](#) and [2.2.2](#))

7.2.4 Continue to work with existing interagency enforcement task forces and establish new task forces, as needed, to better coordinate with local government partners. (See also [Appendix B](#))

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### **Objective 7.3 Create a Permit Compliance Program. (See also [Enforcement Action 7.1.6](#))**

7.3.1 Review and evaluate the status of CDP condition compliance to determine permit compliance needs.

7.3.2 Based on the evaluation, seek funding and staff positions to establish a permit compliance program that improves condition compliance and resolves permit compliance violations by collecting relevant data, setting priorities, conducting enforcement investigations and working with property owners and local governments to resolve the violation.

### **Objective 7.4 Continue Working with the State Coastal Conservancy to Use the Violation Remediation Account (“VRA”) for Projects that Benefit Coastal Resources and Restore the Losses Caused by the Violations.**

7.4.1 Consistent with the MOU, continue the partnership with the State Coastal Conservancy as it supports projects that restore and enhance coastal resources and public access with funding from the VRA.

7.4.2 Develop strategies to prioritize property acquisition for coastal access and for coastal habitat protection, preservation and restoration to mitigate damage from violations.

### **Objective 7.5 Increase Public Understanding of Commission Enforcement Efforts.**

7.5.1 Improve public outreach to deter violations and raise awareness on reporting violations, including through the use of the following: increase social media and web presence; issue periodic reports to the Commission on the enforcement program; and develop and distribute outreach and education materials to public agencies, NGOs and the development community.

7.5.2 Continue to distribute press releases and provide press availability for major enforcement events.

## **H. Public Presence and Partnerships**

### **Goal 8 Continue to Develop and Maintain Partnerships and Enhance Public Presence**

Goal 8 includes actions to improve communications, collaboration, and coordination outside of the Commission, including participation in working groups, collaboration with academic institutions to obtain the best available scientific information, and collaboration with non-governmental agencies on coastal issues ([Objective 8.1](#)). Additionally, Goal 8 calls for staff to work proactively with the media to provide information about Commission programs and decisions ([Objective 8.2](#)).

Moreover, this goal supports communication with the public about the Commission’s program, including its accomplishments and challenges ([Objective 8.3](#)). This includes priorities for the Commission’s Public Education Program that will engage new audiences and build program

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capacity in support of efforts to foster coastal awareness and stewardship ([Objective 8.3](#), [Objective 8.4](#)).

### Goal 8 Evaluation Criteria

- *Number of Interagency Working Groups and meetings participated in.*
- *Number of Whale Tail Grants and funding provided.*
- *Number of participants in public education and awareness events.*
- *Number of social media posts.*
- *Success stories and accomplishments shared with others.*
- *Number of Caltrans CDPs and waivers.*
- *Number of meetings with California Legislative and Congressional staff.*

### **Objective 8.1 Create and Maintain Partnerships and Opportunities for Collaboration to Facilitate the Exchange of Knowledge and to Address Complex Coastal Management Issues.**

8.1.1 Continue to participate in interagency coordination efforts (e.g., coastal working groups, task forces, panels, workshops, and advisory committees) that advance the goals of the Coastal Act and build understanding and alignment of multiple agency requirements. (See also [Appendix B](#))

8.1.2 Pursue funding to support increased collaboration efforts by enhancing staff capacity to participate in coastal working groups, task forces, panels, and advisory committees.

8.1.3 Continue to engage with federal or other agency partners that could assist the Commission in achieving its goals and objectives such as through technical assistance available through the Commission's cooperative agreement with NOAA.

8.1.4 Seek funding to enhance coordination with state and Congressional legislative offices to highlight coastal management program activities, opportunities, and challenges.

8.1.5 Collaborate with Sea Grant and academic research institutions to ensure Commission decisions are informed by the best available science and information.

8.1.6 Continue to collaborate with non-governmental organizations on coastal issues.

8.1.7 Continue to participate in interagency agreements and other partnership efforts with Caltrans and regional transportation partners to ensure that state and regional transportation plans, projects and associated actions are consistent with, and meet the requirements of, the Coastal Act and the federal Coastal Zone Management Act.

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### **Objective 8.2 Work Proactively with the Media to Provide Information About Commission Programs and Decisions. (See also [Enforcement Action 7.5.2](#))**

8.2.1 Maintain and enhance the agency's relationship with the press corps.

8.2.2 Expand media presence to reach a diverse audience.

### **Objective 8.3 Advance Public Awareness of Coastal Resources and Protection Issues.**

8.3.1 Develop additional educational resources, communications, and programs to educate and raise public awareness about coastal resource issues including climate change and sea level rise, marine debris and plastic pollution, environmental justice, water quality, and public access. (See also [Coastal Resources Action 3.5.4](#) and [Climate Change Action 4.6.1](#))

8.3.2 Build broader support for the California Coastal Management Program by improving communication of program activities, agency accomplishments, and the value added from coastal program efforts.

8.3.3 Improve and expand outreach, communications, and program delivery to diverse new audiences, including environmental justice communities, using online platforms, video, and other tools for public education purposes. (See also [Environmental Justice Action 5.3.1](#))

### **Objective 8.4 Engage the Public, Organizations, and Interested Parties in the Stewardship of Coastal Resources.**

8.4.1 Promote broad public engagement and inclusion in Commission coastal stewardship programs through outreach to new audiences, including expanding programs into new geographic areas (for example, Coastal Cleanup Day, Adopt-A-Beach, Schoolyard Cleanups, King Tides Project, Boating Clean and Green, WHALE TAIL® grants). (See also [Coastal Resources Actions 3.5.1](#) and [3.5.5](#), and [Environmental Justice Action 5.3.5](#))

8.4.2 Acknowledge and highlight people and organizations doing outstanding service for the California coast.

8.4.3 Maintain and expand program capacity for the WHALE TAIL® grants program, California Coastal Cleanup Day, and other education programs by working with partners to develop new funding sources and partnerships and by positioning the program to maximize philanthropic opportunities.

## **I. Information Management and E-Government**

### **Goal 9 Enhance Information Management and E-Government**

Information management and e-government are critically important to improving the Commission's implementation of the Coastal Act. The Commission seeks to maximize its use of digital technologies in support of program implementation. Strategies outlined under this goal include modernizing the Commission's network and computer systems ([Objective 9.1](#)),

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providing information technology support services ([Objective 9.2](#)), and maintaining easy access to resources and information ([Objective 9.3](#)). Additionally, the strategies support digital delivery and archiving of Commission staff reports ([Objective 9.3](#)) and enhancements to the Commission's Coastal Data Management System (CDMS) ([Objective 9.4](#)). Further, this goal includes actions intended to improve the Commission's integration and use of mapping tools and protocols to support the Commission's regulatory work ([Objective 9.6](#)).

Importantly, under this goal, the Strategic Plan addresses e-government strategies and options for more transparency, digital processes, and online permit applications and a digital LCP library ([Objective 9.5](#)).

### Goal 9 Evaluation Criteria:

- *Improvements to Commission network and information systems.*
- *Number of paper files converted to digital.*
- *Updates made to the Coastal Commission's website.*
- *New geospatial data, maps and analysis tools provided.*

### Objective 9.1 Maintain the Commission's Equipment, Network and Information Systems.

9.1.1 Refresh and update Commission network and desktop hardware and software.

9.1.2 Expand the use of cloud-based storage systems and services to improve data storage, security and performance.

9.1.3 Improve network security systems and expand network capacity across commission offices.

9.1.4 Modernize agency equipment, communication protocols and processes including enhanced capability for video conferencing, webinar access, wifi, off-site data access and project management.

### Objective 9.2 Strengthen Information Technology Services Support and Availability of Those Support Services in the District Offices.

9.2.1 Conduct on-going training for all staff for use and support of new technologies and data systems deployed by the Commission.

9.2.2 Seek funding for additional Information Systems Unit (ISU) staff resources and annual professional training to support the Commission's expanding demand for cyber security, computer, network, and database services and resources.

9.2.3 Develop and maintain staff information, training, and reference materials on the Intranet site.



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### **Objective 9.3 Design and Deploy a Uniform Digital Records File and Management System for the Commission.**

9.3.1 Complete the Commission's digital document library for all Commission actions from 1973 to the present, including converting paper records to a searchable digital format, linking to the Commission's final adopted reports, and linking all records to the CDMS. Make CDMS data available online as appropriate and as feasible.

9.3.2 Integrate records management and data storage needs with new California State Records Center digital records storage systems.

9.3.3 Seek funding for additional staff, resources and training to support the Commission's required conversion of existing digital records into fully accessible documents compliant with ADA Section 508 Accessibility Standards.

### **Objective 9.4 Enhance Functionality of the Coastal Data Management System.**

9.4.1 Create and deploy an online web-interface of the Commission's CDMS to make information on past and present permit and planning items readily available to the public, including the processing status of current LCP and permit actions.

9.4.2 Pursue refinements and updates to the CDMS that can simplify data entry and retrieval and address new reporting needs. (See also [Coastal Resources Action 3.2.6](#))

9.4.3 Develop data quality standards and provide ongoing staff training and awareness to improve data quality, accuracy and completeness for records in the CDMS.

### **Objective 9.5 Develop and Implement E-Government Systems.**

9.5.1 Develop systems for receiving information (such as post-cert notices from local governments) electronically.

9.5.2 Make the Commission's CDP application process more user-friendly by updating and standardizing the CDP application across districts, making the full range of application types available on the website (including for amendments, exemptions, extensions, etc.), providing hyperlinks to guidance on elements of the application (e.g., to standards for geotechnical and biological reports), and developing protocols to receive CDP application submittals in electronic formats that facilitate application processing.

9.5.3 Update the Commission's website to provide a more expansive and user-friendly platform for the distribution of information to local governments and other local planning partners on the LCP Program.

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9.5.4 Continue to facilitate virtual staff presentations and explore opportunities to maximize public participation through the use of technology and protocols at Commission hearings. (See also [Environmental Justice Action 5.2.1](#) and [Coastal Planning and Permitting Objective 6.4](#))

9.5.5 Simplify Commission hearing noticing protocols (e.g., postcard noticing, messaging on notices, etc.), including as it relates to electronic noticing. (See also [Environmental Justice Action 5.2.3](#))

9.5.6 Secure resources to develop and maintain an accurate digital library of certified LCPs with access for the public and instructions for use.

## **Objective 9.6 Deliver Geospatial Solutions that Improve Analysis and Decision-Making.**

9.6.1 Build the Commission's mapping data sets and tools to enhance the Commission's decision-making process.

9.6.2 Develop datasets, tools and access for Commission staff and local governments to cadastral (parcel) detail digital boundaries for the Commission's jurisdiction, including original permit, geographic appeal areas, categorical exclusion areas and coastal zone boundary. Make the digital boundary maps and data available to the public. (See also [Climate Change Action 4.3.2](#))

9.6.3 Enhance digital archive of aerial photography, slides, large format maps, graphics, and documents.

9.6.4 Establish data-sharing channels with other government agencies to ensure staff access to high quality and complete coastal information for decision-making.



# California Coastal Commission Strategic Plan

## 2021-2025 Final Strategic Plan

### Appendix A. Coastal Commission Strategic Plan Action List

The list below provides an abbreviated form of each of the objectives and actions in the 2021 - 2025 Strategic Plan. The abbreviated form will be used for future reporting summaries and does not substitute for the detailed language in the full version in the Strategic Plan. Please refer to the full version of the objective or action for important details and implementation.

Objective/Action	
<b>Internal Agency Capacity and Effectiveness</b>	
Undertake Workforce Planning	
<a href="#">1.1.1</a>	Pursue Increased Staffing
<a href="#">1.1.2</a>	Pursue Salary Increases and Promotional Opportunities
<a href="#">1.1.3</a>	Pursue Geographic Pay Increases
<a href="#">1.1.4</a>	Ensure Agency Decisions Consider the Racial Equity Plan
<a href="#">1.1.5</a>	Improve Exam Opportunities
<a href="#">1.1.6</a>	Continue Internship and Fellowship Programs
Increase Staff Satisfaction and Retention	
<a href="#">1.2.1</a>	Develop Agency Telework Protocols
<a href="#">1.2.2</a>	Establish Staff Recognition Program
<a href="#">1.2.3</a>	Assemble Staff for Team Building
<a href="#">1.2.4</a>	Evaluate Staff Retention
<a href="#">1.2.5</a>	Conduct Staff Performance Evaluations
Increase Training and Professional Development Opportunities	
<a href="#">1.3.1</a>	Complete and Implement the LCP Training Program
<a href="#">1.3.2</a>	Encourage Professional Development Opportunities
<a href="#">1.3.3</a>	Brief Commissioners On Key Program Topics
Improve Agency Business	
<a href="#">1.4.1</a>	Seek Support for FI\$Cal Implementation
<a href="#">1.4.2</a>	Expand Staff to Implement FI\$Cal
<a href="#">1.4.3</a>	Modernize Time Tracking & Reimbursement Approaches Where Feasible
<b>Public Access</b>	
Realize Public Access	
<a href="#">2.1.1</a>	Ensure Offers to Dedicate are Accepted and Access Opened
<a href="#">2.1.2</a>	Monitor and Protect Existing Access Resources
<a href="#">2.1.3</a>	Coordinate with State Parks on Lower-Cost Access

# California Coastal Commission Strategic Plan

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Objective/Action	
<a href="#">2.1.4</a>	Implement Hollister Ranch Public Access Program
Protect Public Access Opportunities	
<a href="#">2.2.1</a>	Identify Unpermitted Development with Impacts to Public Access
<a href="#">2.2.2</a>	Enforce Removal of Unlawful Barriers
<a href="#">2.2.3</a>	Provide Guidelines for Local Parking Programs
<a href="#">2.2.4</a>	Coordinate to Address Increasing Demand for Public Access & Amenities
<a href="#">2.2.5</a>	Initiate MOU with State Parks to Expand Public Access
Facilitate Public Access	
<a href="#">2.3.1</a>	Coordinate Efforts to Bring People to the Coast
<a href="#">2.3.2</a>	Provide LCP Guidance to Address Access Barriers
<a href="#">2.3.3</a>	Support Access for Underserved Communities
<a href="#">2.3.4</a>	Coordinate Access and Barrier Removal for Disadvantaged Communities
Encourage Lower-Cost Visitor Serving Opportunities	
<a href="#">2.4.1</a>	Enhance Interagency Coordination Related to Public Access
<a href="#">2.4.2</a>	Develop Lower-Cost Visitor Serving Facilities Guidance
Expand the California Coastal Trail (CCT)	
<a href="#">2.5.1</a>	Evaluate Public Access in LCP Updates
<a href="#">2.5.2</a>	Realize CCT Resources through Coordination
<a href="#">2.5.3</a>	Work with SCC to Enhance and Expand the CCT
<a href="#">2.5.4</a>	Establish CCT in Transportation Projects
<a href="#">2.5.5</a>	Complete the CCT Mapping Project
Address Vulnerable Public Access	
<a href="#">2.6.1</a>	Evaluate Vulnerabilities and Plan for Access Routes
<a href="#">2.6.2</a>	Coordinate on Vulnerable Access at State Parks & Other Parks & Facilities
<a href="#">2.6.3</a>	Undertake LCP and CDP Planning to Address Vulnerable Access Resources
Raise Awareness of Available Public Access	
<a href="#">2.7.1</a>	Provide Public Access Information by Digital Tools
<a href="#">2.7.2</a>	Seek Funds for Digital Platforms
<a href="#">2.7.3</a>	Recognize Commission Role on Access Signage
<a href="#">2.7.4</a>	Seek Funds for the Coastal Access Guide
<b>Coastal Resources</b>	
Protect ESHA and Wetland Resources	
<a href="#">3.1.1</a>	Develop a Coastal Habitats Compendium
<a href="#">3.1.2</a>	Update ESHA LCP Guidance
<a href="#">3.1.3</a>	Collaborate to Protect Coastal Resources
<a href="#">3.1.4</a>	Continue to Collaborate on Wildfire Prevention & Planning
<a href="#">3.1.5</a>	Strategize to Support “Cutting the Green Tape”

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Objective/Action	
Advance ESHA, Wetland, and Marine Resources Mitigation Strategies	
<a href="#">3.2.1</a>	Apply Current Mitigation Principles
<a href="#">3.2.2</a>	Reconcile Mitigation Requirements
<a href="#">3.2.3</a>	Participate in Habitat Mitigation Working Groups
<a href="#">3.2.4</a>	Coordinate with Caltrans on Mitigation Program
<a href="#">3.2.5</a>	Meet Commitments of the Caltrans MOU
<a href="#">3.2.6</a>	Track and Report Wetland Mitigation
Protect and Maximize Agriculture and Provide for Aquaculture Facilities & Uses	
<a href="#">3.3.1</a>	Update Agricultural LCP Guidance
<a href="#">3.3.2</a>	Evaluate Agricultural Land Protection Strategies
<a href="#">3.3.3</a>	Outreach to the Agricultural Community
<a href="#">3.3.4</a>	Accommodate Siting of Aquaculture Facilities Uses
<a href="#">3.3.5</a>	Develop Marine Aquaculture Guidance
Protect Marine Resources	
<a href="#">3.4.1</a>	Collaborate on Aquaculture BMPs
<a href="#">3.4.2</a>	Support Statewide Wind Energy Planning Efforts
<a href="#">3.4.3</a>	Guide Oil and Gas Decommissioning
Reduce Marine Debris	
<a href="#">3.5.1</a>	Encourage Beach Clean Up
<a href="#">3.5.2</a>	Provide Guidance to Integrate Marine Debris BMPs into CDPs & LCPs
<a href="#">3.5.3</a>	Collaborate on Marine Debris Reduction Efforts
<a href="#">3.5.4</a>	Educate to Reduce Reliance on Single Use Plastic
<a href="#">3.5.5</a>	Implement Fishing Line Recycling Program
<a href="#">3.5.6</a>	Engage with Plastic Pollution & Marine Debris Legislation
Advance Sediment Management Planning	
<a href="#">3.6.1</a>	Develop Sediment Management Guidance
<a href="#">3.6.2</a>	Identify Sediment Management Opportunities for Resilient Public Access
<a href="#">3.6.3</a>	Participate in Sediment Management Working Groups
<a href="#">3.6.4</a>	Work with Caltrans & Others to Integrate Sediment Management Planning into Transportation Projects
Improve Oil Spill Prevention and Response	
<a href="#">3.7.1</a>	Be Prepared to Provide Oil Spill Response Assistance
<a href="#">3.7.2</a>	Facilitate Improved Oil Spill Prevention & Response Communication
Protect Coastal Waters	
<a href="#">3.8.1</a>	Integrate Water Quality Protection Measures into CDPs & LCPs
<a href="#">3.8.2</a>	Develop Water Quality Training Materials
<a href="#">3.8.3</a>	Collaborate to Protect Critical Coastal Area Watersheds

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Objective/Action	
<b>Climate Change and Sea Level Rise</b>	
Integrate Climate Change Risks in Planning and Permitting	
<a href="#">4.1.1</a>	Certify Coastal Hazard LCP Updates
<a href="#">4.1.2</a>	Collaborate with Providers of Key Infrastructure Assets
<a href="#">4.1.3</a>	Coordinate Adaptation Planning for State Infrastructure
<a href="#">4.1.4</a>	Collaborate to Address Sea Level Rise Vulnerabilities
<a href="#">4.1.5</a>	Proactively Integrate Climate Change Science into Transportation Plans
Support Local Adaptation Projects	
<a href="#">4.2.1</a>	Research Adaptation Funding Opportunities
<a href="#">4.2.2</a>	Align Planning Documents
<a href="#">4.2.3</a>	Collaborate on Coastal Adaptation Strategies
<a href="#">4.2.4</a>	Monitor & Support Caltrans Adaptation Plans and Projects
Enhance Capacity to Address Climate Change	
<a href="#">4.3.1</a>	Complete Coastal Adaptation Policy Guidance for Residential and Critical Infrastructure Types
<a href="#">4.3.2</a>	Develop a Shoreline Armoring Inventory
<a href="#">4.3.3</a>	Provide Sea Level Rise-Related Information, Training & Outreach
<a href="#">4.3.4</a>	Provide LCP Guidance on Climate Change
<a href="#">4.3.5</a>	Evaluate Shoreline Management Options
Protect Coastal Resources as Sea Level Rises	
<a href="#">4.4.1</a>	Coordinate with State Lands Commission on Public Trust
<a href="#">4.4.2</a>	Provide Guidance that Addresses Coastal Habitat Migration
<a href="#">4.4.3</a>	Assign Value to Resources Impacted by Shoreline Protection Projects to Ensure Adequate Mitigation
<a href="#">4.4.4</a>	Maintain Beaches and Other Public Access Amenities
<a href="#">4.4.5</a>	Coordinate on State Climate Action & Biodiversity Protection per Governor's Order
Reduce Greenhouse Gas (GHG) Emissions	
<a href="#">4.5.1</a>	Reduce the Commission's Carbon Footprint
<a href="#">4.5.2</a>	Encourage Greenhouse Gas Reduction Strategies in LCPs and CDPs
<a href="#">4.5.3</a>	Develop LCP Policy Guidance to Reduce GHGs
<a href="#">4.5.4</a>	Coordinate with Caltrans & Others to Implement Multi-Modal Transportation
Raise Awareness of Climate Change Issues	
<a href="#">4.6.1</a>	Develop Public Education Materials on Climate Change
<a href="#">4.6.2</a>	Provide Public Information on Climate Change & Adaptation Planning

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Objective/Action	
<b>Environmental Justice, Equity, Diversity and Tribal Relations</b>	
Consider Environmental Justice in Planning and Permitting	
<a href="#">5.1.1</a>	Provide Environmental Justice Guidance for Permits
<a href="#">5.1.2</a>	Provide LCP Guidance on Environmental Justice Concepts
<a href="#">5.1.3</a>	Address Environmental Justice and Equity in Sea Level Rise Planning
<a href="#">5.1.4</a>	Integrate Environmental Justice Concepts in Commission Documents
Reduce Barriers to Hearing Participation	
<a href="#">5.2.1</a>	Increase Commission Hearing Accessibility
<a href="#">5.2.2</a>	Develop Materials in Additional Languages
<a href="#">5.2.3</a>	Broaden Notification Procedures
Promote Equity and Inclusion	
<a href="#">5.3.1</a>	Develop Educational Materials for Multiple Audiences
<a href="#">5.3.2</a>	Provide Language Translation Services as Feasible
<a href="#">5.3.3</a>	Conduct or Attend Local Community Meetings
<a href="#">5.3.4</a>	Diversify Engagement in Public Access Programs
<a href="#">5.3.5</a>	Improve Equity and Inclusion in the WHALE TAIL Grant Program
<a href="#">5.3.6</a>	Provide an Equity Analysis on Grant Funding and Recipients
Increase Staff Diversity	
<a href="#">5.4.1</a>	Broaden the Recruitment Pool
<a href="#">5.4.2</a>	Update Duty Statements to Highlight Racial Equity
<a href="#">5.4.3</a>	Create an On-Boarding Program for New Staff
<a href="#">5.4.4</a>	Pursue Funding for Diversity Internship Program
Raise Awareness of Social Justice and Racial Equity	
<a href="#">5.5.1</a>	Expand Training Related to Social Justice and Racial Equity
<a href="#">5.5.2</a>	Implement the Racial Equity Action Plan
<a href="#">5.5.3</a>	Conduct Training on Unconscious Bias
<a href="#">5.5.4</a>	Hold an Environmental Justice Workshop or Speaker Series
Strengthen Tribal Relations	
<a href="#">5.6.1</a>	Seek Legislative Changes to Address Cultural Resources
<a href="#">5.6.2</a>	Provide Training on Tribal Consultation Policy
<a href="#">5.6.3</a>	Establish Regular Communication Between Staff and Tribal Representatives
<a href="#">5.6.4</a>	Identify Opportunities and Joint Approaches to Tribal Consultation
<b>Coastal Planning and Permitting</b>	
Improve Planning with Local Government Partners	
<a href="#">6.1.1</a>	Develop Informational Materials to Promote Complete LCP Amendment Submittals
<a href="#">6.1.2</a>	Conduct Routine Coordination with Local Governments

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Objective/Action	
<a href="#">6.1.3</a>	Address the LCP Amendment Pre-submittal Process
<a href="#">6.1.4</a>	Participate in the Local Planning Process
<a href="#">6.1.5</a>	Provide LCP Training and Information to Local Governments
<a href="#">6.1.6</a>	Work with CSAC and League of Cities on Local Issues
Facilitate New LCPs and Updates	
<a href="#">6.2.1</a>	Provide Guidance and Materials to Local Governments
<a href="#">6.2.2</a>	Consider Legislative Incentives to Certify and Update LCPs
<a href="#">6.2.3</a>	Enhance Staff Capacity to Provide LCP Assistance
<a href="#">6.2.4</a>	Expand Local Assistance Funding
Improve Permitting and Federal Consistency Processes	
<a href="#">6.3.1</a>	Update CDP Application Materials
<a href="#">6.3.2</a>	Improve the Recorded Documents Process
<a href="#">6.3.3</a>	Update Federal Consistency Program Information
<a href="#">6.3.4</a>	Pursue Substantive Updates to the Commission's Regulations
Maximize Public Participation in the Regulatory Process	
<a href="#">6.4.1</a>	Modify Hearing Protocols and Materials to Facilitate Public Participation
<a href="#">6.4.2</a>	Modify Hearing Process for Complex Hearing Items
<a href="#">6.4.3</a>	Examine Information Gathering, Retention, and Distribution Related to the Regulatory Program
<b>Enforcement</b>	
Enhance Enforcement Program Strategies	
<a href="#">7.1.1</a>	Expand the Administrative Penalty Ability to All Violation Types
<a href="#">7.1.2</a>	Pursue Compliance-First Policies
<a href="#">7.1.3</a>	Pursue Information Gathering Authority
<a href="#">7.1.4</a>	Obtain and Utilize Modern Enforcement Tools
<a href="#">7.1.5</a>	Coordinate with Local Agencies on Enforcement Actions
<a href="#">7.1.6</a>	Enhance Staff Capacity to Address Enforcement Backlog
Resolve Coastal Act Violations	
<a href="#">7.2.1</a>	Investigate Wide-Spread Violation Types
<a href="#">7.2.2</a>	Prioritize Enforcement Actions on Issues of Special Attention
<a href="#">7.2.3</a>	Prioritize Enforcement Actions Related to Public Access Violations
<a href="#">7.2.4</a>	Participate on Local Task Forces to Advance Enforcement Efforts
Pursue Funding for a Permit Compliance Program	
<a href="#">7.3.1</a>	Evaluate Permit Compliance Needs
<a href="#">7.3.2</a>	Obtain Funding to Create a Permit Compliance Program
Collaborate on the Use of Violation Remediation Account (VRA) Funds	
<a href="#">7.4.1</a>	Partner with the State Coastal Conservancy to Support VRA Priorities

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Objective/Action	
<a href="#">7.4.2</a>	Develop Strategies for Property Acquisition to Mitigate Damage from Violations
Increase Public Understanding of the Enforcement Program	
<a href="#">7.5.1</a>	Improve Distribution and Information on the Enforcement Program
<a href="#">7.5.2</a>	Distribute Press Releases for Relevant Enforcement Items
<b>Public Presence and Partnerships</b>	
Create and Maintain and Partnerships	
<a href="#">8.1.1</a>	Participate in Coastal Working Groups to Advance the Coastal Program
<a href="#">8.1.2</a>	Enhance Staff Capacity to Expand Participation in Coastal Working Groups
<a href="#">8.1.3</a>	Seek Technical Assistance from our Partner Agencies
<a href="#">8.1.4</a>	Enhance Coordination with Legislative Offices
<a href="#">8.1.5</a>	Collaborate with Academic Institutes on Best Available Science
<a href="#">8.1.6</a>	Work with NGOs on Relevant Coastal Issues
<a href="#">8.1.7</a>	Continue to Participate in Interagency Agreements with Caltrans & Others
Enhance Media Relations	
<a href="#">8.2.1</a>	Enhance Agency Relationship with the Press
<a href="#">8.2.2</a>	Expand Media Presence
Raise Awareness of Coastal Resource Issues	
<a href="#">8.3.1</a>	Develop Additional Public Educational Materials and Programs
<a href="#">8.3.2</a>	Communicate the Successes of the Commission's Coastal Program
<a href="#">8.3.3</a>	Use Digital Tools to Improve Delivery of Coastal Program Messaging
Expand Public Education Programs	
<a href="#">8.4.1</a>	Increase Public Participation in Commission Stewardship Programs
<a href="#">8.4.2</a>	Recognize Members of the Public for Contributions to the Coast
<a href="#">8.4.3</a>	Seek Additional Funding Sources and Partners to Expand Public Education and Stewardship Programs
<b>Information Management and E-Government</b>	
Maintain Commission's Computer System	
<a href="#">9.1.1</a>	Modernize the Commission's Computer Technology
<a href="#">9.1.2</a>	Expand Use of Cloud-Based Storage
<a href="#">9.1.3</a>	Improve Network Capacity and Security
<a href="#">9.1.4</a>	Upgrade Communication Platforms
Provide IT Support Services	
<a href="#">9.2.1</a>	Train Staff on Commission Technologies
<a href="#">9.2.2</a>	Expand ISU Staff Capacity
<a href="#">9.2.3</a>	Expand and Maintain Staff Resources on the Intranet Site



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Objective/Action	
Prepare Digital Records	
<a href="#">9.3.1</a>	Continue to Prepare the Agency's Digital Records
<a href="#">9.3.2</a>	Meet SRC Digital Record Requirements
<a href="#">9.3.3</a>	Seek Resources to Convert Agency Records to ADA Accessible Formats
Enhance the Coastal Data Management System (CDMS)	
<a href="#">9.4.1</a>	Modify CDMS to Create a Public Interface
<a href="#">9.4.2</a>	Simplify CDMS Related to Input and Retrieval
<a href="#">9.4.3</a>	Ensure Data Quality in CDMS Records
Develop E-Government Systems	
<a href="#">9.5.1</a>	Develop Systems to Receive Planning and Permitting Information Electronically
<a href="#">9.5.2</a>	Enhance and Expand Online Permit Processes
<a href="#">9.5.3</a>	Update the Commission's Webpages Related to Local Government Assistance
<a href="#">9.5.4</a>	Provide Remote Hearing Participation
<a href="#">9.5.5</a>	Develop Procedures and Formats for Electronic Hearing Notices
<a href="#">9.5.6</a>	Develop and Maintain the Digital LCP Library
Improve Mapping Resources	
<a href="#">9.6.1</a>	Build Agency Mapping Tools and Data Sets
<a href="#">9.6.2</a>	Develop Detailed Jurisdiction-Related Maps
<a href="#">9.6.3</a>	Advance the Commission's Digital Archives
<a href="#">9.6.4</a>	Establish Data-Sharing with Other Agencies



## **Appendix B. Commission Staff Participation in Interagency Working Groups**

The Commission views interagency coordination as an integral part of improving the efficiency of government and achieving better outcomes in our work to protect California's coast and ocean. Commission staff members serve on a wide variety of working groups, including task forces, advisory committees, leadership teams, and review panels. Participation in these working groups involves a significant amount of staff time and effort. The following list showcases many of the working groups that Commission staff currently serve on, organized by topic area.

### **Climate Change and Sea Level Rise**

California Coastal Sediment Management Working (CSMW) Group

Caltrans Integrated Planning Team (IPT) Sea Level Rise Working Group

Climate Change Action Coordination Team, West Coast Governors Alliance Action Coordination Team

Coastal and Ocean Working Group of the California Climate Action Team (CO-CAT)

Federal and State Agency Working Group on Hazard Mitigation Plan, Local Coastal Program, and General Plan Alignment

Safeguarding California Climate Action Team (SafeCAT)

State Agency Sea Level Rise Leadership Team

State Lands Commission and Coastal Commission Public Trust Coordination Group

### **Coastal Hazards and Sediment Management**

California Geological Survey Tsunami Policy Working Group

California Geological Survey Tsunami Technical Advisory Panel (TsuTAP)

North Central California Coastal Sediment Coordination Committee (Sediment Coordination Committee)

Sand Technical Advisory Committee (TAC) for San Francisco Bay Conservation and Development Commission

Southern California Dredged Material Management Team (DMMT)

Southern Monterey Bay Opportunistic Beach Nourishment Program Technical Advisory Committee (TAC)

# California Coastal Commission Strategic Plan

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### **Coastal Zone Management - State and National Scale**

Coastal States Organization Ex-Officio Representatives

Tijuana River National Estuarine Research Reserve (NERR) Advisory Committee

USC Sea Grant Advisory Board

West Coast Regional Coastal Zone Programs and National Estuarine Research Reserve (NERR) Managers Work Group

### **Ecological and Biological Resources**

Arana Gulch Adaptive Management Working Group

Beach Ecology Coalition

Board of Forestry California Vegetation Treatment Program (CalVTP) Implementation Working Group

California Natural Resource Agency Sea Grant Advisory Panel (RASGAP)

California Natural Resources Agency (CNRA) Statewide Monitoring Coordination Group

California Wetlands Monitoring Group

Caltrans Advanced Mitigation Program Working Groups

Caltrans Last Chance Grade Biological Working Group

Contaminated Sediments Task Force

Fish Passage Advisory Councils (FishPACs) for Northern California, Bay Area, Central Coast, and Southern Steelhead

Goleta Slough Management Committee

Integrated Watershed Restoration Program Technical Advisory Committee (TAC)

Interagency Review Teams (IRT) for Wetland Mitigation Banking

Loma Alta Slough Wetlands Enhancement Technical Advisory Committee

Los Cerritos Wetlands Technical Advisory Committee

Ormond Beach Restoration Committee

Pescadero Marsh Technical Advisory Group

Scotts Creek Technical Advisory Group and Project Development Team

Seabird Protection Network

Southern California Wetlands Recovery Group

# California Coastal Commission Strategic Plan

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Southern California Wetlands Recovery Project Wetlands Managers Group

U.S. Fish and Wildlife Service Oregon Silverspot Butterfly Working Group

Wetlands Recovery Project Wetlands Managers Group

## **Enforcement**

Del Norte Environmental Crimes Task Force

Humboldt County Code Compliance Working Group

Humboldt County Environmental Crimes Task Force

Mendocino County Environmental Crimes Task Force

Santa Monica Mountains Enforcement Task Force

## **Energy and Ocean Resources**

California Department of Fish and Wildlife Aquaculture Development Committee

California Intergovernmental Renewable Energy Task Force

Channel Islands National Marine Sanctuary Advisory Group

Coastal and Marine Spatial Planning Regional Working Group organized by the West Coast Governors Alliance (WCGA)

Diablo Canyon Independent Peer Review Panel

Interagency Oil & Gas Platform Decommissioning Working Group (IDWG)

Joint Strategic Advisory Committee for the Central & Northern California Ocean Observing System (CeNCOOS)

Monterey Bay National Marine Sanctuary Advisory Council (SAC)

Ports of San Diego, Long Beach, LA, Hueneme, SF and Humboldt Harbor Safety Committees

Southern California Coastal Ocean Observing System (SCCOOS)

Statewide Advisory Committee on Cooling Water Intake Structures

Statewide Marine Protected Area Leadership Team

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### **Project-Specific Working Groups**

Broad Beach Restoration Project Technical Advisory Committee

Oceano Dunes SVRA Technical Review Team (TRT)

Oceano Dunes SVRA Technical Review Team (TRT) Scientific Subcommittee

Surfers Beach Technical Advisory Group (TAG)

### **Public Access and Recreation**

AB 1282 Transportation Permitting Taskforce and Working Groups

Barriers to Coastal Access Working Group

Big Sur Multi-Agency Advisory Council

California Coastal Trail Working Group

Caltrans Integrated Planning Team (IPT) and Public Access Working Group

Lower-Cost Visitor Serving Working Group

### **Public Education**

California Environmental Education Interagency Network

Pacific Oil Spill Prevention Education Team (POSPET)

### **Water Quality**

California's Critical Coastal Areas Program Interagency Working Group

California Nonpoint Pollution Control Program Interagency Coordinating Committee

Marina Interagency Coordinating Committee and Antifouling Strategies Workgroup

Marinas and Recreational Boating Interagency Coordination Committee

Ocean Protection Council Marine Debris Steering Committee

West Coast Marine Debris Alliance

U.S. EPA's Regional Response Team Region 9 Applied Response Technology Workgroup

## Contact Information

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