

CALIFORNIA COASTAL COMMISSION

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April 30, 1997

TO: Coastal Commissioners, Interested Persons

FROM: Peter M. Douglas, Executive Director
Steve Scholl, Deputy Director *SS*

SUBJECT: **Strategic Plan: Draft Goals and Objectives**

Attached is a discussion draft of the agency's Strategic Plan. This draft includes the following components:

- I. **Mission Statement**
- II. **Vision Statement**
- III. **Principles and Values**
- IV. **Internal/External Assessment (Strengths and Weaknesses)**
- V. **Goals, Objectives, Management Measures**

The first four components were discussed previously at a Commission workshop on March 12 in Carmel. **Component V. Goals, Objectives and Management Measures** will be the main topic of a second public workshop which will occur on:

Tuesday, May 13, 1997, 10:00 a.m. (workshop is agenda item # 24)
Radisson Hotel - Santa Barbara
1111 E. Cabrillo Boulevard
Santa Barbara, California

The purpose of the workshop on May 13 is to facilitate discussion of the goals and objectives which the Strategic Plan will include for the next 3 to 5 years. The public will have an opportunity to comment on the goals and objectives after discussion by the Commission.

Questions or comments, including written comments, may be directed to the Steve Scholl, Strategic Plan Coordinator, at the Commission's San Francisco office (415-904-5260).

attachment

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California Coastal Commission

Strategic Plan

D R A F T

April, 1997

Introduction

This draft Strategic Plan has been prepared by the staff of the Coastal Commission, with contributions and assistance from Commissioners and members of the public. The Plan has been prepared pursuant to the *Strategic Planning Guidelines* published by the California State Department of Finance (September 1996, Budget Letter 96-16). When in final form, the Plan will be submitted by July 1, 1997 to the Secretary for Resources who will in turn submit it to the Governor's Office for approval.

The Strategic Plan is intended to guide the activities and programs of the Commission and its staff over the next 3 to 5 years and to guide the formulation of future Commission budget requests. The Plan is also a means to inform the public and members of the Legislature and the Executive Branch about the responsibilities of the Coastal Commission and the activities of the coastal management program. The Plan will be reviewed annually to evaluate the Commission's progress toward implementation of stated goals and objectives and to incorporate any necessary modifications.

The Commission invites comments and suggestions regarding the Plan. Please direct any correspondence to:

**California Coastal Commission
45 Fremont Street #2000
San Francisco, CA 94105
Attn: Strategic Planning Coordinator**

The Strategic Plan, as well as any future revisions to it, will be available at the Commission's Website:

<http://ceres.ca.gov/coastalcomm/index.html>

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D R A F T

Strategic Plan
California Coastal Commission
April, 1997

I. The **Mission** of the California Coastal Management Program administered by the Coastal Commission is based on the mandates of the California Coastal Act of 1976. This **Mission** is to:

Protect, conserve, restore, and enhance environmental and human-based resources of the California coast and ocean for sustainable and prudent use by current and future generations.

II. **Vision Statement**

The Coastal Management Program's vision for the California coast and ocean in the future is one in which:

A. **PUBLIC EDUCATION AND SCIENTIFIC RESEARCH**

1. People of all backgrounds consider protection of the coast and ocean to be important.
2. Schoolchildren throughout California grow up learning about the values of marine life and the resources of the coast and ocean, and persons of all ages have opportunities to learn about, participate in the conservation of, and explore the resources of the coastal zone.
3. Additional coastal and marine science research institutions and educational facilities are located along the coast and inland to expand understanding and knowledge of coastal and ocean resources, dynamics, and systems.

B. **COASTAL ACCESS AND RECREATION**

4. Accessways for the public to get to the shoreline and state waters are attractive, inexpensive, well-signed, readily accessible to visitors, and abundant.

5. A continuous coastal trail extends from Oregon to Mexico and connects to inland public lands and recreational open space.
6. Hotels, restaurants, campgrounds, and other private commercial and public recreational facilities which serve coastal visitors are attractive, located near points of visitation if environmentally appropriate, and accessible to those of all income levels.

C. CULTURAL AND ENVIRONMENTAL RESOURCES

7. Ecologically viable tidepools, kelp beds, streams, riparian corridors, and wetlands, including but not limited to the habitats of rare or endangered organisms, are protected and restored, in order to maximize biological values.
8. Water in coastal streams, lagoons, and the sea supports a diversity of biological, educational, and recreation-oriented uses including fishing and water sports, as well as healthy and diverse populations of marine organisms.
9. Wherever possible, wastewater is reclaimed for beneficial use and polluted runoff is prevented or minimized.
10. The coastal zone has clean air and clean water.
11. Archaeological and paleontological resources are protected against adverse impacts of development and human activities.

D. COASTAL ECONOMY/PORTS AND INDUSTRY

12. Coastal tourism is robust and growing, while maintaining the quality of the visitor's experience and environmental protection of the coast and ocean.
13. A robust and environmentally sound aquaculture industry provides food for the country and for export while protecting natural habitat values.
14. Productive farmlands are preserved and the agricultural economy in the coastal zone is strong and sustainable.
15. Commercial fisheries are restored to a healthy and sustainable state.

16. Existing ports and port facilities are efficient, adapted to modern needs, and competitive with those in other states.
17. Coastal-dependent activities and industries, including commercial fishing, are not precluded by other land uses on waterfront sites.
18. Oil and gas developments, refineries, and other energy facilities are consolidated and are designed to minimize the risk of spillage and adverse impacts to coastal and ocean resources.
19. Petrochemical products are transported by pipeline rather than by marine vessels.
20. Coastal and ocean environmental resources are effectively protected in a way that promotes and maintains a strong coastal zone economy.

E. COMMUNITY CHARACTER

21. The natural beauty of the coastal zone and the special character of historic, scenic, and unique coastal communities and places are preserved for the benefit of future generations.
22. Significant public views of the ocean and scenic coastal resources are preserved.
23. In rural areas, coastal communities are adequately buffered against incompatible nearby development.
24. New urban growth is accommodated within existing urban areas and stable urban-rural boundaries are maintained.
25. Residential, commercial and other urban developments minimize energy use and facilitate alternative modes of transportation.

F. HAZARDS

26. The potential for catastrophic damage and loss of life and property resulting from natural hazards in the coastal zone is minimized.
27. Shoreline protective works such as seawalls are avoided, and non-structural alternatives are encouraged.

G. ORGANIZATIONAL FACTORS

28. The Coastal Commission works effectively and efficiently in partnership with other local, state, and federal agencies to carry out the coastal management program.
29. A stable source of funding exists to adequately carry out the mission of the coastal management program.
30. Public support and participation is a fundamental part of California's coastal management program.

III. Principles and Values of California's Coastal Management Program

The members and staff of the California Coastal Commission espouse the following principles and values:

We recognize and respect the humanity and individuality in each of us.

We strive to be responsible, honest, and cooperative in interactions with others.

We are always sensitive to and aware of the mission of the Coastal Commission.

Our primary obligations as coastal managers are to carry out the Coastal Act and to serve the public interest.

We treat members of the public and permit applicants courteously and with respect, mindful of the time and costs and expectations they have invested in their work.

We recognize that public service is a privilege, and not a right; we value excellence, efficiency, creativity, and integrity in all we do, and we take pride in our work.

Personal and professional growth of all participants in the coastal program is of high importance.

We base our regulatory and planning decisions on information which is as complete and accurate as possible.

Personal preferences or bias cannot be a basis for our work-related recommendations and decisions.

We recognize the diversity of perspectives applicable to coastal management issues, and we are respectful of the views of others.

We strive for equitable and meaningful access to the planning process for all interested parties; helping the general public to understand and participate in the coastal management program is of high importance.

We respect the legal and Constitutional rights of all persons including the rights of private property owners and the rights of the public to reach and use public trust lands and waters.

We are especially sensitive to and respectful of private property rights while recognizing that the public also has important rights and interests in the protection of human and natural community values, and that it is against those public rights and interests that private rights must, at times and under appropriate circumstances, be measured.

IV. Internal/External Assessment

This assessment includes a discussion of management policies, resource constraints, organizational structure, automation, personnel, and operational procedures, which together influence the success of the Coastal Commission in carrying out its mission. This section may also be thought of as addressing "strengths" and "weaknesses" of the coastal management program. The assessment reflects comments made at public workshops on October 9, 1996 and March 12, 1997, as well as on other occasions. The views expressed here are those of stakeholders both within and outside the agency.

A. Legislative and Legal Framework

- 1) The Coastal Commission's geographic jurisdiction is a specifically mapped land and water area of the state, known as the **coastal zone**. The Commission also has review authority over federal activities or federally licensed or funded activities outside the coastal zone that may affect resources in the coastal zone.

- 2) The California Coastal Act provides a comprehensive planning approach that integrates regulatory activities, long-range planning (Local Coastal Programs, or LCPs), and educational efforts in order to preserve, protect and enhance coastal zone resources and public access to beaches and the ocean. California's coastal management program provides a unique, multi-disciplinary statewide program, based on strong public participation, partnerships with local governments, strong resource protection policies, and the goal of balancing sound conservation of coastal resources with their use for the benefit of current and future generations.
- 3) No other agency has the broad authority to accomplish this mission, and this fact instills pride within the agency's staff.
- 4) The Commission was created by voter initiative and made permanent by state law, the California Coastal Act. The Commission is also subject to the federal coastal management program (Coastal Zone Management Act). The Commission has regulatory review authority over federal projects or projects needing federal permits that may affect coastal resources. This "federal consistency review" authority is a **strength** for the coastal management program; it provides the only state regulatory review of offshore oil and gas activities in federal waters, military projects affecting the coastal zone, and other activities receiving federal licenses or permits.
- 5) There is uncertainty about the direction and consequences of judicial rulings regarding land use planning and regulatory decisions. Some court decisions have substantially eroded the ability of environmental agencies, including local governments implementing local coastal programs, to protect human and natural community values of significance to the public, such as opportunities for public access and protection of environmentally sensitive habitat, and have had a substantial chilling effect on the willingness of public land use management agencies to fully exercise their responsibilities to carry out Coastal Act policies. This situation is viewed by many as a **weakness** or impediment to the realization of many long-term goals of the coastal management program.

B. Composition of the Commission

- 6) The Commission includes an equal number of locally elected officials and public members who represent a diversity of views and

backgrounds and are appointed by a governmental cross-section of key public policy decision-makers. This composition and appointment process is a **strength** for the program.

- 7) Frequent turnover of members on the Commission can impede long-range planning, continuity, and consistency in decision-making.

C. Staffing and Organization

- 8) The Commission staff is highly skilled, motivated, creative, professional, competent, and dedicated. Team work, critical thinking, and innovative problem-solving approaches are highly valued.
- 9) While the Commission makes decisions for the entire Coastal Zone, the staff is located in five district offices and a headquarters office. The district office structure is a program **strength**, because the offices are staffed by knowledgeable individuals who live in and are part of the local communities and are better able to be sensitive to and take into account the special needs of each particular coastal region in carrying out statewide Coastal Act policies.
- 10) The absence of a Commission office in the northern part of the state's coastal zone has hampered service to the public and local governments in that area; this is a **weakness** for the program.
- 11) The Commission has been unable, for budgetary reasons, to provide adequate professional training for staff. As a result, staff members have been forced either to undertake their own personal efforts to stay current with the latest developments in the field or else to fall behind in maintaining the skills and expertise that are essential to the Commission's work. This is a **weakness** for the program.
- 12) The Commission lacks sufficient permanent staff with expertise in specific areas such as geology, water quality, transportation, and wetlands biology. The increasing technical complexity of many environmental management issues makes such expertise increasingly important; this fact and the resulting reliance by the Commission on applicants' consultants or other outside experts is a **weakness**.

D. Budgetary Factors

- 13) The Commission relies on a mix of state and federal funds to carry out its program.

- 14) There is inadequate and unstable funding to support the coastal program at the level necessary to carry out Coastal Act requirements. This key factor has been compounded by past budget cuts. In the last 15 years, the Commission staff has been reduced by approximately 40% and the individual workload for remaining staff has increased substantially. This is a serious program **weakness**.
- 15) The Commission has been very successful in identifying innovative funding approaches to address important coastal resource and use issues with support from state, federal, and private grants (such as grants addressing wetlands, cumulative impacts, non-point source water pollution, geographic information systems, shoreline erosion, public shoreline access, and public education). This resourcefulness is a program **strength** but comes at the cost of diverting staff from core program responsibilities.
- 16) Competition for scarce fiscal resources among public agencies and public programs at all levels is intense.
- 17) Uncertainties in coastal program budgeting have often made it difficult to attract and retain highly skilled and qualified staff. At the same time, Commission staff is adept at doing "more with less and doing it better" through staff task forces, special projects, and volunteers. Examples include the Coastal Access Program, Adopt-A-Beach program, Santa Monica Mountains Enforcement Task Force, and Beach Erosion and Response Task Force.
- 18) Governor Wilson has proposed a Coastal Initiative for 1997-98, and there currently is strong support in the Legislature for the coastal program.
- 19) The economy of California is strong, a fact which is a **strength** for the coastal management program in the long-run.

E. Public Participation

- 20) There is strong public support, involvement, and activism in California's coastal management program, and the Commission has a long history of encouraging broad public participation. These factors are **strengths** in the coastal management program, although opportunities may exist for increasing public participation even more.

- 21) The Commission's workforce and its most active constituency do not adequately represent the cultural diversity of California; in the long-run, this fact is a **weakness**.
- 22) Society seems less willing to find common ground in solving complex problems. There is widespread cynicism about the role of government in resource management.
- 23) Partisan politics can introduce negative, counter-productive and divisive elements into environmental resource planning and management programs.

F. Public Education

- 24) The Commission has successfully promoted public stewardship of the coast through the Adopt-A-Beach program, the Save Our Seas school curriculum, Coastal Clean-up Days, *California Coastal Resource Guide* and *California Coastal Access Guide*, worldwide-web site on the internet, and other public education programs.
- 25) The new "whale-tail" license plate program will enhance the Commission's resources for coastal and ocean public education and conservation efforts.

G. Regulatory Program

- 26) The Commission successfully brokers solutions to complex development problems which frequently involve numerous federal, state, and local reviews and/or permits, and which often include a wide range of public opinions.
- 27) The Coastal Act includes strong law enforcement provisions, including penalties and the ability of the Commission to issue cease and desist and restoration orders; this is a program **strength**. Due to staff limitations, review and monitoring capabilities have been inadequate to ensure that Commission-approved coastal development permits are carried out as intended. This is a program **weakness**.
- 28) Instances where the Commission has worked cooperatively with local governments to enforce the requirements of the Coastal Act, such as in regional task forces, are a program **strength**. The Commission's

lack of resources to initiate additional regional enforcement task forces is a **weakness**.

H. Local Coastal Programs

- 29) The process of preparation of Local Coastal Programs by cities and counties has suffered without adequate funding.
- 30) There are no strong incentives or sanctions to encourage LCP completion, resulting in the Commission's continuing involvement in routine matters and "neighborhood" permit decisions in certain local jurisdictions. The mandate to prepare and implement LCPs has been suspended; this is a program **weakness**.
- 31) Review and monitoring capabilities have been inadequate to ensure that certified Local Coastal Programs have been implemented as intended, or modified to address changed circumstances. There is no Coastal Act mandate to require local governments to review their LCPs or to make changes, when new information and changing circumstances warrant it. This is a program **weakness**.

I. Coastal Access Program

- 32) With limited resources, the Coastal Commission (in cooperation with other agencies), has been relatively successful in securing and protecting opportunities for creation of new public accessways to the coast. Many such opportunities have been created in the form of "offers-to-dedicate" easements for public accessways.
- 33) There has been a slow rate of acceptance of offers-to-dedicate for accessways and of opening such accessways to the public. This is a program **weakness**.
- 34) The *California Coastal Access Guide* and *California Coastal Resources Guide* have sold over 100,000 copies and are key tools in increasing the public's enjoyment and knowledge of the coast.

J. Long-Range Issues

- 35) Long-range planning efforts are typically deferred, due to time

pressures and demands to meet short-term needs. This is a program **weakness**.

- 36) Continued population growth in California will increase the need for long-range planning. Furthermore, the natural resource base of the coastal zone continues to be depleted, agricultural lands continue to be converted to non-agricultural use, and commercial fisheries continue in decline.
- 37) California is recognized among coastal states as a leader in coastal management and education. This is a **strength** of the program.

K. Information Technology

- 38) The Commission's information technology equipment is outdated and clearly deficient. The lack of staff training also contributes to inefficient service to Commissioners, local governments, applicants, and the general public, as well as creating unnecessary and/or unproductive work for staff. Approximately 70% of the Commission's work is performed on antiquated Wang computer systems, due to a lack of modern networked personal computers. This is a significant program **weakness**.
- 39) With very limited resources, the Commission has developed a Web page that provides information quickly and efficiently about the Commission's work to the public. The Commission has also taken initial steps in developing a basic geographic information system which is compatible with those of other state agencies and which provides critical information for the work of the Commission and for the public.

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V. GOALS, OBJECTIVES, PERFORMANCE MEASURES

Coastal Management Program Goals: On-Going

The California Coastal Management Program is comprised of two segments: one for the bulk of California's coast, administered by the California Coastal Commission, and the other for San Francisco Bay, administered by the San Francisco Bay Conservation and Development Commission. The basic goals for coastal management for the Pacific Coast segment are expressed in Chapter 1 of the California Coastal Act. These goals are to:

- Protect, maintain, and where feasible enhance and restore the overall quality of the coastal environment and its natural and manmade resources.
- Assure orderly, balanced use, and conservation of coastal resources taking into account the social and economic needs of the people of the State.
- Maximize public access to and along the coast and maximize public recreational opportunities in the coastal zone consistent with sound resource conservation principles and constitutionally protected rights of private property owners.
- Assure priority for coastal -dependent development over other development on the coast.
- Encourage State-local initiatives and cooperation in preparing procedures to implement coordinated planning and development for mutually beneficial uses, including educational uses, in the coastal zone.

The Coastal Act also contains specific policies pertaining to public access, recreation, marine resources, land resources, residential and industrial development, and port development. These policies are implemented through the coastal development permit process and the development and certification of Local Coastal Programs which the Coastal Act requires all coastal cities and counties to prepare.

When a Local Coastal Program (LCP) is certified by the Coastal Commission as being consistent with the goals and policies of the Coastal Act, coastal permit authority for that area is assumed by the local government. After LCP

certification, however, development in state tidelands, submerged lands, and public trust lands continues to require a permit from the Coastal Commission. Furthermore, certain types of local government decisions on coastal permits made under certified LCPs may be appealed to the Coastal Commission. In addition to Local Coastal Programs prepared by cities and counties, Port Master Plans have been prepared by four ports in the coastal zone.

The third partner agency which implements California's Coastal Management Program is the State Coastal Conservancy. The Coastal Conservancy carries out a variety of programs in the coastal zone directed at preservation of coastal agriculture, resolution of coastal land use issues, natural resource restoration and enhancement, urban water front development, acquisition of significant coastal sites, public access to and along the shoreline, and assistance to local governments and nonprofit organizations. The Coastal Conservancy is responsible with the Coastal Commission for the Joint Access Program which includes measures to identify, acquire, develop, and manage public accessways to the coast.

In addition to the coastal permit, LCP, and public access programs described above, the Commission has the following on-going responsibilities:

- Reviews the consistency of federal activities with the California Coastal Management Program;
- Maintains a Coastal Resources Information Center as a central clearinghouse for information relating to the coast;
- Reviews and certifies Long Range Development Plans for colleges and universities and Public Works Plans prepared by public agencies, utilities, special districts, and community colleges;
- Monitors local government implementation of certified LCPs and periodically reviews such implementation.

Strategic Plan Goals and Objectives

This section of the draft plan contains numerous blanks which remain to be filled-in prior to completion of the plan; comments on these items are welcome.

Goal A **Strive to make the Commission's regulatory and planning processes more effective, efficient, and user-friendly.**

Objective 1 **Prepare and implement means of streamlining the Commission's coastal permit and Local Coastal Program procedures (FY 1997-98)**

Action a) *Streamlining Task Force recommendations regarding LCPs and permits to be prepared by fall 1997*

Action b) *Recommendations to be implemented during 1997-98*

Objective 2 **Pursue information system strategy that: puts computer on every desk; results in an effective, networked system; implements a statewide coastal permit tracking system; provides staff training, e-mail, usable databases; puts in place necessary technical computer service staff; includes GIS spatial information components (FY 1997-98)¹**

Action a) _____ *by* _____
etc.

Objective 3 **Undertake an audit of the Commission's performance (FY 1997-98)²**

Action a) *Prepare draft criteria for audit by* _____

Action b) *Commission review and adopt criteria by* _____

Action c) *Select auditor by* _____

etc.

¹ Funding not yet included in approved budget

² Ditto

Objective 4 Explore means to enhance staff communications with the public and with other offices (FY _____)

Action a) Prepare report on options such as new phone systems to allow voice mail in all offices, video conferencing, improved speaker phones, relationship to potential new computers to be acquired; report to be prepared by _____

Objective 5 Implement reform of Commission's regulations (FY 1997-98)

Action a) Legal Division review existing regulations for possible changes by _____

Action b) Prepare possible changes for public review by _____

Objective 6 Get feedback from permit applicants, members of the public, and other "customers" regarding the Commission's services (FY 1997-98)

Action a) Develop a customer service survey to be distributed to applicants and others by _____

Action b) Implement improvements based on the customer service survey by _____

Objective 7 Improve efficiency in management of the Commission's files (FY 1998-99)³

Action a) Establish Task Force on files management by _____

Action b) Task Force to propose criteria for what to keep, what to throw, what to archive, etc. by _____

Action c) Undertake a preliminary cost-benefit analysis of efforts to convert paper records to microfiche or electronic form by _____

Action d) Prepare a BCP to gain funding to implement measures to improve management of files, such as scanning paper files, by _____

Objective 8 Enhance the decentralized organizational structure of the agency)⁴

Action a) Prepare a BCP by July, 1997 to gain necessary funding to re-open a North Coast office (FY _____)

³ Funding not yet included in approved budget

⁴ Ditto

Objective 9 Pursue conversion of certified LCPs into digital format (FY _____)

Action a) District managers to make priority list of LCPs for conversion by July 1, 1997

Action b) LCPs assembled and sent to CERES for conversion by _____

Performance Measure 1

Performance Measure 2

Performance Measure 3

Performance Measure 4

Performance audit report

Revised Commission regulations

X LCPs converted to digital format

North Coast Office in operation

Goal B Enhance the Coastal Commission's leadership role in coastal zone management and in the provision of information regarding coastal and ocean resources.

Objective 1 Develop program to educate young people about coastal management and marine sciences (National Sea Camp) (FY _____)

Action a) Conduct workshop in fall, 1997

Action b) Conclude an agreement with site operator by _____

Action c) _____

Objective 2 Create public information officer position (FY _____)⁵

Action a) Prepare BCP by July, 1997 to establish the position

Objective 3 Develop education program that addresses water quality programs (FY 1997-1999)⁶

Action a) Develop a work program and budget by September 1997

Action b) Explore sources of funding to carry out the program

Action c) Implement the work program during 1998-99 and 1999-2000

Objective 4 Complete and update series of Coastal and Marine Educational Resource Directories (FY 1997-2000)⁷

Action a) Seek funding for Southern California directory by January 1998

Action b) Prepare directory for Southern California by July 1999

Action c) Seek funding for a North Coast directory by January 1999

Action d) Prepare directory for North Coast by July 2000

Action e) Update San Francisco and Monterey Bay directory and South Central Coast directory by July 2000

⁵ Funding not yet included in approved budget

⁶ Ditto

⁷ Ditto

Objective 5 Maximize benefit to Commission programs from "Whale-Tail" license plate program (FY 1997-2000)

Action a) Prepare plan by July, 1997 to utilize funds generated by license plate sales for appropriate Commission, State Coastal Conservancy, and Monterey Bay National Marine Sanctuary programs

Action b) Sell 25,000 license plates by 2000

Action c) _____

Objective 6 Develop plan to expand understanding of coastal zone management among local, state, and federal program managers (FY 1999-2000)

Action a) _____ during 3-5 year period

Objective 7 Develop agency newsletter for local governments (like "Local Assistance Notes") and/or others interested in the Commission's programs (FY _____)

Action a) _____ by _____

Objective 8 Prepare "25-year report" on the Commission's work and what has been accomplished (FY 1997-98)

Action a) Prepare draft report by _____

Action b) Distribute report to the public by June, 1998

Objective 9 Establish agency speaker's bureau (FY 1999-2000)

Action a) _____ within 3 years

Objective 10 Provide information to staff of the Commission and of local governments on "takings" law (FY 1997-98)

Action a) Conduct training workshops for Commission and local government staff by December, 1997

Objective 11 Create Coastal Atlas of mapped information for the use of the public and of staff (FY 1998-2000)

Action a) Seek additional funding and cartographic staff

Action b) _____

Objective 12 Expand information about the Commission's programs and coastal management available on the Internet (CRIC) (FY 1997-2000)

Action a) Add the following items (Federal consistency database, "Federal Consistency in a Nutshell," others) to the Commission's Website by _____

Objective 13 Increase and enhance public participation and outreach efforts for the agency's planning and regulatory programs.

Action a) _____

Performance Measure 1	Sea Camp in operation
Performance Measure 2	Coastal/Marine Educational Resource directories
Performance Measure 3	Agency newsletter
Performance Measure 4	25-year report
Performance Measure 5	Coastal Atlas
Performance Measure 6	Expanded and continually updated Website

Goal C Enhance staff capabilities and expertise on technical and other subjects.

Objective 1 Expand the technical expertise available to the Commission for its regulatory and planning work (FY 1997-1999)⁸

- Action a) *Seek funding for additional biologist by _____*
- Action b) *Hire water quality planner, geologist by _____*
- Action c) *Explore contract with Division of Mines and Geology and prepare a report by _____*
- Action d) *Convert limited-term cartographic staff positions to permanent status by _____*

Objective 2 Provide one staff counsel in each district office (FY _____)

- Action a) *Prepare BCP by _____ for additional positions*

Objective 3 Provide a training budget for Commission staff of no less than \$300/person (\$30,000) (FY 1998-99)⁹

- Action a) *Prepare a BCP by July, 1997*
- Action b) *Investigate alternative methods of training, including use of video tapes by _____*

Objective 4 Conduct an all-staff conference once each year (FY 1997-98)

- Action a) *Prepare tentative agenda for first conference to be held during 1997-98 by _____ (to include training on critical challenges facing the Commission, past lessons learned, etc.)*
- Action b) _____

Objective 5 Expand resources of the Administration Division (FY 1998-99)¹⁰

- Action a) *Determine specific staff needs and prepare BCPs for up to 3.5 additional PYs by July, 1997*

⁸ Funding not yet included in approved budget

⁹ Ditto

¹⁰ Ditto

Objective 6 **Ensure each district office has access to GIS information, aerial photography, and land parcel information at usable scales (FY 1997-98)**

Action a) *Purchase needed computers for district offices by _____ (dependent on 1997-98 budget)*

Action b) _____

Objective 7 **Improve Commission's ability to respond to proposed legislation which affects the coastal management program (FY _____)**

Action a) _____

Objective 8 **Enhance the enforcement program in each office.**

Action a) *BCPs for new positions by _____*

Performance Measure 1	Additional staff technical positions
Performance Measure 2	Training opportunities for staff
Performance Measure 3	All-staff conference

Goal D Develop innovative approaches to carrying out the Commission's programs, including inter-agency, inter-disciplinary, and volunteer approaches.

Objective 1 Create multi-agency Enforcement Task Forces in additional regions of the coastal zone, modelled on the Santa Monica Mountains Task Force (FY 1997-2000)

Action a) Create Task Force in Monterey Bay Area during 1997-98¹¹

Action b) Create Task Force in _____ during 1998-99

Action c) Create Task Force in _____ during 1999-2000

Objective 2 Develop a strategy to enhance teamwork on various issues, modelled on the BEAR task force (FY 1997-98)

Action a) Re-activate Wetlands Task Force by _____

Action b) _____

Objective 3 Develop strategy to target local assistance efforts where they will do the most good (FY _____)

Action a) Review past requests from local governments concerning what assistance would be most useful to them, during 1997-98

Action b) Consider survey of local governments to ask what they need most, during 1997-98

Objective 4 Conduct at least two annual meetings with coastal and ocean managers (National Marine Sanctuaries, National Estuarine Research Reserves, Office of Ocean and Coastal Resource Management) (FY _____)

Action a) Federal Programs Manager to develop general "agenda" and list of relevant managers by _____

Action b) Each district, in coordination with headquarters technical staff, to conduct first meeting with relevant managers by _____

¹¹ Funding not yet included in approved budget

Objective 5 **Develop student internship program with focus on cultural diversity (FY 1998-99)¹²**

Action a) *Prepare a BCP for necessary funding by July, 1997*

Objective 6 **Develop oil spill outreach program for oil spill contingency planning, in concert with district offices (FY 1997-98)**

Action a) _____ *by June, 1998*

Objective 7 **Actively participate on special task forces such as Seismic Survey, Energy Facility Abandonment, Pipeline Transportation, and Wetlands Mitigation Banking task forces (FY 1997-2000)**

Action a) *Assure that adequate staff and travel funds are available for these duties through steps such as _____*

Performance Measure 1
Performance Measure 2

Additional Enforcement Task Forces
Student Internship Program

¹² Funding not yet included in approved budget

Goal E Complete uncertified LCPs.

Objective 1 Reinstatement mandate to complete LCPs (FY _____)

Action a) Prepare draft legislation by July 1, 1997

Objective 2 Develop a strategy for targeting staff assistance to complete uncertified LCPs (FY _____)

Action a) Each district office to develop priority list of LCPs where assistance is likely to be most productive, by _____

Action b) Develop or update guidance mechanisms to assist local governments in LCP planning by _____

Action c) Explore and identify needs by _____ for additional staff to assist targeted local governments in completing LCPs

Action d) Prepare BCPs for additional staff by July, 1998

Performance Measure 1 Local Assistance Program

Goal F Improve assessment and management of cumulative impacts of development in the coastal zone.

Objective 1 Conduct at least one Regional Cumulative Assessment Program (ReCAP) review each year (FY 1997-2000)

- Action a) Select site for review during 1997-98 by April, 1997*
- Action b) Initiate issue identification, public outreach, and resource assessment by September 1997*
- Action c) Complete review and develop recommendations by May 1998*

Objective 2 Develop recommendations for information system improvements to facilitate future ReCAP reviews (FY _____)

- Action a) Conduct training sessions with district staff concerning post-certification data collection, by August, 1997*
- Action b) Monitor use of existing Permit Tracking System*
- Action c) Written recommendations to improve information systems*
- Action d) Implement alternative data collection/data sharing methods*
- Action e) Work with Resources Agency to develop/expand Permit Tracking System*

Performance Measure 1 ReCAP reviews

Goal G Improve protection of coastal and ocean resources.

Objective 1 Develop strategy to improve Commission's efforts to promote environmentally sustainable development and consider environmental and social equity in the agency's work (FY _____)

Action a) _____

Objective 2 Pursue polluted run-off strategy (FY 1997-2002)

Action a) _____ over next 5 years

Objective 3 Improve efforts to restore wetlands and other degraded coastal resources in consultation with Coastal Conservancy (FY _____)

Action a) Define program by _____

Objective 4 Strengthen oil spill program (FY _____)

Action a) Develop strategy to address possible Southern California spills, including inland spills

Action b) Develop strategy to improve oil spill prevention in North and Central Coast Districts

Objective 5 Enhance efforts to ensure follow-up and compliance on all major permit conditions (FY1997-2000)

- Action a) Compile lessons learned and continue to improve future permit requirements to prevent impacts to marine and coastal resources by _____*
- Action b) Develop strategy to ensure independent, science-based monitoring for all major mitigation projects by _____*
- Action c) Develop strategy to enhance involvement of university scientists in mitigation or restoration design and monitoring by _____*
- Action d) Explore additional grant and funding alternatives to support enhanced monitoring efforts and determine need for improved efficiency and additional staffing by _____*

Performance Measure 1
Performance Measure 2

Polluted Runoff Strategy
Wetland Restoration Program

Goal H Improve shoreline access opportunities for the public.

Objective 1 Prepare and implement a Public Access Action Plan that includes (1) mapping and field checking of all Offers-to-Dedicate (OTDs), deed restrictions, and other legal documents that secure public access; (2) prioritization of all OTDs; (3) methods to achieve opening of the accessways by the year 2000; (4) priority links in the Coastal Trail (FYs 1997-2000)

Action a) Prepare draft plan by July, 1998

Objective 2 Develop improved Commission findings, for use in conjunction with seawalls, supporting public access requirements and long-term needs for mitigation of impacts (FY 1997-98)

Action a) _____ by _____

Objective 3 Seek innovative ways to reduce costs for the public to get to the shoreline (FY 1997-98)

Action a) Pursue legislation by January 1998 to provide funding to open and operate accessways

Action b) Pursue legislation by January 1998 to reduce litigation costs for non-profit organizations accepting accessways

Objective 4 Explore legal tools to assist in opening and maintaining public shoreline accessways (FY _____)

Action a) _____

Performance Measure 1 Public Access Action Plan

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