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**MORE THAN YOU EVER WANTED TO KNOW ABOUT THE
CALIFORNIA COASTAL COMMISSION'S
BUDGETING, ACCOUNTING, AND STAFFING PROCESSES**

June 1999

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THE BUDGET PROCESS

Fiscal years for State purposes run from July 1 through June 30. In State budget jargon, the fiscal year which will begin on July 1, 1999, is referred to as the "Current Year" (FY 1999/2000) and the following fiscal year as the "Budget Year" (FY 2000/2001).

A. PROGRAM BASELINE BUDGET.

Budget preparation for the Budget Year normally begins in the summer of the Current Year. During July and August, the California Department of Finance (Finance), which prepares the Governor's Budget and oversees the management of funds for the Administration, works with each State agency to develop a Baseline Budget. Essentially, a Baseline Budget is an estimate of what it will cost in the Budget Year to continue the same programs at the same level as in the Current Year. Thus, the Baseline Budget is usually the Current Year's budget adjusted for inflation and expected price increases.

In developing the Baseline Budget, Finance normally does not substantively evaluate the programs that will be supported by the budget. Instead, Finance evaluates the agency's estimates of the costs of continuing the programs in the Budget Year. Of course, this process will change if there has been a Legislative amendment affecting the program, a revision of the Administration's policy, evidence that an agency has been misusing or mismanaging its funds, an external development which affects State budget planning (such as a downturn in the economy, depletion of the State budget surplus, or demise of a Federal program), or if an agency is placed under the Performance Budgeting Program. If Finance has some doubts about a program, it can "sunset" or delete an entire program and that forces the agency to rejustify the program by preparing a Program Base Analysis. Finance may also approve a program budget, but stipulate that all the positions that will arise from approval of the budget will terminate on a certain date.

B. PERFORMANCE BUDGETING.

In 1993, the Wilson Administration established Performance Budgeting pilot projects in four departments. The Legislature responded to the Governor's initiative by enacting the Performance and Results Act of 1993, which authorized continuing efforts to implement such projects. In the words of the Act, "The Legislature has an interest in improving the delivery of governmental services through the use of strategic planning and performance measurement. Strategic plans and budget contracts will provide managerial accountability and flexibility to State agencies and departments that participate in a performance budgeting pilot program."

Although the Coastal Commission is not a participant in the pilot projects, it may come under Performance Budgeting in the future. Therefore, Performance Budgeting is discussed here. State agencies currently under Performance Budgeting include:

- Department of Parks and Recreation,
- Department of Consumer Affairs,
- Department of General Services,
- Department of Toxic Substances Control, and
- California Conservation Corps.

Performance Budgeting allocates resources based on an expectation of performance levels, where performance is measured in specific, meaningful terms. It focuses on outcomes, rather than inputs or processes, in deciding how to allocate resources. Performance Budgeting, aimed at bringing more responsibility and economy to State government, ties funding levels directly to cost savings, customer service, and management responsibility.

Performance Budgeting requires budget writers and program managers to determine the best method for maximizing program performance and enhancing service delivery, given a realistic level of available funding. The essential elements of Performance Budgeting include:

- An emphasis on long-term strategic planning;
- Development of performance measures;
- Benchmarks for operational efficiency;
- Annual budgetary contracts;
- Operational flexibility;
- Incentives for performance and efficiency; and
- A commitment to quality improvement.

C. THE COMMISSION'S BUDGET PROGRAMS.

The Commission has three Budget Programs: (1) Coastal Management, (2) Coastal Energy, and (3) Administration and Support Activities.

1. Coastal Management Program

The objective of this program is to provide for the permanent management and protection of California's coastal resources. This objective is accomplished by:

- Preparing and certifying Local Coastal Programs (LCPs) to bring the general plans and implementing ordinances of coastal governments into conformity with the policies of the California Coastal Act;
- Regulating development in the coastal zone to ensure that all development is consistent with the policies of the Coastal Act while the LCPs are being prepared;

- Permanently regulating development on tidelands, submerged lands, and public trust lands;
- Monitoring, enforcing, and processing appeals of certain types of local decisions made under certified LCPs;
- Reviewing Federal projects and activities to ensure that these activities are consistent with the California Coastal Management Program;
- Addressing those coastal issues that cannot be adequately addressed by local governments alone;
- Protecting and increasing public access to the coastline; and
- Providing technical information and assistance to local governments in the implementation of their LCPs.

2. Coastal Energy Program

The objective of this program is to provide for the permanent management and protection of California's coastal resources while at the same time ensuring that State and national energy concerns, which are afforded special treatment in the Coastal Act, are addressed. This objective is accomplished by:

- Including energy components in the LCPs of local jurisdictions that are facing significant energy development;
- Requiring amendment of LCPs that would prevent needed energy development if the development would otherwise conform with the Coastal Act;
- Regulating coastal energy development under a special Coastal Act policy which allows approval even if a development would not meet other policies of the Act;
- Regulating oil and gas drilling offshore California to ensure that this drilling will be consistent with the California Coastal Management Program; and
- Designating areas where the location of thermal electric generating plants would conflict with the objectives of the Coastal Act.

3. Administration and Support Activities Program

This program provides general management guidance and administrative support to the Commission. It includes executive, accounting, business services, personnel, and clerical support services.

D. BUDGET CHANGE PROPOSAL.

A Budget Change Proposal (BCP) is required whenever it is necessary to change an agency's Baseline Budget. A budget change may arise because the Legislature or the Governor has assigned new responsibilities and tasks to an agency that require additional funds and personnel. A budget change may also arise because of significant increases in costs, such as leasing new office space. A change in the source of funding would require a

BCP. A BCP would also be required if the agency decided it was necessary to undertake work that cannot be done with current staffing and budget.

For administrative and budgetary purposes, the Commission is within the Resources Agency; therefore, none of the Commission's budget matters is officially considered by the Department of Finance until the Secretary for Resources includes it as part of his/her budget proposal. If the Resources Secretary does not support a particular budget request, it will not be reviewed by Finance for inclusion in the Governor's Budget. Moreover, Finance can deny or amend a budget request even though the Resources Agency Secretary endorses it. Thus, the Commission's budget goes through at least two reviews by the Administration before it gets to the Governor. The Governor normally follows Finance's recommendations, however, past governors have been known to make revisions to specific elements in the Commission's budget.

E. GOVERNOR'S BUDGET.

The Governor must submit his budget to the Legislature by January 10 each year. The Governor's Budget identifies the Prior Year's expenditures, the Current Year's appropriation, and the proposed expenditure for the Budget Year. In recent years the Commission's appropriation has been in the neighborhood of \$9 to \$12 million — \$6 to \$8 million in State funds and \$2 to \$3 million in Federal funds.

Expenditures are arrayed in three ways in the Governor's Budget:

- (1) Summary Of Program Requirements;
- (2) Summary By Object (Line Items); and
- (3) Reconciliation with Appropriations (Funding Source).

A copy of the Governor's FY 1999/2000 Budget for the Commission is included with this report. The Governor's Budget shows the Commission's funding sources:

- State General Fund,
- California Environmental License Plate Fund,
- Federal Trust Fund, and
- Reimbursements.

Other State agencies having more complex programs may list scores of accounts. The Commission receives most of its funding from the State General Fund. The Budget Act, discussed below, both appropriates State funds and authorizes expenditure of Federal funds.

If the Governor's Budget does not include elements that the Commission wants included in its budget, the Commission may raise this issue during Legislative budget hearings with the hope of having these elements added to the budget by the Legislature. However, it is

normally better to wait until the following year's budget cycle to raise the issue with the Administration rather than going around the Administration to the Legislature.

F. LEGISLATIVE ACTION.

The Governor's Budget is embodied in Budget Bills introduced into both houses of the Legislature. Both the Senate Budget and Fiscal Review Committee and the Assembly Budget Committee, working through their subcommittees, schedule hearings on each agency's budget. The Joint Legislative Budget Committee maintains an independent staff, known as the Legislative Analyst's Office, which reviews the Governor's Budget and recommends actions to the Legislature on the various budget proposals. The Legislative Analyst's report on the Governor's Budget is printed in February each year, and it is usually the focal point for discussing each agency's budget during fiscal subcommittee hearings. Neither the Legislative Analyst nor the Legislators, however, confine themselves to reviewing only the proposed changes in an agency's budget or even to budgetary matters. The entire substance, operation, and need for virtually everything an agency does can be evaluated by the fiscal subcommittees. Each of the subcommittees makes its recommendations to its respective full committee. If there are differences in an agency's budget reported out of the two houses, as has been the case for the Commission's budget on several occasions, the matter goes to conference. Thus, including the Legislative Analyst's review, the Commission's budget and program are subjected to about five reviews in the Legislature.

Eventually, the Legislature passes a Budget Bill, which includes an appropriation for the Commission. Constitutionally, the Budget Bill must be passed by the Legislature and submitted to the Governor by June 15th, but that date is sometimes not met. All differences between the Governor's Budget and the Budget Bill are identified in a separate document known as the Change Book.

G. BLUE LINE.

The Budget Bill passed by the Legislature is transmitted to the Governor who has twelve days within receipt or until June 30 to "blue line" or veto specific line items in the Budget. The Governor, however, cannot add any new items or increase any amounts in the Budget. Once the Governor signs the Budget into law, it represents the detailed work program for each State agency for the fiscal year. Constitutionally, the Governor must sign the Budget Bill by June 30th, although this date is sometimes missed. Upon signature, the Budget Bill becomes the Budget Act for that year. Items vetoed by Governor may be restored by the Legislature upon two thirds vote by both houses.

H. EXPENDITURE OF FUNDS.

The Budget Act appropriates funds and authorizes their expenditure. Under the State Constitution, the Governor has the responsibility for administering the State's Budget. The Department of Finance is the agency that carries out this authority.

I. BUDGET ADJUSTMENTS.

Generally, an agency can unilaterally adjust its budget — move funds from one line item to another — through the use of a Transfer of Budget Allotment (TBA), if the change is within certain limits.

There are exceptions, however, referred to as "Control Items." Funds cannot be moved into or out of Control Items without Finance's approval. Personal Services funds cannot be moved to Operating Expenses and Equipment (OE&E), or the reverse, without Finance's approval; and within OE&E, funds cannot be transferred into or out of Travel-Out-Of-State and Equipment line items without Finance's approval.

Changes to the adopted budget that would not increase the total appropriation or spending authority of an agency, but which would change expenditures in one of the Control Items, are accomplished through the use of a Budget Revision (BR). Budget Revisions must be approved by Finance.

Changes to the adopted budget that would increase the total appropriation or spending authority of an agency by \$200,000 or more are accomplished through use of a Budget Act Section 28 application. If the Commission wanted to revise its budget in a manner that would involve hiring additional staff or spending additional funds, it would have to prepare a Section 28 application. A Section 28 application prepared by the Commission must be approved by the Resources Secretary and Department of Finance. Then the Section 28 application must be submitted to the Joint Legislative Budget Committee. If the Section 28 application is not rejected by the Joint Legislative Budget Committee within 30 days of receipt, the change is authorized. Changes approved in this manner are effective only for the fiscal year in which they are approved. All new positions authorized by a Section 28 application automatically terminate at the end of the fiscal year and must be fully justified and approved by the Administration and the Legislature through the formal budget process before they can be continued into the next fiscal year.

J. FUNDING.

The Commission has four funding sources: (1) State General Fund, (2) California Environmental License Plate Fund, (3) Federal Trust Fund, and (4) Reimbursements.

1. General Fund

The General Fund is the predominant fund for financing State operations. The primary sources of revenue for the General Fund are personal income, sales, bank, and corporate taxes.

2. Environmental License Plate Fund

The Environmental License Plate Fund (ELPF) was established in 1970 by the Marks-Badham Environmental Protection and Research Act. The source of revenue for this fund is the sale of personalized motor vehicle license plates. The program is administered by the Secretary for Resources. ELPF may be used only for one or more of the following purposes:

- Control and abatement of air pollution;
- Acquisition, preservation, or restoration of natural areas or ecological reserves;
- Environmental education;
- Protection of nongame species or threatened and endangered plants and animals;
- Protection, enhancement, and restoration of fish and wildlife habitat and related water quality;
- Purchase, on an opportunity basis, of real property consisting of natural areas for state, local and regional parks; and
- Reduction or minimization of the effects of soil erosion and the discharge of sediment into Lake Tahoe.

In 1994, SB 1411 was passed which amended California Vehicle Code section 5067 to provide for the creation of a coastal license plate. Proceeds from the sales of these plates, after deducting normal license fees and Department of Motor Vehicles administrative costs, are deposited in the Environmental License Plate Fund, one half directly to the fund and one half to a new account, the California Beach and Coastal Enhancement Account. Funds within the California Beach and Coastal Enhancement Account are appropriated to the Coastal Commission by the legislature for expenditures for the Adopt-A-Beach program, the Beach Cleanup Day program, coastal public education programs, and grants to local governments and nonprofit organizations for the costs of operating and maintaining public beaches related to these programs. Any funds remaining in the account at the end of the fiscal year are to be allocated to the Coastal Conservancy, after appropriation by the legislature, for coastal natural resource restoration and enhancement projects and for other projects consistent with Public Resources Code section 31000, et seq. (the Conservancy's statutes).

3. Federal Trust Funds

Most of the Commission's Federal funds are received in the form of grants under the Federal Coastal Zone Management Act (CZMA). Because of restrictions in both State and

Federal law, only one State agency is designated as the recipient of such grants; in California, it is the Coastal Commission. Therefore, Federal funds for the San Francisco Bay Conservation and Development Commission (BCDC) and the State Coastal Conservancy (SCC) are included in the Commission's budget. The BCDC and SCC, therefore, apply for their Federal grants through the Coastal Commission, and the grants they receive are passed through to them by way of Reimbursements from the Coastal Commission.

In the past, there were several types of Federal grants that the Commission could apply for and receive; some of these have disappeared as a result of federal budget cuts. The two major grants we rely upon are CZMA Section 306 grants for implementing California's Coastal Management Program and CZMA Section 309 grants for improving/enhancing California's Coastal Management Program.

The CZMA Section 306 grants the Commission receives help support operating expenses for the Commission's Regulation of Coastal Development Program (permits, appeals, federal consistency, and permit monitoring and enforcement) and Local Coastal Program (LCP development, certification and implementation; periodic LCP reviews; and local assistance). The Federal/State funding match for CZMA Section 306 grants is 50/50, meaning that the State must provide at least 50 percent of the funds for these programs. Additionally, the terms and conditions of the CZMA 306 grants provide that Federal funds may not be used to supplant State or other funds that would be available in the absence of Federal funds; in other words, Federal funds may be used only to augment State funds.

CZMA Section 309, as amended in 1990, established a voluntary, coastal zone enhancement program to encourage states to develop program changes in eight specific enhancement areas (wetlands, coastal hazards, public access, marine debris, cumulative impacts, special area management planning, ocean resources, and energy and government facility siting). Under this program, the Secretary of Commerce is authorized to make grants to states to develop and submit for Federal approval, program changes that support attainment of the objectives of one or more of the enhancement areas. Section 309 requires the Office of Ocean and Coastal Resource Management (OCRM) to identify, after consultation with the state, the state's priority needs for improvement; to evaluate and rank state funding proposals; and to make grants to the state (through NOAA grants) for carrying out the approved program enhancements.

CZMA Section 6217, as amended in 1990, requires each state with a Federally-approved coastal management program to develop a program for controlling nonpoint sources of pollution affecting coastal waters. This program requires the California Water Resources Control Board (SWRCB) and the California Coastal Commission to develop and implement a Coastal Nonpoint Pollution Control Program through complimentary changes to the State's Federally-approved Water Quality and Coastal Management Programs. California's Coastal Nonpoint Pollution Control Program (CCNPCP) was submitted to the National

Oceanic and Atmospheric Administration and the Environmental Protection Agency for joint review and approval on September 28, 1995. We are currently working with the SWRCB to respond to the Federal agencies' comments and recommendations and to revise our CCNPC submittal so it can be certified by the Federal agencies. Failure to develop a Federally-certifiable program would result in cuts in Federal funding for our Coastal Management Program (CZMA grants) as well as cuts to the SWRCB for Clean Water Act grants (CWA section 319 grants).

4. Reimbursements

The Commission receives Reimbursements from the San Francisco Bay Conservation and Development Commission (BCDC) and the Department of Fish and Game (DFG). The Commission is reimbursed by the BCDC for the personnel and accounting work we do for them and by the DFG for our participation in the Oil Spill Prevention and Response Program (pursuant to SB 2040 of 1990).

K. BUDGET ADMINISTRATION.

The Commission's Chief Deputy Director is responsible for preparing and monitoring the Commission's budget, cash flow, and other fiscal matters. He/she advises the Executive Director on all budget matters, however, the Executive Director has ultimate responsibility for the budget. The Budget Act, Board of Control Rules, and the Government Code provide that State officers or employees are expressly forbidden from making any expenditure which is not authorized in the Budget Act without receiving advance approval in writing from the Department of Finance. Any officer or employee who takes such action without Finance's approval is personally liable for the amount of such unlawful indebtedness.

THE COMMISSION'S BUDGET

A. GENERAL.

All payments for Commission expenses are made by the State Controller. Funds appropriated by the Budget Act, or received in the form of grants, are deposited with the State Treasurer, recorded by the State Controller, and can be released only if properly authorized.

B. DETAILS.

Following is a discussion of the various "Line Items" contained in the Commission's budget.

1. Personal Services

Generally, State employees are paid monthly. Time sheets are submitted monthly and verified by the employee's supervisor and the Commission's administrative staff. Staff Benefits is the amount carried within the Commission's budget to pay the State's share for health, vision, and dental insurance; retirement; OASDI; Worker's Compensation; and other employee benefits. Rates and specific amounts are determined by employee organization contracts, the Department of Finance, the Department of Personnel Administration, legislation, and Administration policy. Funds are transferred directly from the Controller to the appropriate State Department (e.g. General Services, Public Employees Retirement System, etc.).

2. Operating Expenses and Equipment (OE&E)

General Expense. This is the catch-all category of expense that includes office supplies, library purchases, freight, photography, office equipment maintenance contracts, minor equipment costing less than \$5,000 (e.g., desks, bookcases, computers, printers, cameras, and calculators), and other administrative expenses. Up to \$100 can be spent on such material through the use of a Sub-Purchase Order. Sub-Purchase Orders are reviewed by the Department of General Services and the Controller's Office, and if there is misuse or abuse, an agency can be prohibited from using them further.

The Commission has Delegated Purchasing Authority which must be justified and renewed annually with the Department of General Services' Office of Procurement. Under this authority, the Commission may purchase higher cost items when such purchases conform with the State's rules, as well as with Procurement Policies and Procedures that have been approved by the Department of General Services.

Major purchases, such as for office supplies, are made through the General Services Stores Catalog. General Services purchases large volumes of paper and office supplies and receives a substantial discount; therefore, State agencies are required to purchase these supplies from General Services.

Printing. This category covers the costs for printing such things as annual reports, special reports, pamphlets, blueprints, etc.; for purchasing photocopy paper; and for photocopier maintenance contracts. All printing must be done by the State Printing Plant in Sacramento unless the State Printer approves the use of a private printing contractor for a particular job. For example, the Commission received permission from the State Printer to have the "Coastal Access Guide" and "Coastal Resource Guide" published by the University of California Press.

Communications. This category includes telephone line charges, telephone calls, and telecopier expenses. The Commission's administrative staff verifies telephone bills and reviews telephone use for abuse or questionable charges.

Postage. This category includes mailing, courier service, and postage meter rental.

Travel-In-State. Staff travel, including per diem, car rental, airline tickets, etc., must be authorized in advance by the employee's supervisor. Day-to-day operation of State vehicles for traveling to meetings or for site inspections is monitored through a monthly review of each vehicle's log and through General Services charges for State cars. All travel expense reimbursements are monitored through the use of an Expense Claim (the same form used by Commissioners for claiming per diem reimbursements). Claims for reimbursements must be supported by receipts and must conform to Board of Control rules.

Travel-Out-Of-State. All out-of-state travel must be approved in advance by the Resources Agency, the Department of Finance, and the Governor's Office. Claims must be supported by receipts and must conform to Board of Control rules.

Training. This includes tuition and registration fees for supervisory training, computer training, and training to develop and maintain skills in evolving technical areas related to ocean and coastal resource management.

Facilities Operation. This is the cost for renting the Commission's offices and facilities for Commission meetings. The rents are paid by the State Controller through the transfer of funds from the Commission's account to the Department of General Services, which determines where all State agency offices are located, designs the office space, negotiates leases, and pays the monthly rent.

Contract and Professional Services — Interdepartmental. These are contracts with other State agencies or with local governments. Examples include the Department of Conservation, Department of Fish and Game, etc. All contracts over \$1,000 must be approved by the Commission before they can be executed. Although the Commission has been delegated authority to enter into interagency contracts, all contracts are reviewed by the Department of General Services for conformance to the State Contract Act. Defective contracts can be rescinded. Disbursement of funds under these contracts is made by the State Controller upon submission of a verified invoice, and only if there is an executed contract on file with the Controller.

Contracts and Professional Services — External. State agencies cannot utilize the services of private consultants or contractors if another State agency can provide the services or State civil service employees could be hired to perform the work. At the Commission, most external contracts are for professional consultant services. In most

cases, a contract can be awarded only after a Request for Proposal or Request for Bid process has been completed. The availability of the contract must be published in the State Contracts Register which is distributed to firms throughout the State. With limited exceptions and pursuant to State regulations, all State agencies entering into contracts must have statewide participation goals of not less than 3 percent for certified Disabled Veteran Business Enterprises. Contracts with a dollar amount of \$10,000 or less may be exempted from these requirements. All contracts over \$1,000 must be approved by the Commission before they can be executed. No competitive bid is required for contracts of less than \$500. The Department of General Services, which reviews the contract process for conformance with the Contract Act, will not approve a contract if the process is defective. Payment is similar to the internal contract process described previously.

Data Processing. This category includes the cost of maintaining computers and purchasing computer supplies, software, and accessories.

Central Administrative Services. This is a prorated cost that the Department of Finance deducts from the Commission's special funds budget (e.g., Environmental License Plate Fund) for the costs of services provided to the Commission by other State agencies such as Finance, General Services, State Police, Attorney General, State Controller, etc.

Equipment. All equipment purchases of \$5,000 or more are controlled by the Department of General Services and by the Department of Finance. Part of the budget approval process includes the preparation of an inventory to identify the amount and type of equipment proposed for purchase in the Budget Year. For major equipment (vehicles, large photocopy machines, etc.) Budget Change Proposals must be prepared. Approval by the Department of Finance is required both for the line item amount and the type of equipment.

The purchase of equipment is controlled by an elaborate system administered by the Department of General Services. The need for each piece of equipment must be justified. If it is replacement, provision for disposal of the old equipment must be made. Expensive equipment requires an even more justification. For example, office automation equipment (computerized word and data processing hardware) requires an extensive Information Systems Plan and Feasibility Study Report which must be approved by the Department of Information Technology before the Department of General Services will begin the bid and procurement process. Purchase of new filing cabinets or storage shelves requires an updated Records Retention Schedule that has been approved by the Department of General Services.

3. Local Assistance

When State funds (General Fund) are appropriated to the Commission for Local Assistance, the Commission awards grants to local jurisdictions for developing and

implementing their LCPs. Additionally, when Federal funds are available for Local Assistance, they too can be used for LCP grants, but there are certain restrictions on how the Federal Funds may be used by local jurisdictions. Grants are limited to costs of preparing zoning ordinances (Phase III grants), permit start-up (Phase IV), and the implementation and improvement of certified LCPs that have been approved by OCRM and incorporated into California's Coastal Management Program (Phase V).

FISCAL CONTROLS

A. STATE AUDITS.

All State agencies are subject to fiscal controls, audits, and other reviews of their budgets and expenditures. All of the Commission's fiscal transactions are covered by ongoing reviews by various State control agencies to ensure that the Commission's procedures and activities conform to the many and varied regulatory processes. Following is a brief description of the State audit process as it applies to the Commission.

The Commission is normally subject to audits by three State agencies, authorized under the California Constitution and/or Government Code:

1. State Controller's Office

The State Controller has authority under the California Constitution to perform a pre- and post-review of all claims for payment presented by State agencies.

2. Department of Finance

State agencies are usually audited once every two years by the Department of Finance. The cost of an audit is normally borne by the agency being audited.

3. Bureau of State Audits

The Bureau of State Audits provides independent audits of the programs and fiscal operations of State government. By performing financial, performance, and investigative audits, and by performing other special duties, the State Auditor provides the Legislature, Governor, Milton Marks Commission of California State Government Organization and Economy, and citizens of the State with objective information about the State's financial condition and the performance of the State's many agencies and programs. The Bureau of State Audits was created by the enactment of Chapter 12, Statutes of 1993 (SB 37), and continues many of the responsibilities of the former Office of the Auditor General.

B. FEDERAL GRANT CONTROLS.

The Commission receives grant funds under the Federal Coastal Zone Management Act (CZMA) through the Office of Ocean and Coastal Resource Management (OCRM) in the U.S. Commerce Department's National Oceanic and Atmospheric Administration (NOAA). The CZMA imposes limitations on what these funds may be used for as well as requirements as to what they must be used for. The Federal funds are also subject to all of the State's controls on the expenditure of funds. To receive Federal funds, the Commission's staff prepares a work program, budget, and background information which is incorporated into California's Federal grant application. The Federal grant application also includes the funding requests of the BCDC and the Coastal Conservancy. The Federal grant typically includes specified tasks which the Commission must complete as well as special grant conditions.

Prior to applying for any Federal grant that is not included in the budget approved by the Governor, the Commission must submit a grant request form to the Secretary for Resources and the Department of Finance for review and approval. Following Resources Agency and Finance approval, the grant request must be evaluated and approved by the Governor's Office.

Two different types of evaluations are used to ensure that the Federal CZMA funds are used properly.

- The first is a program evaluation conducted by the OCRM (under CZMA Section 312), usually every two years, to ensure that the funds have been used in accordance with the grant conditions and that the Commission is properly carrying out its Federally-approved management program for the California coastal zone. Upon completion of a State's program evaluation, the OCRM issues its Federal Evaluation Findings and Recommendations.
- The second type of evaluation is a financial audit conducted by the U.S. Department of Commerce to ensure that proper procurement processes, accounting practices, and fiscal controls are being used. Commerce will accept audits carried out by the State Controller, Department of Finance, or the State Auditor that meet Commerce standards.

C. DISBURSEMENTS CONTROLS.

The Commission's financial officers are authorized to sign checks drawn on the Commission's and the BCDC's Revolving Funds. Commission staff will sign only when proper documentation exists and a request of disbursement has been approved by the Executive Director or Chief Deputy Director.

All disbursements are reviewed by the State Controller for authority, propriety, and justification. If there appears to be any divergence from sound accounting principles, or if

there is abuse or misuse of State funds, the agency immediately comes under scrutiny by the Controller.

D. REVOLVING FUND.

The State Accounting System allows an agency to have a Revolving Fund if the agency can demonstrate that it meets certain criteria. The Commission's accounting section meets these criteria and can, therefore, draw checks against its Revolving Fund and the BCDC's Revolving Fund.

State regulations require that expense claims (such as Commissioner per diem and employee travel expenses) be paid from the Revolving Fund. The Fund is also used to pay bills that require immediate response for such things as enrollments, invoices from small businesses, postage meter refills, and miscellaneous office supplies. Requests for such checks must be accompanied by justification and documentation. Checks are written to the addressee (e.g., a postage meter refill would be written directly to the U.S. Postal Service, a salary advance would be written to the employee, checks written for invoices are to the vendor, etc.). After payment from the Revolving Fund, invoices are scheduled for payment by the State Controller from the General Fund. When the funds are received, they are used to reimburse the Revolving Fund.

Larger invoices, or invoices that do not require immediate payment, are not paid through the Commission's Revolving Fund, but are processed directly through the State Controller. All invoices submitted to the State Controller require documentation (e.g., goods have been received, services provided, conformance to contract requirements met, etc.). The State Controller takes an average of 20 days to pay invoices; at certain times of the year, this can go up to 45 days. Therefore, every effort is made to pay small vendors and contractors from the Revolving Fund to avoid this delay.

E. PETTY CASH.

The Commission has several petty cash accounts, one in headquarters and one in each area office. Emergency expenditures are paid out-of-pocket by staff and then claimed on a reimbursement form, or are paid by a check written against the Revolving Fund.

F. REVENUE.

The only significant revenue received by the Commission is in the form of permit application fees. Checks for applications are logged, a notation is made in the permit file that the fee was received, and the check is delivered to the Commission's accounting office where it is again logged. It is then processed and transmitted to the State Controller for entry into the Commission's revenue account. These funds are not added to the Commission's budget, but instead are deposited in the Coastal Access Account, to be

appropriated to the State Coastal Conservancy for grants to public agencies and nonprofit entities for the development, maintenance, and operation of facilities that provide public access to the sea Pursuant to Public Resources Code section 30620.

PERSONNEL

A. GENERAL.

The Commission has little discretion over the salaries and benefits its employees receive. Most salaries are based on statewide personnel classifications and salary ranges established through negotiations between employee unions and the Department of Personnel Administration.

Pay increases for managerial and supervisory classes are not automatic. Since January 1995, managers and supervisors have been under a Pay for Performance program. This program eliminated automatic salary increases and cost of living adjustments. Pay for Performance penalizes employees whose performance does not meet expected standards. The program does not apply to rank-and file classes (e.g., clerical, CPA Is and IIs, etc.), and could only be established for rank-and-file employees through Department of Personnel Administration contract agreements with employee unions.

In recognition that most of an agency's budget is spent on personnel, the Governor's Budget and the State's administrative controls not only restrict the amount of money allocated to an agency for personnel but also restrict the number of personnel. Positions are expressed in the budget as personnel years (PY). One personnel year is one position for 12 months; however, one PY is not necessarily one person. A PY may be filled by one or more persons. For example, two people can share a position, each working one-half time. They would each be 0.5 PY. Each agency is allocated an authorized PY level in the State budget. Typically, not all authorized positions are filled at any one time because of the inevitable delays in finding and hiring replacements for staff who resign, transfer, or retire. Therefore, it is unnecessary for the State to provide funds to pay the salaries of all the authorized positions since some positions will be vacant and the funds would go unused. Instead, a Salary Savings, expressed in both dollars and PY, is incorporated into each agency's budget. For example, if the Commission's Authorized staff level was 100.0 PY, 5 percent or 5.0 PY would be required for Salary Savings and the resultant Budgeted staff level would be 95.0 PY. Although we could fill up to our authorized level of 100.0 PY, we would not be funded to exceed 95.0 PY.

Any proposal to increase the number of Authorized or Budgeted PYs in the Governor's Budget must be included in a Budget Change Proposal and approved by the Resources Agency, the Department of Finance, incorporated into the Governor's Budget, reviewed by the Legislative Analyst, and approved by the Legislature. In addition, the Department of

Personnel Administration and the State Personnel Board review such requests to ensure that the proper classification and level for the proposed position have been determined and justified.

B. SELECTION OF STAFF.

Although Section 30335 of the California Coastal Act clearly establishes the Commission as an "appointing authority," this authority is limited because all personnel at the Commission are hired and work under the provisions of the State Civil Service Code, with the exception of the Executive Director, who is exempt from Civil Service and serves at the pleasure of the Commission.

The rest of the staff is subject to laws and rules established and administered by the State Personnel Board (SPB), the Department of Personnel Administration (DPA), and by collective bargaining contracts between the State and employee organizations. The Commission may request that a certain position be reclassified or upgraded, but we must provide substantial justification for the proposed change and the request must be approved by the DPA.

An Authorized Position must generally be filled from a civil service list established for that classification of position. Individuals are placed on lists by taking examinations administered by the Commission. The examinations involve reviews of applications, written tests, interviews, or some combination of these. In most cases, the Commission selects people who placed within the top four ranks of an exam. State employees working in other agencies in positions paying about the same as the Commission's vacant position may request transfer into that vacant position. During periods when overall State employment is being reduced, the Commission is restricted to hiring individuals who have been, or are about to be laid off from another State agency. The State Personnel Board (SPB) maintains a State Restriction of Appointments Program (SROA) which is administered by the DPA. The SPB maintains lists of positions/classes having surplus employees — that is, lists of classes and people who have been, or are about to be, laid off — and these lists of surplus employees must be used and/or cleared before a vacant position can be filled. This ensures that laid off employees with reinstatement rights and State employees faced with layoff are given a chance to transfer into vacant positions.

The hiring of State employees is monitored closely by the DPA and SPB to ensure that all laws, rules, and regulations pertaining to State employment have been met. Finally, labor organizations that represent staff members under collective bargaining agreements with the State can legitimately become involved in Commission decisions that affect employee discipline and the working conditions of staff.

Within the Commission's and other State agencies' Personal Services budget is a Temporary Help category. This provides a "blanket" from which the agency can pay

employees for overtime, hire staff on an emergency basis, hire interns under the SPB's Environmental Services Intern Program (Civil Service classes of Student Assistant, Graduate Student Assistant, and Environmental Services Intern), and hire other Civil Service classes on a temporary, limited term, or intermittent basis. Overtime pay uses funds from the Temporary Help blanket but not PYs. Temporary Help employees use both the Temporary Help blanket funds and PYs. Temporary Help and Limited Term employees normally do not receive all the benefits that permanent employees receive (i.e., they receive health, but not vision and dental insurance benefits).

ATTACHMENTS

Budget Process Flow Chart

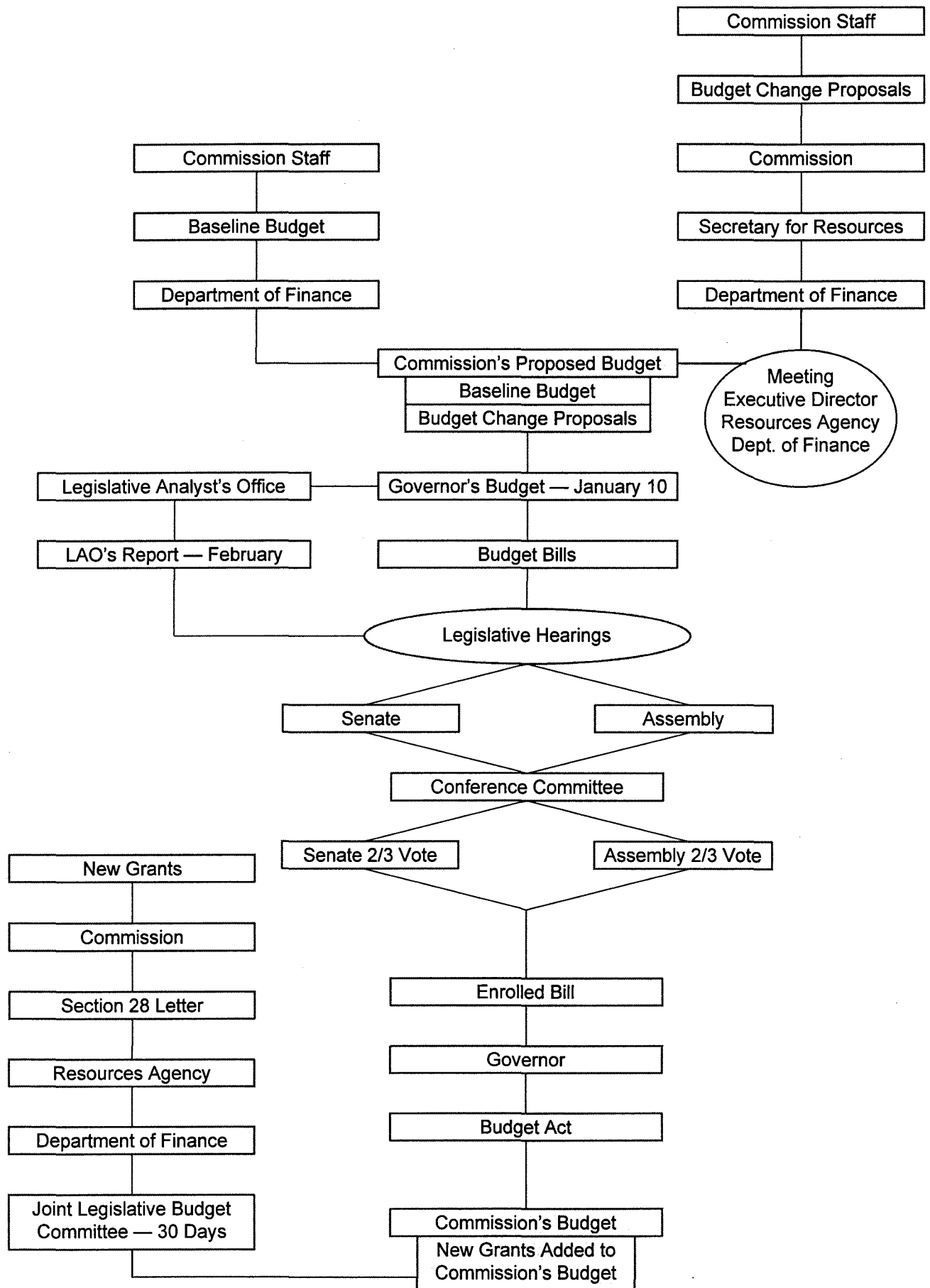
Expenditures FY 1982/83 Through 1997/98

Governor's FY 1999/2000 Budget

May Revise, Finance Letter FY 1999/2000 Budget

Example BCP, LCP Completion

BUDGET PROCESS FLOW CHART





CALIFORNIA COASTAL COMMISSION EXPENDITURES ¹
FY 1982/83 THROUGH 1997/98

FISCAL YEAR	97/98	96/97	95/96	94/95	93/94	92/93	91/92
PERSONAL SERVICES							
Salaries & Wages	5,948	5,811	6,151	5,858	5,495	4,953	5,085
Benefits	1,637	1,600	1,630	1,469	1,371	1,301	1,299
Total PS	7,585	7,411	7,781	7,327	6,866	6,254	6,384
OPERATING EXP & EQUIP							
General Expenses	165	185	196	162	155	172	326
Printing	109	123	104	108	122	144	121
Communications	166	159	144	131	131	141	141
Postage	35	61	67	51	67	62	57
Travel, In State	304	275	257	267	298	268	275
Travel, Out of State	3	5	1	3	5	8	3
Training	5	3	1	12	18	4	5
Facilities Operations	1,620	1,565	1,512	1,467	1,453	1,340	1,276
Contracts, Internal	31	129	48	7	3	38	181
Contracts, External	20	6	129	63	89	192	10
Data Processing	145	104	85	113	113	131	101
Central Admin Services		45	28	42	68	60	11
Equipment	25	73	39	106	200	85	176
Commission's Total OE&E	2,628	2,733	2,611	2,532	2,722	2,645	2,683
PASS THROUGH							
Total Passed Through	347	319	455	361	201	251	240
TOTAL OE&E	2,975	3,052	3,066	2,893	2,923	2,896	2,923
LOCAL ASSISTANCE	-	-	169	6	-	-	140
TOTAL EXPENDITURES	10,560	10,463	11,016	10,226	9,789	9,150	9,447
SOURCE OF FUNDS							
STATE GENERAL FUND	7,190	5,610	5,741	4,736	4,483	4,525	5,713
ENV LICENSE PLATE FUND	-	1,298	1,223	1,215	1,194	1,135	1,107
OCSLA 8(g) FUND	-	-	-	830	807	797	-
REIMBURSEMENTS	679	563	496	477	520	409	351
FEDERAL FUNDS	2,691	2,992	3,556	2,968	2,785	2,284	2,276
TOTAL ALL FUNDS	10,560	10,463	11,016	10,226	9,789	9,150	9,447
FUNDED PERSONNEL YEARS	122.0	119.2	126.6	126.3	140.7	132.5	141.3

¹ Dollars rounded to thousands

CALIFORNIA COASTAL COMMISSION EXPENDITURES ¹
FY 1982/83 THROUGH 1997/98

FISCAL YEAR	90/91	89/90	88/89	87/88	86/87	85/86	84/85	83/84	82/83
PERSONAL SERVICES									
Salaries & Wages	4,689	4,474	4,175	4,012	4,009	3,607	3,823	3,605	4,182
Benefits	1,135	1,237	1,079	1,124	1,103	1,150	1,157	1,123	1,069
Total PS	5,824	5,711	5,254	5,136	5,112	4,757	4,980	4,728	5,251
OPERATING EXP & EQUIP									
General Expenses	225	151	429	145	186	152	215	226	253
Printing	136	115	143	99	102	126	138	121	155
Communications	160	141	137	152	206	208	209	183	197
Postage	67	74	73	72	59	40	74	91	80
Travel, In State	269	229	304	291	328	256	369	292	291
Travel, Out of State	3	3	5	2	2	2	2	2	3
Training	7	9	15	16	33	14	11	6	8
Facilities Operations	1,025	683	654	627	613	614	649	554	476
Contracts, Internal	26	266	297	247	396	246	477	282	924
Contracts, External	16	26	68	51	18	75	564	30	14
Data Processing	116	102	173	104	76	117	53		42
Central Admin Services	11	17	15	14	17	16	7	68	10
Equipment	69	22	191	65	65	59	353	65	22
Commission's Total OE&E	2,130	1,838	2,504	1,885	2,101	1,925	3,121	1,920	2,475
PASS THROUGH									
Total Passed Through	570	686	1,119	752	999	978	363	267	1,406
TOTAL OE&E	2,700	2,524	3,623	2,637	3,100	2,903	3,484	2,187	3,881
LOCAL ASSISTANCE	250	263	298	391	391	365	419	180	1,023
TOTAL EXPENDITURES	8,774	8,498	9,175	8,164	8,603	8,025	8,883	7,095	10,155
SOURCE OF FUNDS									
STATE GENERAL FUND	5,870	5,958	6,195	5,895	5,906	5,884	5,925	5,349	6,374
ENV LICENSE PLATE FUND	1,093	429	401	392	344	329	303	280	150
OCSLA 8(g) FUND	-	-	-	-	-	-	-	-	-
REIMBURSEMENTS	40	40	40	40	40	40	40	40	40
FEDERAL FUNDS	1,771	2,071	2,539	1,837	2,313	1,772	2,615	1,426	3,591
TOTAL ALL FUNDS	8,774	8,498	9,175	8,164	8,603	8,025	8,883	7,095	10,155
FUNDED PERSONNEL YEARS	123.0	115.7	123.2	118.2	126.4	118.2	131.0	133.9	173.5

¹ Dollars rounded to thousands

3680 DEPARTMENT OF BOATING AND WATERWAYS—Continued

STATE BUILDING PROGRAM EXPENDITURES		Actual 1997-98*	Estimated 1998-99*	Proposed 1999-00*
RECONCILIATION WITH APPROPRIATIONS				
3 CAPITAL OUTLAY				
0516 Harbors and Watercraft Revolving Fund				
APPROPRIATIONS				
301 Budget Act appropriation.....		\$8,419	\$6,100	\$8,192
Prior year balances available:				
Item 3680-301-0516, Budget Act of 1996		\$135	-	-
Item 3680-301-0516, Budget Act of 1997, reappropriated by Item 3680-490, Budget Act of 1998		-	960	-
Transfers to and from Government Code Section 16351.5		-749	-	-
Totals Available		\$7,805	\$7,060	\$8,192
Balance available in subsequent years		-960	-	-
Unexpended balance, estimated savings		-935	-	-
TOTALS, EXPENDITURES (Capital Outlay).....		\$5,910	\$7,060	\$8,192
0995 Reimbursements				
Reimbursements		\$29	-	-
TOTALS, EXPENDITURES, ALL FUNDS (Capital Outlay).....		\$5,939	\$7,060	\$8,192

3720 CALIFORNIA COASTAL COMMISSION

The California Coastal Commission manages California's coastal resources. The commission is composed of 16 members, 12 voting and 4 nonvoting. The Governor; the Senate Rules Committee; and the Speaker of the Assembly, with confirmation of the Assembly Rules Committee; each appoints 2 public members and 2 locally elected officials. The 4 nonvoting members are the Secretary for Resources, the Secretary for Business, Transportation and Housing, the Secretary for Trade and Commerce, and the chairperson of the State Lands Commission.

The Coastal Act of 1976 established policies with which "coastal zone" conservation and development decisions must comply. The "coastal zone" extends three miles seaward and generally about two miles inland. In particularly important and generally undeveloped areas where there can be a considerable impact on the coastline from inland development, the coastal zone extends as much as twelve miles inland. In developed urban areas, the coastal zone extends considerably less than 1,000 yards inland. The commission's jurisdiction does not extend into or around San Francisco Bay, where development is regulated by the San Francisco Bay Conservation and Development Commission.

The policies of the Coastal Act deal with public access to the coast, coastal recreation, the marine environment, coastal land resources, and coastal development of various types, including energy facilities and other industrial development. To carry out these policies, each local government within the coastal zone prepares a local coastal program (LCP) that reflects the policies of the Coastal Act. Each LCP is submitted to the commission for review and certification of its adequacy. Until the LCP is certified, virtually all development within the coastal zone requires a coastal permit from the commission and a local permit from the city or county in which the development would be located. After certification of an LCP, the commission's regulatory authority over most types of development is delegated to the local government, subject to limited appeal to the commission. An alternative process is available to local government to assume authority for regulating most coastal development upon the certification of the land use plan portion of its LCP. Under this option, all local decisions on coastal development permits are subject to appeal to the commission.

The Coastal Commission is also the designated State coastal management agency for the purpose of administering the federal Coastal Zone Management Act in California. Under the federal law, California receives financial assistance to develop and implement the federally approved California Coastal Management Program. The Federal Coastal Act gives the commission authority over federal activities otherwise not subject to State control.

Authority

Public Resources Code, Division 20, Sections 30000 et seq. and USC 1456 (Section 307, Federal Coastal Zone Management Act of 1972).

SUMMARY OF PROGRAM

REQUIREMENTS		97-98	98-99	99-00	1997-98*	1998-99*	1999-00*
10 Coastal Management Program		88.3	86.1	98.3	\$9,502	\$10,970	\$11,734
20 Coastal Energy Program		6.0	6.0	6.0	514	516	517
30 Administration and Support							
Activities		27.7	27.7	27.7	1,768	1,709	1,709
Distributed Administration and Support							
Activities		-	-	-	-1,224	-1,244	-1,244
Net Totals, Administration		27.7	27.7	27.7	\$544	\$465	\$465
98 State Mandated Local Programs		-	-	-	-	3	-
TOTALS, PROGRAMS		122.0	119.8	132.0	\$10,560	\$11,954	\$12,716
0001 General Fund					7,190	8,285	8,853
0371 California Beach and Coastal Enhancement Account, California Environ- mental License Plate Fund					-	196	390
0890 Federal Trust Fund					2,691	3,008	3,008
0995 Reimbursements					679	465	465

For the list of standard (lettered) footnotes, see the end of the Governor's Budget.

* Dollars in thousands, except in Salary Range.

3720 CALIFORNIA COASTAL COMMISSION—Continued

10 COASTAL MANAGEMENT PROGRAM

Program Objectives Statement

This program manages and protects California's coastal resources. Activities include: preparation and certification of LCPs; interim regulation of coastal zone development; the permanent regulation of development on tidelands, submerged lands, and public trust lands; monitoring, enforcement, and handling of appeals of certain local regulatory decisions; reviewing federal projects and activities for consistency with the California Coastal Management Program; the operation of a program to protect and increase usable areas for public access to the coastline; and the provision of technical information and assistance to local governments in the implementation of their LCPs.

Authority

Public Resources Code, Division 20, Sections 30000 et seq.

Major Budget Adjustments Proposed for 1999-00

- \$260,000 state operations and 3.0 positions (2.8 personnel years) and \$130,000 local assistance from the California Beach and Coastal Enhancement Account. These funds will be used to promote Adopt-A-Beach and Coastal Cleanup Day activities, and to provide grants to local governments and nonprofit organizations for coastal and marine environmental education programs.
- \$257,000 General Fund and 3.0 positions (2.8 personnel years) to provide technical assistance (water planner, biologist, and geologist) to the Commission's Regulatory, Planning, and Energy Programs.
- \$160,000 General Fund and 2.0 positions (1.9 personnel years) to develop and implement LCPs, update expired LCPs and complete regional cumulative impact assessments.
- \$128,000 General Fund and 2.0 positions (1.9 personnel years) to help enforce coastal development regulations, reduce the backlog of enforcement cases, and accelerate the processing of coastal development permits.
- \$80,000 General Fund and 1.0 position (0.9 personnel year) to assist with the geographic information system and the mapping elements of local coastal programs and boundary determinations.
- \$356,000 General Fund and 2.0 positions (1.9 personnel years) to reestablish the Commission's North Coast Area Office.

20 COASTAL ENERGY PROGRAM

Program Objectives Statement

This program addresses State and national energy concerns, which are afforded special treatment in the Coastal Act and the federal Coastal Zone Management Act. These concerns are met by including an energy component in the LCPs of local jurisdictions facing significant energy development; regulating coastal energy development under special conditions which allow approval even if a development would not meet other policies of the act; regulating oil and gas drilling offshore to ensure that drilling will be consistent with the California Coastal Management Program; and designating, every five years, areas where the location of thermal electric generating plants would conflict with the objectives of the Coastal Act.

Authority

Public Resources Code, Division 20, Sections 30000 et seq. and U.S.C. 1456 (Section 307, Federal Coastal Zone Management Act of 1972).

98 STATE-MANDATED LOCAL PROGRAMS

Program Objectives Statement

This budget proposes to continue the suspension of the "Local Coastal Plans" mandate (Ch. 1330/76) which was first suspended in 1993-94.

PROGRAM BUDGET DETAIL

PROGRAM REQUIREMENTS

10 COASTAL MANAGEMENT PROGRAM

	1997-98*	1998-99*	1999-00*
State Operations:			
0001 General Fund.....	\$6,676	\$6,926	\$7,836
0371 California Beach and Coastal Enhancement Account, California Environmental License Plate Fund.....	-	66	260
0890 Federal Trust Fund.....	2,691	3,008	3,008
0995 Reimbursement.....	135	-	-
Totals, State Operations	\$9,502	\$10,000	\$11,104
Local Assistance:			
0001 General Fund.....	-	840	500
0371 California Beach and Coastal Enhancement Account, California Environmental License Plate Fund.....	-	130	130
Totals, Local Assistance	-	\$970	\$630

ELEMENT REQUIREMENTS

10.10 Regulation of Coastal Development	3,425	3,521	4,011
State Operations:			
0001 General Fund.....	2,457	2,401	2,891
0890 Federal Trust Fund.....	968	1,120	1,120

* Dollars in thousands, except in Salary Range.

3720 CALIFORNIA COASTAL COMMISSION—Continued

	1997-98*	1998-99*	1999-00*
10.20 Local Coastal Program	\$3,890	\$4,776	\$4,425
State Operations:			
0001 General Fund	2,456	2,371	2,490
0890 Federal Trust Fund	1,299	1,435	1,435
0995 Reimbursement	135	-	-
Local Assistance:			
0001 General Fund	-	840	500
0371 California Beach and Coastal Enhancement Account, California Environmental License Plate Fund	-	130	-
10.30 Planning and Support Studies	1,305	1,759	2,090
State Operations:			
0001 General Fund	1,228	1,659	1,990
0890 Federal Trust Fund	77	100	100
10.40 Federal Coastal Management Program	347	308	308
State Operations:			
0890 Federal Trust Fund	347	308	308
10.50 Coastal Access Program	393	398	368
State Operations:			
0001 General Fund	393	353	323
0890 Federal Trust Fund	-	45	45
10.60 Coastal Resources Information Center	142	208	532
State Operations:			
0001 General Fund	142	142	142
0371 California Beach and Coastal Enhancement Account, California Environmental License Plate Fund	-	66	260
Local Assistance:			
0371 California Beach and Coastal Enhancement Account, California Environmental License Plate Fund	-	-	130

PROGRAM REQUIREMENTS

20 COASTAL ENERGY PROGRAM

State Operations:			
0001 General Fund	\$514	\$516	\$517

PROGRAM REQUIREMENTS

30 ADMINISTRATION AND SUPPORT ACTIVITIES

Undistributed Administration:			
State Operations:			
0995 Reimbursements	\$544	\$465	\$465
TOTALS, EXPENDITURES (State Operations)	\$10,560	\$10,981	\$12,086

PROGRAM REQUIREMENTS

98 STATE-MANDATED LOCAL PROGRAMS

Local Assistance:			
Ch. 1330/76-Local Coastal Plans ¹	-	-	-
Late Enactment of 1997 Budget Act:			
Ch. 1330/76-Local Coastal Plans	-	\$3	-
TOTALS, EXPENDITURES (Local Assistance)	-	\$973	\$630
TOTALS, EXPENDITURES, ALL FUNDS (State Operations and Local Assistance)	\$10,560	\$11,954	\$12,716

SUMMARY BY OBJECT

1 STATE OPERATIONS

	97-98	98-99	99-00	1997-98*	1998-99*	1999-00*
PERSONAL SERVICES						
Authorized Positions (Equals Sch. 7A)	122.0	126.1	126.1	\$5,948	\$6,311	\$6,380
Total Adjustments	-	-	13.0	-	70	599
Estimated Salary Savings	-	-6.3	-7.1	-	-318	-346
Net Totals, Salaries and Wages	122.0	119.8	132.0	\$5,948	\$6,063	\$6,633
Staff Benefits	-	-	-	1,636	1,525	1,683
Totals, Personal Services	122.0	119.8	132.0	\$7,584	\$7,588	\$8,316
OPERATING EXPENSES AND EQUIPMENT				\$2,976	\$3,393	\$3,770
TOTALS, EXPENDITURES				\$10,560	\$10,981	\$12,086

¹ Mandate suspended pursuant to Government Code Section 17581.

3720 CALIFORNIA COASTAL COMMISSION—Continued

RECONCILIATION WITH APPROPRIATIONS

1 STATE OPERATIONS

0001 General Fund

APPROPRIATIONS	1997-98*	1998-99*	1999-00*
001 Budget Act appropriation.....	\$6,853	\$7,387	\$8,253
Allocation for employee compensation	-	78	-
Allocation for employer's share of health benefits	-	15	-
Adjustment per Section 3.60.....	-14	-223	-
Chapter 779, Statutes of 1997.....	345	-	-
Chapter 897, Statutes of 1997.....	100	100	100
Prior year balances available:			
Chapter 779, Statutes of 1997.....	-	85	-
Totals Available	\$7,284	\$7,442	\$8,353
Balance available in subsequent years	-85	-	-
Unexpended balance, estimated savings	-9	-	-
TOTALS, EXPENDITURES	\$7,190	\$7,442	\$8,353

0371 California Beach and Coastal Enhancement Account,
California Environmental License Plate Fund ^a

APPROPRIATIONS			
001 Budget Act appropriation (expenditures).....	-	\$66	\$260
0890 Federal Trust Fund			
APPROPRIATIONS			
001 Budget Act appropriation.....	\$3,008	\$3,008	\$3,008
Budget adjustment.....	-317	-	-
TOTALS, EXPENDITURES	\$2,691	\$3,008	\$3,008
0995 Reimbursements			
Reimbursements	\$679	\$465	\$465
TOTALS, EXPENDITURES, ALL FUNDS (State Operations).....	\$10,560	\$10,981	\$12,086

SUMMARY BY OBJECT

RECONCILIATION WITH APPROPRIATIONS

2 LOCAL ASSISTANCE

0001 General Fund

APPROPRIATIONS	1997-98*	1998-99*	1999-00*
101 Budget Act appropriation.....	-	\$500	\$500
295 Budget Act appropriation (State Mandates) ¹	\$0	0	0
Chapter 779, Statutes of 1997.....	340	-	-
Chapter 780, Statutes of 1998 (State Mandates).....	-	3	-
Prior year balances available:			
Chapter 779, Statutes of 1997.....	-	340	-
Totals Available	\$340	\$843	\$500
Balance available in subsequent years	-340	-	-
TOTALS, EXPENDITURES	-	\$843	\$500
0371 California Beach and Coastal Enhancement Account, California Environmental License Plate Fund ^a			
APPROPRIATIONS			
101 Budget Act appropriation (expenditures).....	-	\$130	\$130
TOTALS, EXPENDITURES (Local Assistance)	-	\$973	\$630
TOTALS, EXPENDITURES, ALL FUNDS (State Operations and Local Assistance)	\$10,560	\$11,954	\$12,716

¹ Mandates suspended pursuant to Government Code 17581.

3720 CALIFORNIA COASTAL COMMISSION—Continued

FUND CONDITION STATEMENT

0371 California Beach and Coastal Enhancement Account,
California Environmental License Plate Fund⁵

	1997-98*	1998-99*	1999-00*
BEGINNING BALANCE.....	-	-	\$146
REVENUE AND TRANSFERS			
Revenues:			
143000 Personalized License Plates	-	\$342	\$437
Totals, Resources	-	\$342	\$583
EXPENDITURES			
Disbursements:			
3720 California Coastal Commission:			
State Operations	-	66	260
Local Assistance	-	130	130
3760 State Coastal Conservancy (Capital Outlay).....	-	-	146
Totals, Expenditures.....	-	\$196	\$536
FUND BALANCE.....	-	\$146	\$47

CHANGES IN
AUTHORIZED POSITIONS

	97-98	98-99	99-00	1997-98*	1998-99*	1999-00*
Totals, Authorized Positions	122.0	126.1	126.1	\$5,948	\$6,311	\$6,380
Salary adjustments.....	-	-	-	-	70	71
Totals, Adjusted Authorized Positions	122.0	126.1	126.1	\$5,948	\$6,381	\$6,451
Proposed New Positions:						
Coastal Management Program:				Salary Range		
Coastal Prog Mgr.....	-	-	1.0	4,346-5,244	-	52
Sr Geologist.....	-	-	1.0	4,242-5,118	-	51
Envirntl Spec IV.....	-	-	2.0	4,045-4,883	-	97
Coastal Prog Analyst II.....	-	-	5.0	3,602-4,346	-	216
Coastal Prog Analyst I.....	-	-	1.0	2,998-3,602	-	36
Staff Svcs Analyst.....	-	-	1.0	2,197-2,611	-	26
Ofc Techn	-	-	2.0	2,038-2,477	-	50
Totals, Proposed New Positions.....	-	-	13.0	-	-	\$528
Total Adjustments	-	-	13.0	-	\$70	\$599
TOTALS, SALARIES AND WAGES	122.0	126.1	139.1	\$5,948	\$6,381	\$6,979

3760 STATE COASTAL CONSERVANCY

Program Objectives Statement

The State Coastal Conservancy develops and implements programs to protect, restore and enhance resources in the coastal zone pursuant to the California Coastal Act of 1976. The State Coastal Conservancy:

- acquires agricultural lands to prevent the loss of such lands to other uses and to assemble such lands into parcels of adequate size to permit continued agricultural production;
- provides grants to local agencies for, or undertakes, projects designed to restore areas which may be adversely affecting the coastal environment or impeding orderly development due to poor lot layout, scattered ownerships, incompatible land uses, or other conditions;
- awards grants to local or State public agencies for, or undertakes, projects designed to enhance natural and scenic values threatened by dredging or filling, improper location of improvements and other conditions;
- undertakes projects in the preservation of significant coastal resource areas until other public agencies are willing or able to acquire such sites; and,
- awards grants to local public agencies for the purpose of acquiring and developing public accessways to the coast.

SUMMARY OF PROGRAM
REQUIREMENTS

	97-98	98-99	99-00	1997-98*	1998-99*	1999-00*
15 Coastal Resource Development	19.3	20.4	20.4	\$3,652	\$2,658	\$2,668
25 Coastal Resource Enhancement	7.8	10.8	7.9	5,564	1,629	1,589
90.01 Administration	16.8	18.4	18.4	1,128	1,502	1,490
90.02 Distributed Administration	-	-	-	-1,128	-1,502	-1,490
TOTALS, PROGRAMS.....	43.9	49.6	46.7	\$9,216	\$4,287	\$4,257

For the list of standard (lettered) footnotes, see the end of the Governor's Budget.

* Dollars in thousands, except in Salary Range.



DEPARTMENT OF FINANCE

OFFICE OF THE DIRECTOR
STATE CAPITOL, ROOM 1145
SACRAMENTO, CA 95814-4906



MAY 14 1999

RECEIVED

MAY 18 1999

Honorable Steve Peace, Chair
Senate Budget and Fiscal Review Committee

CALIFORNIA
COASTAL COMMISSION

Attention: Mr. Steve Larson, Staff Director (2)

Honorable Denise Moreno Ducheny, Chair
Assembly Budget Committee

Attention: Mr. Richard R. Bayquen, Chief Consultant (2)

AMENDMENT TO BUDGET BILL ITEM 3720-001-0001, SUPPORT, CALIFORNIA
COASTAL COMMISSION

It is requested that Item 3720-001-0001 of the Budget Bill be increased by \$391,000 for the following purposes:

Offers-to-Dedicate: \$80,000 General Fund and 1.0 Position

The Commission often requires Offers-to-Dedicate (OTDs) as permit conditions to mitigate adverse impacts of development on public access to the coast. These OTDs must be accepted by a public agency or nonprofit entity before offers expire (typically offers are available for 21 years), or they revert to the property owner. Of the 1,288 OTDs that have been recorded by the Commission, 464 (36 percent) have been accepted and 12 have expired. According to the Commission, 374 OTDs, including 37 valuable vertical OTDs, will expire over the next five years unless they are accepted. This proposal would allow the Commission to process these OTDs prior to expiration.

It is also requested that the following provisional language be added to this item:

1. The Executive Director of the California Coastal Commission and the Executive Officer of the State Coastal Conservancy shall, together, enter into a memorandum of understanding by October 1, 1999, that defines the respective responsibilities of the Commission and Conservancy with regard to processing Offers-to-Dedicate public access easements with a goal of minimizing duplicative or overlapping activities. Any differences of understanding with respect to the memorandum of understanding or the Offers-to-Dedicate program shall be resolved by the Resources Agency.

Local Coastal Program Completion: \$240,000 General Fund and 3.0 Positions

The Commission, pursuant to the Coastal Act of 1976, has regulatory authority over conservation and development in the "coastal zone," which generally extends three miles seaward and about two miles inland from California's shoreline. Local governments within the coastal zone are charged with preparing a Local Coastal Program (LCP) that reflects the

policies of the Coastal Act. As of October 1, 1998, there were 36 LCPs (consisting of 21 land use plans, 36 zoning programs, and 47 areas of deferred certification) that required completion and subsequent certification by the Commission.

In 1997-98, the Commission awarded eight local assistance grants totaling \$340,000 to facilitate LCP completion by local governments. As of 1998-99, the Commission's baseline budget includes \$500,000 for local assistance grants. Eight additional grants were awarded in 1998-99, and eight more will be awarded in 1999-00. While the Commission's budget includes funds for the LCP completion grants, additional funding is needed for the Commission to administer the grant program and assist the grant recipients in preparing certifiable LCPs. This request would help ensure that the LCP completion grant funding is used effectively.

Operating Expenses and Equipment: \$71,000

Due to significant budget reductions in the mid-1980s, the Commission no longer has an equipment budget. This request would provide \$21,000 to replace the San Diego office minivan, which is no longer cost effective to maintain.

This request also includes \$50,000 to purchase a new copy machine for the Long Beach Office. The current high-volume copy machine, purchased in 1988, is old and malfunctions frequently, often during reproduction of staff reports for Commission hearing mailings. In 1998, over 35 percent of the Long Beach staff reports had to be sent to the Commission's San Francisco headquarters for copying due to the breakdown of the Long Beach copier. This has nearly caused the Commission to miss several statutory notice deadlines, and has strained the San Francisco Mailing and Reproduction Unit.

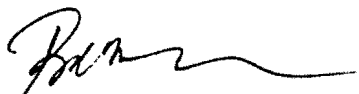
The effect of my requested action is reflected on the attached form(s).

If you have any questions or need additional information regarding this matter, please call Carol Baker, Principal Program Budget Analyst, at 324-0043.

B. TIMOTHY GAGE

Director

By:



BETTY T. YEE

Chief Deputy Director

Attachment(s)

cc: On following page

CBS313R
UNIT DATABASE
(BUFF)

DEPARTMENT OF FINANCE
1999-00 CHANGE BOOK
WORKSHEET - Finance Letters

PAGE: 1
DATE: 04/26/99
TIME: 18:51:49

DEPT: California Coastal Commission
STATE OPERATIONS

3720-001-0001 99 99 G
***ORG-REF-FUND YOA YOB**

ITEM TITLE:
Support, CA Coastal Commission

ISSUE: 100 P98: N
P98 ISSUE:

DATE SIGNED: MAY 14 1999

ISSUE: 100 Coastal Public Access

---DETAIL CHANGES---

POS/PY TYPE/LANG

Increase funding and staff to process
Offers-to-Dedicate public access
easements.

Proposed New Positions:

Coastal Program Analyst II	1.0	R	43,000
Salary savings	-0.1	S	-2,000
Staff benefits			11,000

Operating Expenses and Equipment			28,000
----------------------------------	--	--	--------

Add language to Item 3720-001-0001
requiring the Commission to enter into a
memorandum of understanding with the
State Coastal Conservancy defining their
respective responsibilities for
processing Offers-to-Dedicate.

TOTAL FINANCE LETTER CHANGES	0.9		80,000
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TOTAL DETAIL CHANGES	0.9		80,000
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---SCHEDULE CHANGES---

10.00.000.000 Coastal Management Program			80,000
--	--	--	--------

NET IMPACT TO 3720-001-0001			80,000
-----------------------------	--	--	--------

TOTAL NET IMPACT TO 3720-001-0001	Y		80,000
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POSITION CHANGES FOR ISSUE NUMBER

REG/ON-GOING POS	1.0	43,000	ASM CONSULTANT: CW
PART YR ADJ PY	0.0	0	SEN CONSULTANT: MH
TEMP HELP PY	0.0	0	DOF ANALYST: Dennis Craythorn
OVERTIME	0.0	0	LAO DIRECTOR: D. CURRY
SALARY SAVINGS PY	-0.1	-2,000	RUN DATE: 04/26/99 18:51:49
-TOTAL-	0.9	41,000	UPDT TIME: 04/26/99 18:51:03

* DEPT OF FINANCE LETTER

HOUSE=F1 YOB=1999 ITEM=372000100019999
ISSUE= 100
ISSUE-STATUS=L

CBS313R
UNIT DATABASE
(BUFF)

DEPARTMENT OF FINANCE
1999-00 CHANGE BOOK
WORKSHEET - Finance Letters

PAGE: 1
DATE: 04/26/99
TIME: 18:35:30

DEPT: California Coastal Commission
STATE OPERATIONS

3720-001-0001 99 99 G
***ORG-REF-FUND YOA YOB**

ITEM TITLE:
Support, CA Coastal Commission

ISSUE: 101 P98: N
P98 ISSUE:

DATE SIGNED: MAY 14 1999

ISSUE: 101 LCP Completion

---DETAIL CHANGES---

POS/PY TYPE/LANG

Increase funding to administer grant
program for Local Coastal Program
completion and to assist grant
recipients in completing LCPs.

Proposed New Positions:

Coastal Program Analyst II	3.0	R	130,000	*
Salary savings	-0.2	S	-6,000	*
Staff benefits			33,000	*
Operating Expenses and Equipment			83,000	*
TOTAL FINANCE LETTER CHANGES	2.8		240,000	*
TOTAL DETAIL CHANGES	2.8		240,000	

---SCHEDULE CHANGES---

10.00.000.000 Coastal Management Program	240,000	*
NET IMPACT TO 3720-001-0001	240,000	*
TOTAL NET IMPACT TO 3720-001-0001	240,000	

POSITION CHANGES FOR ISSUE NUMBER	AMOUNT	ASM CONSULTANT: CW
REG/ON-GOING POS 3.0	130,000	SEN CONSULTANT: MH
PART YR ADJ PY 0.0	0	DOF ANALYST: Dennis Craythorn
TEMP HELP PY 0.0	0	LAO DIRECTOR: D. CURRY
OVERTIME 0.0	0	
SALARY SAVINGS PY -0.2	-6,000	RUN DATE: 04/26/99 18:35:30
-TOTAL- 2.8	124,000	UPDT TIME: 04/26/99 18:32:52

* DEPT OF FINANCE LETTER

HOUSE=F1 YOB=1999 ITEM=372000100019999
ISSUE= 101
ISSUE-STATUS=L

CBS313R
UNIT DATABASE
(BUFF)

DEPARTMENT OF FINANCE
1999-00 CHANGE BOOK
WORKSHEET - Finance Letters

PAGE: 1
DATE: 04/26/99
TIME: 18:35:40

DEPT: California Coastal Commission
STATE OPERATIONS

3720-001-0001 99 99 G
***ORG-REF-FUND YOA YOB**

ITEM TITLE:
Support, CA Coastal Commission

ISSUE: 102 P98: N
P98 ISSUE:

DATE SIGNED: 04 14 1999

ISSUE: 102 Equipment: Vehicle San Diego Office

---DETAIL CHANGES---

POS/PY TYPE/LANG

Funding to replace vehicle at the
Commission's San Diego office.

Operating Expenses and Equipment

21,000

TOTAL FINANCE LETTER CHANGES

0.0

21,000

TOTAL DETAIL CHANGES

0.0

21,000

---SCHEDULE CHANGES---

10.00.000.000 Coastal Management Program

21,000 *

NET IMPACT TO 3720-001-0001

21,000 *

TOTAL NET IMPACT TO 3720-001-0001

21,000

POSITION CHANGES FOR ISSUE NUMBER
REG/ON-GOING POS 0.0
PART YR ADJ PY 0.0
TEMP HELP PY 0.0
OVERTIME 0.0
SALARY SAVINGS PY 0.0
-TOTAL- 0.0

AMOUNT

0 | ASM CONSULTANT: CW
0 | SEN CONSULTANT: MH
0 | DOF ANALYST: Dennis Craythorn
0 | LAO DIRECTOR: D. CURRY
0 |
0 | RUN DATE: 04/26/99 18:35:40
0 | UPDT TIME: 04/26/99 18:32:37

* DEPT OF FINANCE LETTER

HOUSE=F1 YOB=1999 ITEM=372000100019999
ISSUE= 102
ISSUE-STATUS=L

CBS313R
UNIT DATABASE
(BUFF)

DEPARTMENT OF FINANCE
1999-00 CHANGE BOOK
WORKSHEET - Finance Letters

PAGE: 1
DATE: 04/26/99
TIME: 18:35:49

DEPT: California Coastal Commission
STATE OPERATIONS

3720-001-0001 99 99 G
***ORG-REF-FUND YOA YOB**

ITEM TITLE:
Support, CA Coastal Commission

ISSUE: 103 P98: N
P98 ISSUE:

DATE SIGNED:

MAY 14 1999

ISSUE: 103 Equipment: Copy Machine Long Beach
Office

---DETAIL CHANGES---

POS/PY TYPE/LANG

Funding to replace copy machine at
Commission's Long Beach office.

Operating Expenses and Equipment

50,000 *

TOTAL FINANCE LETTER CHANGES

0.0

50,000 *

TOTAL DETAIL CHANGES

0.0

50,000

---SCHEDULE CHANGES---

10.00.000.000 Coastal Management Program

50,000 *

NET IMPACT TO 3720-001-0001

50,000 *

TOTAL NET IMPACT TO 3720-001-0001

50,000

POSITION CHANGES FOR ISSUE NUMBER

REG/ON-GOING POS 0.0

PART YR ADJ PY 0.0

TEMP HELP PY 0.0

OVERTIME 0.0

SALARY SAVINGS PY 0.0

-TOTAL- 0.0

AMOUNT

0 | ASM CONSULTANT: CW

0 | SEN CONSULTANT: MH

0 | DOF ANALYST: Dennis Craythorn

0 | LAO DIRECTOR: D. CURRY

0 |

0 | RUN DATE: 04/26/99 18:35:49

0 | UPDT TIME: 04/26/99 18:32:19

* DEPT OF FINANCE LETTER

HOUSE=F1 YOB=1999 ITEM=372000100019999

ISSUE= 103

ISSUE-STATUS=L

STATE OF CALIFORNIA
BUDGET CHANGE PROPOSAL - COVER SHEET
FOR FISCAL YEAR 99-00

Department of Finance
915 L Street
Sacramento, CA 95814
IMS Mail Code: A-15

DF-46 (REV 06/97)

Please report dollars in thousands.

P # May Revision 02	PRIORITY NO. 2	ORG. CODE 3720	DEPARTMENT California Coastal Commission
PROGRAM 10	ELEMENT 20	COMPONENT	

TITLE OF PROPOSED CHANGE
LCP Completion

SUMMARY OF PROPOSED CHANGES

Provide \$240,000 to support 3.0 positions (2.8 PY) to assist local governments with the development, certification and implementation of their LCPs.

REQUIRES LEGISLATION <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	CODE SECTION(S) TO BE AMENDED/ADDED	BUDGET IMPACT—PROVIDE LIST AND MARK IF APPLICABLE <input type="checkbox"/> ONE-TIME COST <input type="checkbox"/> FUTURE SAVINGS <input type="checkbox"/> FULL-YEAR COSTS <input type="checkbox"/> REVENUE	
---	--	---	--

PREPARED BY <i>Richard M. G.</i>	DATE 4/28/99	REVIEWED BY <i>John H. Kusch</i>	DATE 4/28/99
DEPARTMENT DIRECTOR <i>Peter Douglas</i>	DATE 4/28/99	AGENCY SECRETARY <i>Don Wallace</i>	DATE 5/3/99

IF PROPOSAL AFFECTS ANOTHER DEPARTMENT, DOES OTHER DEPARTMENT CONCUR WITH PROPOSAL?

☐ YES ☐ NO ATTACH COMMENTS OF AFFECTED DEPARTMENT, SIGNED AND
DATED BY THE DEPARTMENT DIRECTOR OR DESIGNEE.

FOR INFORMATION TECHNOLOGY REQUESTS, SPECIFY THE DATE SPECIAL PROJECT REPORT (SPR) OR
FEASIBILITY STUDY REPORT (FSR) WAS APPROVED BY DOIT.

DATE PROJECT # FSR ☐ OR SPR ☐

DOF ANALYST USE
(ADDITIONAL REVIEW)

CAPITAL OUTLAY ☐ TIRU ☐ FSCU ☐ OSAE ☐ CALSTARS ☐

**STATE OF CALIFORNIA
BUDGET CHANGE PROPOSAL—FISCAL DETAIL**

STATE OPERATIONS

DF-46 (REV 06/97)

Please report dollars in thousands.

Department of Finance
915 L Street
Sacramento, CA 95814
IMS Mail Code: A-15

BCP # May Revision 02	DATE 4/28/99	TITLE OF PROPOSED CHANGE LCP Completion		
PROGRAM 10	ELEMENT 20	COMPONENT		

	PERSONNEL YEARS		CURRENT YR.	BUDGET YR.
	CY	BY		
TOTAL SALARIES AND WAGES ¹			\$	\$130
SALARY SAVINGS	-	-	-	-6
NET TOTAL SALARIES AND WAGES			\$	\$124
STAFF BENEFITS ²			\$	\$ 33
TOTAL PERSONAL SERVICES			\$	\$157
OPERATING EXPENSES AND EQUIPMENT ³				
GENERAL EXPENSE				6
PRINTING				3
COMMUNICATIONS				6
POSTAGE				3
TRAVEL—IN STATE				8
TRAVEL—OUT OF STATE				
TRAINING				
FACILITIES OPERATIONS				54
UTILITIES				
CONSULTING & PROFESSIONAL SERVICES: Interdepartmental (provide list)				
CONSULTING & PROFESSIONAL: External (provide list)				
CONSOLIDATED DATA CENTERS				
Health and Welfare Data Center			()	()
Stephen P. Teale Data Center			()	()
DATA PROCESSING				3
EQUIPMENT (provide list)				
DEBT SERVICE				
OTHER ITEMS OF EXPENSE: (specify below)				
TOTAL OPERATING EXPENSES AND EQUIPMENT			\$	\$ 83
SPECIAL ITEMS OF EXPENSE ⁴			\$	\$
TOTAL STATE OPERATIONS EXPENDITURES			\$	\$240

SOURCE OF FUNDS	APPROPRIATION NO.				
	ORG	REF	FUND		
GENERAL FUND	3720	001	0001	\$	\$240
SPECIAL FUNDS				\$	\$
FEDERAL FUNDS				\$	\$
OTHER FUNDS (SPECIFY)				\$	\$
REIMBURSEMENTS				\$	\$

¹ ITEMIZED DETAIL ON PAGE I-3 BY CLASSIFICATION AS IN SALARIES AND WAGES SUPPLEMENT.

² PROVIDE DETAIL ON PAGE I-3.

³ PROVIDE LIST ON PAGE I-4.

⁴ SPECIAL ITEMS OF EXPENSE MUST BE TITLED. PLEASE REFER TO THE UNIFORM CODES MANUAL FOR A LIST OF THE STANDARDIZED SPECIAL ITEMS OF EXPENSE OBJECT WHICH MAY BE USED.

**May Revision
BUDGET CHANGE PROPOSAL
FY 1999/2000
Local Coastal Program Completion**

April 28, 1999

Priority No. 2

BCP No. 99-May Revision-02

A. NATURE OF REQUEST

The Request

- ☐ Three permanent full-time positions (2.8 PY) at the Coastal Program Analyst II level with associated operating expenses.
- ☐ These three positions are a critical incremental step in the completion of key remaining LCPs. 2.5 PY to work on LCP completion; .5 PY to work on LCP grant management (this .5 PY grant management will be combined with an existing .5 PY in the Commission's baseline budget).
- ☐ Total funding request of this BCP: \$240,000 from the General Fund.

The Need: Critical Need to Expeditiously Complete and Update Local Coastal Programs

Local Coastal Programs (LCPs) are critical elements of California's comprehensive coastal management program necessary to carry out Coastal Act mandates. While primary responsibility for LCP preparation and implementation resides with the 58 coastal cities and 15 counties, the Commission must review and approve all LCPs and amendments. Furthermore, the Commission has lead responsibility to periodically, but no less than every 5 years, review previously certified LCPs to ensure they are carried out in a manner that fully and effectively implements Coastal Act policies. Best management practices, including programmatic and fiscal considerations, as well as common sense require timely Commission staff involvement in LCP work in cooperation with appropriate local agencies. Given the current status of LCP completion, amendments, implementation and periodic reviews the Commission is woefully understaffed to carry out its LCP-related responsibilities.



So long as an LCP is not finished for an area all coastal development permits there must be processed by the Commission. Permitting is costly and time-consuming and detracts from other work, relating to LCP updating and amendments.

Until two years ago, no funds were budgeted to help defray local LCP costs and therefore gave local government no incentive to move forward with LCP completion and updates. To address this situation, budgeted funds were approved for local assistance to expedite LCP completion and updates. In FY 1998/1999 and 1999/2000, the Commission awarded \$840,000 to 16 local governments for LCP completion. Unfortunately, no funds were approved for the Commission staff needed to work with local governments.

The Commission currently lacks staff to work with these 16 local governments to prepare approvable LCPs. Without these requested positions, Commission funded LCP work by local government will suffer from lack of timely Commission staff input and guidance resulting, inevitably (based on more than 20 years experience), in costly arguments over program content and, often, unacceptable work products and more counterproductive disputes. The Commission will, in the future, submit needed staffing level proposals projected 5 years out. Currently however, the Commission requests only 3 additional positions, not because these are all that are needed, but because it is critical to secure additional staff support for LCP work as quickly as possible. Lack of adequate staff leaves the Commission no choice but to take a reactive rather than proactive posture relative to local government LCP work leading to significant programmatic and fiscal inefficiencies that are clearly unproductive in furthering vital Coastal Act goals and policies.

B. BACKGROUND / HISTORY

Program Objectives and Authority

A key element of the Coastal Act is the Commission's partnership with local governments in the implementation of the Coastal Act through the local coastal planning process. The Coastal Act requires each local government to prepare an LCP for the area within its jurisdiction within the coastal zone and submit the LCP to the Coastal Commission for certification. Until a local government has a Commission-certified LCP, coastal permit authority remains with the Coastal Commission. Upon LCP certification, coastal development permit authority returns to the local government. This means the Coastal Commission's regulatory workload remains high as long as LCPs remain uncertified. Considerable LCP work remains to be completed; as of October 1, 1998, there are 36 LCPs (consisting of 21 land use plans, 36 zoning programs, and 47 areas of deferred certification), remaining to be certified.



The Governor's Budget includes 2 PY for LCP tasks. However, as shown on page 9, these positions will focus on periodic reviews, amendments, and updates.

Because permit applications and LCP amendments must be processed within relatively short statutory timeframes, LCP certification work is necessarily deferred and given lower priority in staff assignments. This is the case notwithstanding the fact the Commission has set LCP completion as a high priority for the agency. Obviously, an internal priority or objective cannot override a statutory requirement. It is in part for these reasons the staff reductions have been so frustrating, particularly in light of the fact that the permit workload is not expected to diminish and LCP amendment submittals are increasing.

The Commission used to have a Local Assistance Program staff that monitored the implementation of certified LCPs and provided technical assistance to local government planners. Past budget cuts eliminated these Local Assistance staff positions.

C. STATE LEVEL CONSIDERATIONS

The objectives of this program element as defined in the Coastal Act are to assist local governments with the preparation of their LCPs and to review the LCPs submitted to assure that they are, or can be revised to be, consistent with the Coastal Act.

The completion of the remaining uncertified LCPs would return coastal development permitting authority to local governments, would reduce the Coastal Commission's regulatory workload, and would free-up Commission staff time to address post-certification coastal management responsibilities. It would also help reduce red tape, in that applicants could go to their local governments for all required permits instead of having to deal both with local jurisdictions for their local permits and then with the Coastal Commission for their coastal development permits.

D. JUSTIFICATION

LCP Certification Workload

The Commission's LCP workload will increase substantially in FY 1999/2000 as local governments that received Local Assistance grants in 1998 and 1999 undertake their LCP planning to submit their LCPs to the Commission for certification. In 1998, the Commission awarded \$340,000 in Local Assistance grants to eight jurisdictions. In 1999, the Commission has awarded an additional \$500,000 to eight local governments for LCP completion.



Grant periods for both the 1998 and 1999 local assistance grants will run concurrently during FY 1999/2000 (see timeline of LCP grants). Furthermore, Commission staff work will be required even beyond the LCP grant periods to review submitted LCPs, prepare necessary staff reports, respond to policy direction made by Coastal Commissioners, conduct meetings with members of the public and other nonprofit and public agencies and complete other statutory requirements.

Of the total of sixteen grant awards, four of the awards (the City of Malibu, two consecutive L. A. County awards, and City of Monterey) entail large, complex grant work programs, and the remaining twelve of the awards are less complex because they involve, for example, smaller geographic segments of the coastal zone, contain less undeveloped areas and/or have greater amounts of existing public access. Complexity of these larger grants is based, in part, on the following factors:

- Significant development pressure — the Coastal Commission has acted on close to *4,000 coastal development permits* combined for the Santa Monica Mountains Area of L. A. County and for the City of Malibu;
- Large geographic region — the combined area of both jurisdictions equals *64,260 acres*;
- Significant number of vacant parcels will be subject of future development — Santa Monica Mountains in L. A. County contains over *5,000 vacant parcels*;
- High demand for public access to the beach given proximity to large population center — L. A. County will grow by almost *2 million people* between 1990 and 2010.
- The City of Monterey is divided into four geographic segments that are diverse in coastal resources and development issues, including the existence of commercial fishing, major visitor-serving facilities, and shoreline environmental resources.

The total number of Commission staff hours required to process the large and complex Local Coastal Programs is as follows:

COMPLEX GRANTS	LUP	IP/ZONING	HOURS	PY
City of Malibu	X		3,020	
County of Los Angeles	X		3,020	
County of Los Angeles		X	3,102	
City of Monterey	X	X	6,122	
TOTAL (complex)	(PY = 15,244 hours ÷ 1,800 hours/PY)		15,244	8.5



The remaining twelve grant awards will support completion of the less complex LCPs:

LESS COMPLEX GRANTS	LUP	IP/ZONING	HOURS	PY
Hermosa Beach		X	1,114	
Pacific Grove		X	1,114	
Seaside		X	1,114	
City of Los Angeles/Venice		X	1,114	
City of San Diego	X	X	2,236	
Del Mar		X	1,114	
Solana Beach	X	X	2,236	
Newport Beach	X		1,122	
Carmel	X	X	2,236	
City of Los Angeles/Pacific Palisades	X		1,122	
Trinidad	X	X	2,236	
City of Santa Cruz	X		1,122	
TOTAL (less complex) (PY = 17,880 hours ÷ 1,800 hours/PY)			17,880	9.9

Summary of grant awards.

Total (complex)	(PY = 15,244 hours ÷ 1,800 hours/PY)	15,244 Hours	8.5 PY
Total (less complex)	(PY = 17,880 hours ÷ 1,800 hours/PY)	17,880 Hours	9.9 PY
TOTAL	(PY = 33,124 hours ÷ 1,800 hours/PY)	33,124 Hours	18.4 PY

33,124 hours total staff time divided by 1,800 hours per PY, equivalent to 18.4 PYs, for tasks necessitated by all 16 grant awards to local governments.

The total staff time required to support completion of all the above LCPs, including both the complex and less complex programs, equals 18.4 PYs. This request is for 3 additional PYs which will allow the Commission to devote staff time to make



significant progress toward LCP completion by jurisdictions receiving LCP grants in 1998 and 1999. The 3.0 PY requested here will be devoted to completing Phase II or Phase III tasks (as applicable) for the LCP grants that are completed and submitted for certification in FY 1999/2000. For FY 2000/2001, the Commission will submit an estimate of staff time required to complete remaining LCPs, including some 20 or more LCPs not covered by local assistance grants in 1998 and 1999.

Grant Management

Staff time to manage the estimated 24 grants will be required. (*Eight existing grants from FY 97/98, eight existing grants from FY 98/99 and eight expected grants in FY 99/00 equal 24 grants.*) Grant management staff time is necessary in addition to the LCP planning workload generated from the 16 existing LCP grants and from future grants. Grant administration involves the following staff work: allocate funds, execute contracts, provide technical assistance to local government staff, evaluate local government's performance compared to their approved work programs, and authorize reimbursements under the contract.

The current Coastal Commission Local Assistance Grant Program allocates a permanent .5 PY for grant management. The work tasks assigned to the grants administrator during FY 97/98 and FY 98/99 have to date exceeded the .5 PY time allocated by Coastal Commission staff by more than 1.5 PYs. This determination is based on the experiences of the current grants administrator and the Manager of the Land Use Unit with carrying out the grants program for FY 97/98 and 98/99. As a result of the increased workload to manage the increasing number of grants, staff time has been diverted from other tasks. As shown on the attached chart, **4,589 staff hours** are needed to administer the projected 24 grants in FY 1999/2000.

Between 1976–1991 when the Commission had a Local Assistance Grant Program to support LCP planning, LCP grant administrator was 1.0 PY. During that 15-year time period, the grants administrator was responsible solely for grant management and was assigned no other local government assistance program tasks. Since 1991, the demands for local assistance have grown primarily because local governments have experienced decreases in planning staff and in direct state funds to local governments.

The current grants include conditions which require local governments to develop and expand program components to address new information and emerging coastal issues, such as developing Polluted Runoff components in LCPs, modifying Public Access components to address unopened public access easements to the beach, and to inventory existing public parking near the beach and coastal recreation areas. Management of these grants and grant conditions requires working with the LCP planners in the District offices and with the local planning staff to coordinate review of



the grant work products and provide technical assistance. The existing 16 grants and the additional eight grants expected in FY 99/00 will result in at least 4,589 staff hours of work (equivalent to 2.5 PY) to manage the overall grant program and provide the minimum level of technical assistance.

This May revise BCP requests .5 PY for grant management because for FY 1999/2000 this level of staffing is the minimum necessary to manage the anticipated grants.

Workload item	Ave. hrs./mo.	Total Hours/year
Administering and Monitoring the grant program for 16 existing grants and assuming 8 additional grants in FY 99/00:		
<i>Tasks for new FY99/00 grants:</i>		
Advise local government on grant application procedures; prepare and distribute applications and coordinate to provide Web access. <i>Based on 5-6 days to prepare and distribute application materials.</i>	3.75	45
Review applications/work programs and develop recommendations to CCC. Based on an average of 18 hrs./grant application and 8 est. grants for FY 99/00.	12	144
Prepare contracts and coordinate with accounting staff. Based on 4 hrs/contract and 8 est. new grants.	2.66	32
<i>Tasks for all grants: 16 existing for FY 97/98 and 98/99 and 8 new estimated for FY 99/00</i>		
Respond to requests for information and guidance from local staff on compliance with contract and work program provisions. <i>Based on est. 12 hrs./wk</i>	50	600
Review work products submitted by grantees; coordinate with districts staff; <i>(Based on 16 hrs/quarter/contract)</i>	128	1536
Coordinate other program staff (Access and Nonpoint source) on review of submitted grant products. <i>(Based on 4 hrs./week)</i>	16.66	200



Workload item	Ave. hrs./mo.	Total Hours/year
Review invoicing and coordinate with accounting staff. <i>Based on 8 hrs/contract</i>	16	192
Report quarterly on progress to CCC. <i>Based on 40 hrs/quarterly report.</i>	13.33	160
Assist in restructuring work program tasks to respond to proposed grant amendments; review proposed amendment and prepare recommendation to CCC. <i>(Based on 20 hrs/ amendment and 2 amendments per contract.)</i>	80	960
Process time extensions and grant amendments; reprogram if needed. <i>Based on est. 10 hrs./grant</i>	20	240
Grant closeout and coordinate with accounting staff. <i>Based on est. 20 hrs. grant</i>	40	480
Total estimated workload demand for current and projected contracts:	382.4	4,589
Total PY (4,589 hours ÷ 1,800 hours/PY)		2.5 PY

Summary of Key Assignments for LCP PYs In Governor's Budget and May Revise

Governors Budget..... 2 PY

May Revision BCP.....3 PY

Periodic Review

1 PY to be assigned to Central Coast District to work on San Luis Obispo County Periodic Review

LCP Completion

1 PY to assign to Ventura Office to work with local governments receiving LCP grants. This includes the grants for the complex LCPs of City of Malibu and Los Angeles County.



LCP Completion, LCP Amendments and Updates

1 PY that will be assigned to the North Coast District for LCP completion tasks, local assistance to update LCPs, and review large LCP amendments (Phase VII) LCPs, and begin the first steps of future periodic reviews.

LCP Completion

1.5 PY to work with local governments receiving LCP grants on the next highest priority LCPs (following Malibu and Los Angeles County) that are most likely to be submitted in the FY 1999/2000 and thus trigger legal deadlines for review by Commission.

Grant Management

.5 PY for LCP Grant Management to augment the existing .5 PY in Commission's baseline budget.

E. ANALYSIS OF ALL FEASIBLE ALTERNATIVES**Alternative No. 1 — Provide 3 PY for LCP Completion and Grant Management.**

This BCP thoroughly documents the need and efficiency of 3 new PY to carry out a broad range of LCP completion duties. This is by far the most cost-effective alternative.

Alternative No. 2 — Provide Little or No Assistance to Local Governments Preparing LCPs.

Currently, local governments have to prepare and implement their LCPs without much assistance from Coastal Commission staff. This alternative of relying almost entirely on local governments to develop and implement their LCPs without much Commission assistance or oversight has delayed LCP completion. The Coastal Act includes many policies that address technically complex issues. Some policies can conflict with other policies (such as protecting natural resources and providing for needed energy development). Many policies require that state and national interests take precedence over purely local concerns. Experience has demonstrated that local governments, acting alone, do not always have the technical resources or motivation to ensure that their LCPs adequately address Coastal Act policies.

Therefore, the Commission needs to carry out a thorough review of each LCP to determine whether it meets the threshold standards of the Coastal Act. Moreover, to avoid a local government pursuing a course of action that clearly would not meet Coastal Act requirements, it is necessary to assist local governments in resolving



technical problems, advise local jurisdictions on proper interpretation of Coastal Act policies, and provide guidance in the preparation of LCPs. Because of these requirements of law, because experience has demonstrated that problems come about when the Commission does not take an active role in LCP development and implementation, this approach should not be continued.

Alternative No. 3 — Redirect Existing Staff to Work on LCP Completion/Increase Efficiency of LCP Process.

The Commission has considered redirecting existing personnel from current assignments to provide greater technical assistance to local governments in preparing their LCPs. However, there are no resources available to redirect, as staff is already working on the highest priority projects, including the review and analysis of coastal development permit applications, LCP amendments, and other tasks which have statutory time deadlines.

The Commission has made, and continues to make, changes in its operation so as to make its reviews of LCPs more efficient. At the Commission's request, the Legislature has amended the Coastal Act to delete or modify provisions that were found unnecessary.

The Commission has developed procedures for conducting regional reviews of LCPs so that several LCPs can be evaluated at the same time. This regional approach (developed under a federal CZMA 309 enhancement grant) also provides an assessment of the cumulative effects that implementation of certified LCPs has had on selected coastal resources.

All of the alternatives that can result in a reduction in workload have been explored and either incorporated in the Commission's operations or rejected because of the adverse impacts that would come about from employing these alternatives.

Alternative No. 4 — Outsourcing Work to Consultants

The LCP work at the local government is often done by consultants. The Coastal Commission's role is to guide and review the LCP work products prepared by local governments and their consultants. The Coastal Commission's role requires in depth knowledge of Coastal Act policies; Commission precedents; and the legally defensible, interpretation and application of Coastal Act policies. A consultant would not have the in-depth understanding of Coastal Act applications and would not legally be able to represent Commission positions in the same manner that Commission staff can.



F. TIMETABLE

Individuals would be hired from new Coastal Program Analyst lists after July 1, 1999.

G. RECOMMENDATION

We strongly recommend \$240,000 from the General Fund be appropriated to support three Coastal Program Analyst II positions to work with local governments on LCP certification, implementation and periodic review.



ATTACHMENTS

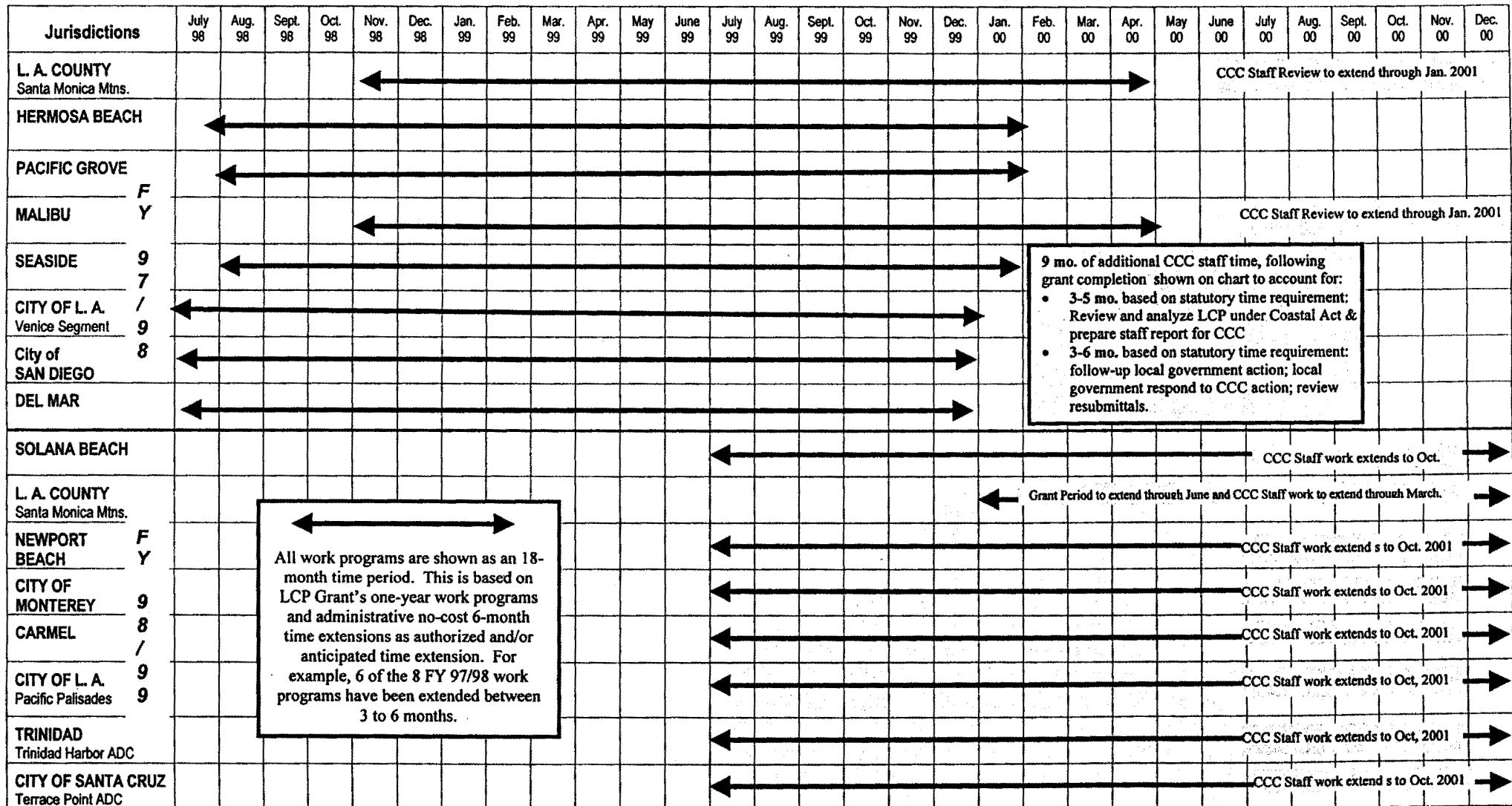
1. California Coastal Commission (CCC) 1997/98 Grant Applications and 1998/99 Grant Applications Timeline
2. Workload Projections: Large Jurisdiction/Complex Land Use Plan and/or Zoning Portion of an LCP
3. Workload Projections: Less Complex Jurisdiction/ Land Use Plan and/or Zoning Portion of an LCP
4. Summary of Coastal Commission Staff Tasks to Respond to Preparation of LCPs by Local Governments

\\GREATWHITE\groups\Energy\Budget Documents 1999\BCP9902 for Local Coastal Programs.doc



California Coastal Commission (CCC) 1997/98 Grant Applications and 1998/99 Grant Applications Timeline

↔ Indicates local government work program. Indicates Coastal Commission staff work during and following grant cycle.





Workload Projections:

Large Jurisdiction/Complex Land Use Plan and/or Zoning Portion of an LCP

See: "Summary of CCC Staff Tasks to respond to Preparation of LCPs by Local Government" for additional detail on required tasks.

WORKLOAD ITEMS FOR CCC STAFF	Units X Basis	Total Hrs. (One-year period)
Review grant work products submitted for adequacy under work program.¹	4 product reviews/year x 33 hrs/review	132
Phase I: Issue Identification²	<i>(Issue ID not included in this BCP, because all of the 16 LCPs for which grants have been awarded have already completed the Issue ID process. Certain remaining uncertified LCPs may require future Issue ID completion.)</i>	
a. Meet with local staff to explain California regulations		
b. Attend public meetings to provide guidance		
c. Provide comments to local staff on draft Issue Identification		
d. Provide comments to local staff on draft Work Program		
e. Provide comments on Work Program to CCC Grants Manager		
Phase II: Development and Review of Land Use Plan (LUP)³		
<i>Prior to submittal of LUP to Commission</i>		
a. Provide ongoing technical assistance to local staff ⁴	3 meetings of 2 CCC staff/month x 8 hrs/meeting	576
b. Participate in public workshops to provide guidance ⁵	3 workshops x 4 hrs/workshop	12
c. Participate in CACs to provide guidance ⁶	48 CAC meetings x 5 hrs/meeting	240
d. Participate in Planning Comm., Board, Council hearings ⁷	4 meetings x 4 hrs/meeting	16
e. Review and analyze draft LUP; provide written comments ⁸	1 review x 120 hrs/review	120
<i>Following submittal of LUP to Commission</i>		
f. Review LUP submittal for completeness prior to filing ⁹	1 review x 80 hrs/review	80
g. If incomplete, prepare letter to local government ¹⁰	1 letter x 2 hrs/letter	2

WORKLOAD ITEMS FOR CCC STAFF	Units X Basis	Total Hrs. (One-year period)
h. If complete, notify local government that submittal is filed	1 letter x 2 hrs/letter	2
i. Review and analyze each LUP provision against Chapter 3 of Coastal Act ¹¹	1 review x 1.5 CCC staff x 60 working days	720
j. Discuss plan with other relevant agencies ¹²	6 calls/month x 20 min/call	24
k. Seek comment from Commission staff specialists ¹³	3 meetings/month x 40 min/meeting	24
l. Negotiate resolution of policy conflicts with local staff ¹⁴	8 meetings x 2 CCC staff x 5 hrs/meeting	80
m. Prepare staff report for Commission action, including suggested modifications ¹⁵	1 report x 2 CCC staff x 80 hrs/report	160
n. Respond to comments from interested parties ¹⁶	1 revised report x 2 CCC staff x 40 hrs	80
o. Prepare presentation to Commission ¹⁷	1 presentation x 8 hrs/presentation	8
p. Present staff recommendation to Commission in public hearing ¹⁸	3 Comm meetings x 8 hrs/meeting	24
<i>Following Commission action on the LUP submittal</i>		
q. Follow-up with local government on Commission's action ¹⁹	6 meetings x 3 CCC staff x 8 hrs/meeting	144
r. Review local government response to suggested modifications ²⁰	1 review x 16 hrs/review	16
s. Prepare revised findings, if necessary ²¹	1 report x 2 weeks/report	80
t. Review resubmittal of LUP, if necessary ²²	1 resubmittal x 480 hrs/submittal	480
<i>Phases I and II Subtotal</i>		3020

WORKLOAD ITEMS FOR CCC STAFF	Units X Basis	Total Hrs. (One-year period)
Phase III: Development and Review of Local Implementation Plan (LIP)/Zoning²³		
<i>Prior to submittal of IP/Zoning to Commission</i>		
a. Provide ongoing technical assistance to local staff ²⁴	3 meetings of 2 CCC staff/month x 8hrs/meeting	576
b. Participate in public workshops to provide guidance ²⁵	3 workshops x 4 hrs/workshop	12
c. Participate in advisory group meetings ²⁶	48 CAC meetings x 5 hrs/meeting	240
d. Participate in Planning Comm./Board/Council hearings ²⁷	4 meetings x 4 hrs/meeting	16
e. Review and analyze draft IP/Zoning/Maps; provide written comments ²⁸	1 review x 120 hrs/review	120
<i>Following submittal of IP/Zoning to Commission</i>		
f. Review IP/Zoning for completeness ²⁹	1 review x 80 hrs/review	80
g. If incomplete, prepare letter to local government ³⁰	1 letter x 2 hrs/letter	2
h. If complete, notify local government that submittal is filed	1 letter x 2 hrs/letter	2
i. Review and analyze IP/Zoning/Maps for conformance with LUP ³¹	1 review x 1.5 CCC staff x 60 working days	720
j. Discuss IP/Zoning with other relevant agencies ³²	6 calls/month x 20 min/call	24
k. Seek advice from Legal staff on Zoning measures ³³	3 meetings/month x 40 min/meeting	24
l. Negotiate resolution of conflicts re: IP/Zoning ³⁴	8 meetings x 2 CCC staff x 5 hrs/meeting	80
m. Review and analyze local governments' post-certification procedures ³⁵	1 review x 40 hrs/review	40

WORKLOAD ITEMS FOR CCC STAFF	Units X Basis	Total Hrs. (One-year period)
n. Prepare staff report on IP/Zoning for Commission action ³⁶	1 report x 2 CCC staff x 80 hrs/report	160
o. Respond to comments from interested parties ³⁷	1 revised report x 2 CCC staff x 40 hrs	80
p. Prepare presentation to Commission on IP/Zoning ³⁸	1 presentation x 8 hrs/ presentation	8
q. Present staff recommendation to Commission in public hearing ³⁹	3 Comm meetings x 8 hrs/meeting	24
<i>Following Commission action on IP/Zoning</i>		
r. Follow-up with local government on Commission's action on IP/Zoning ⁴⁰	8 meetings x 3 CCC staff x 6 hrs/meeting	144
s. Review local government response to suggested modifications ⁴¹	1 review x 16 hrs/review	16
t. Prepare revised findings, if necessary ⁴²	1 report x 2 weeks/report	80
u. Review resubmittal of IP/Zoning, if necessary ⁴³	1 resubmittal x 480 hrs/submittal	480
v. Review LCP prior to transfer of coastal permit authority ⁴⁴	1 review x 16 hrs/review	16
w. Prepare documentation for submittal of LCP to OCRM ⁴⁵	1 submittal to OCRM x 80 hrs/submittal	80
Phase IV: Permit Start-up Activities		
Review forms, procedures, maps ⁴⁶	1 review x 80 hrs/review	80
Phases III and IV Subtotal		3102

WORKLOAD ITEMS FOR CCC STAFF	Units X Basis	Total Hrs. (One-year period)
Phase V: Implementation Activities⁴⁷	<i>(For Phases V, VI, VII, and VIII the staff hours needed are not included here because these Phases consist of ongoing and permanent responsibilities of the Commission after certification of Local Coastal Programs of the Commission after certification of Local Coastal Programs; Phases V, VI, VII, and VIII will be addressed in other future budget requests.)</i>	
Meet with local staff to discuss projects to carry-out LCP		
Phase VI: Post-Certification Monitoring		
a. Monitor local permits: review agendas, files		
b. Recommend Commissioner appeals of local decisions		
c. Review submitted appeals for validity		
d. Review appeals for substantial issue		
e. Prepare staff report on appeals for Commission action		
f. Negotiate project modifications, if appropriate		
g. Examine trends, analyze cumulative impacts of local decisions		
h. Monitor condition compliance for Commission-approved permits		
Phase VII: Review LCP Amendments		
Phase VIII: Conduct Five-Year Periodic Review		

¹ Quarterly review required of work products submitted by local governments; the review compares the content of the submitted work product for adequacy and completeness and includes coordination with the Grants Administrator to recommend partial or full reimbursement. Based on experience with submittal of the first quarterly products submitted under the FY1998 grants, district staff has taken approximately 3 days, or 33 hours, to review the products. This process is undertaken each quarter.

² Issue ID not included in this BCP, because all of the 16 LCPs for which grants have been awarded have already completed the Issue ID process. Certain remaining uncertified LCPs may require future Issue ID completion.

³ Certain tasks listed here are one-time tasks accomplished over a 1 or 2-month period, whereas others occur at intervals over the entire 12-month period shown.

⁴ Phase II, Item a: Based on 3 meetings per month with 2 Commission staff members in attendance and 4 hours per meeting, plus 2 hours travel time each way. This figure is based on the experience of the Manager of the Land Use unit and the Deputy Director, North Coast District, both of whom have over 20 years with the agency with responsibility for LCP planning tasks. Both have had assignments as lead analysts on several large, complex LCPs, including the LCPs for Orange County, the City of Huntington Beach and Los Angeles County. The time allocated includes telephone assistance, researching answers to questions raised by local government staff, coordinating comments from other Commission staff, including comments related to legal issues, preparing documents to send to local staff in response to questions, and arranging and conducting meetings with local staff. In addition, coordination is frequently required with the local city council or supervisorial district staff and with numerous other city departments. Time estimates include travel time to various local government offices. With only 5 district offices, travel requirements to the local government offices frequently mean an entire day must be allocated for a single meeting (for example, 2 hour travel time from the Commission's Ventura office to the downtown LA County offices for a 4 hour meeting). Assistance to local government is contemplated in the Commission's regulation section 13516 which states, "During preparation of the LCP, ...the local government or governing authority shall to the extent possible coordinate with and be assisted by Commission staff in resolving issues as to conformity and sufficiency in meeting the requirements of the California Coastal Act of 1976".

⁵ Phase II, Item b: Based on attendance at three 4-hour evening workshops to provide the public the opportunity to give input throughout the course of the planning process conducted for each LCP as required by Section 30006 of the Coastal Act.

⁶ Phase II, Item c: Based on attendance at 48 three-hour-long Citizen Advisory Committee meetings over a 12-month period, plus two hours of travel time per meeting. (Local governments usually convene a group of citizens representing key stakeholder groups to provide input to the city staff during plan preparation. They can meet as frequently as weekly, as was the case during development of the City of Huntington Beach LCP, or twice monthly as was the case with the Monterey County/Big Sur LCP. In total, for example, the Monterey County Big Sur LCP involved over 200 community meetings over a 9-year period.

⁷ Phase II, Item d: Based on attendance at 2 4-hour Planning Commission meetings and 2 4-hour Board of Supervisors/City Council hearings.

⁸ Phase II, Item e: Based on two-week analysis of typical 350-page-long LUP (often covering 3-4 segments) and about one dozen plan maps depicting spatial information such as sensitive habitats, hazards, and projected land uses by assigned planner, plus one week required for preparation of detailed comment letter, typically 40-50 pages in length.

⁹ Phase II item f: Based on the 10 working days the regulations provide for staff to review all materials officially submitted to the Commission for certification for completeness with the required contents of a submittal in Coastal Act section 30510 (b) and regulations section 13518-13520.

¹⁰ LCP filing letter in either Phase II item g. or item h. consists of 1-2 pages; requires 2 hours to prepare.

¹¹ Phase II item i: The Coastal Act Section 30512.1 requires the Commission to act on a Land Use Plan of a proposed Local Coastal Program within 90 days from it being properly submitted. This 90 days for one person would mean about 60 working days or 480 hours. But, in order to complete staff analysis of the complex Land Use plan documents and maps to meet this legal deadline, more than one analyst is usually required to help with the analysis. Therefore, based on the experience of the Manager of the Land Use unit and Deputy Director of North Coast and recent information from LCP and LCP Amendment preparation, this task assumes one and ½ analysts for the 60 working days or a total of 720 hours estimated for this task.

¹² Phase II item j: Based on 6 telephone calls per month to staff of other agencies to get input and information relevant to staff analysis and to discuss staff recommendations. The Coastal Act section 30525 requires that any other state agency that owns or manages land or water areas within the coastal zone (for example, the State Lands Commission, the State Department of Parks and Recreation, the State Water Resources Control Board and the Regional Boards, the State Department of Transportation, etc.) is required to advise the local government in a timely manner of particular considerations during preparation of an LCP which may be needed to protect sensitive resources. The Commission staff frequently initiate this coordination with other state agencies in the planning process.

¹³ Phase II item k: Based on 3 meetings and/or telephone calls per month to discuss proposed LUP policies and any staff recommended changes to LUPs with the Commission's Coastal Engineer, Biologist, and Cartographer, as well as with the Commission's legal staff to assure the policies are technically sound and legally enforceable.

¹⁴ Phase II item l. Based on at least 8, 5-hour meetings (including travel time) with local government staff over the 90-day review period with at least two CCC staff present to negotiate potential revisions to the plan to resolve Coastal Act issues prior to the Commission hearing.

¹⁵ Phase II item m: Within the 90-day period noted in note 10, in addition to the overall analysis, a staff report and recommendation must be prepared. This actual drafting of the written report, generally 40-80 pages in length, usually takes, in the experience of the Deputy Director for North

Coast and the Manager of the Land use unit, two analysts over a period of two weeks (approximately 160 hours).

¹⁶ Phase II item n: Based on a total of 1 week needed to revise the staff recommendation (two analysts over a period of one week, or 80 hours), to respond to in house comments. This is based on best professional judgement by the Manager of the Land Use Unit who has had extensive recent experience revising staff reports for planning items to respond to in house legal and executive management revisions.

¹⁷ Phase II item o: In the experience of the Manager, Land Use Unit and the Deputy Director of the North Coast District, about 1 full day is needed to prepare materials to make a staff presentation before the Coastal Commission, which typically requires preparation of slides and graphics, preparing last minute materials for distribution to the Commission the day before the hearing, and preparation of notes to support a 10 minute oral presentation followed by response to Commissioner questions.

¹⁸ Phase II item p: Based on attendance at one day of the 4 day Commission meeting and travel time, as the Commission meetings are held once per month at locations throughout the state. This assumes at least three hearings on the LUP submittal, which is typical.

¹⁹ Phase II item q: Based on three Commission staff (lead analyst, manager, attorney) attending 6 four-hour meetings (plus 2 hours travel time each way) with local staff to negotiate suggested revisions to respond to the Commission action.

²⁰ Phase II item r: Sections 30512 and 30513 of the Coastal Act provide that the local government may respond to the Commission's actions on an LCP in a manner other than as suggested by the Commission and may then resubmit its LCP. At least 2 days is needed to review the documentation to determine if further Commission action on the resubmittal is required.

²¹ Phase II item 3: Two weeks are required to prepare revised findings to legally reflect the action the Commission took on the LCP. As with note 15, this is based on experience of the Manager of the Land Use unit in revising planning documents.

²² Phase II Item t: Based on at least one resubmittal of the LUP. For example, the San Luis Obispo North County LUP was submitted two times before achieving certification, the Monterey County Del Monte Forest segment LUP was submitted three times; the Big Sur segment LUP three times.

²³ The time estimates required for completion of the Local Implementation/Zoning (LIP) portions of Local Coastal Programs are similar to those required for completion of the LUP portion. The Coastal Act allows local government to complete their LCP in different stages, and sometimes there are several years between completion of the LUP and completion of the LIP. The analytic nature of the tasks are similar as well, although the LIP involves analysis of complex ordinance language instead of policy language.

²⁴ See note 4

²⁵ See note 5

²⁶ See note 6

²⁷ See note 7

²⁸ See note 8

²⁹ See note 9

³⁰ See note 10

³¹ See note 11

³² See note 12

³³ See note 13

³⁴ See note 14

³⁵ Based on 1 week to review adequacy of local permit ordinances. Certification of the LIP requires the Commission to approve ordinances detailing the procedures for issuing coastal development permits which conform with the Coastal Act requirements for maximum public participation.

³⁶ See note 15

³⁷ See note 16

³⁸ See note 17

³⁹ See note 18

⁴⁰ See note 19

⁴¹ See note 20

⁴² See note 21

⁴³ See note 22

⁴⁴ Based on 2 staff days for final review of certified LCP documents for completeness, accuracy, and inclusion of all necessary components to allow the local government to begin issuing coastal permits.

⁴⁵ The requirements of the Commission's federal grant include submittal of certified LCPs for incorporation into California's Coastal Management Program. This based on the experience of the Federal Programs Manager in compiling the required documentation, which includes the Plan documents, Zoning materials, all correspondence, and responses to comments.

⁴⁶ Based on recent experience of the Deputy Director of the San Diego office assisting recently certified jurisdictions to prepare to assume permit authority. This requires reviewing draft forms, maps and procedures developed by the local government to ensure they meet Coastal Act requirements for adequate public notice and for processing appeals to the Commission.

⁴⁷ For Phases V, VI, VII, and VIII the staff hours needed are not included here because these Phases consist of ongoing and permanent responsibilities of the Commission after certification of Local Coastal Programs; Phases V, VI, VII, and VIII will be addressed in other budget requests.

Workload Projections:

Less Complex Jurisdiction/Land Use Plan and/or Zoning Portion of an LCP

See: "Summary of CCC Staff Tasks to respond to Preparation of LCPs by Local Government" for additional detail on required tasks.

WORKLOAD ITEMS FOR CCC STAFF	Units x Basis	Total Hrs. (One year period)
Review grant work products submitted for adequacy under work program.¹	4 product reviews/year x 11 hrs/review	44
Phase I: Issue Identification² <i>(Issue ID shown as requiring 0 hours, because all of the 16 LCPs for which grants have been awarded have already completed the Issue ID process. Certain remaining uncertified LCPs may require future Issue ID completion.)</i>	<i>(Issue ID not included in this BCP, because all of the 16 LCPs for which grants have been awarded have already completed the Issue ID process. Certain remaining uncertified LCPs may require future Issue ID completion.)</i>	
a. Meet with local staff to explain California regulations		
b. Attend public meetings to provide guidance		
c. Provide comments to local staff on draft Issue Identification		
d. Provide comments to local staff on draft Work Program		
e. Provide comments on Work Program to CCC Grants Manager		
Phase II: Development and Review of Land Use Plan (LUP)³		
<i>Prior to submittal of LUP to Commission</i>		
a. Provide ongoing technical assistance to local staff ⁴	2 meetings/month x 1 CCC staff x 8 hrs/meeting	192
b. Participate in public workshops to provide guidance ⁵	1 meeting x 4 hrs/meeting	4
c. Participate in CACs to provide guidance ⁶	16 meetings x 5 hrs/meeting	80
d. Participate in Planning Comm., Board, Council hearings ⁷	2 meetings x 4.5 hrs/meeting	9

WORKLOAD ITEMS FOR CCC STAFF	Units x Basis	Total Hrs (One year period)
e. Review and analyze draft LUP; provide written comments ⁸	1 review x 40 hrs/review	40
<i>Following submittal of LUP to Commission</i>		
f. Review LUP submittal for completeness prior to filing ⁹	1 review x 24 hrs/review	24
g. If incomplete, prepare letter to local government ¹⁰	1 letter x 2 hrs/letter	2
h. If complete, notify local government that submittal is filed	1 letter x 2 hrs/letter	2
i. Review and analyze each LUP provision against Chapter 3 of Coastal Act ¹¹	1 review x 30 working days/review	240
j. Discuss plan with other relevant agencies ¹²	6 calls/month x 20 min/call	24
k. Seek comment from Commission staff specialists ¹³	3 meetings/month x 40 min meeting	24
l. Negotiate resolution of policy conflicts with local staff ¹⁴	7 meetings x 5 hrs/meeting	35
m. Prepare staff report for Commission action, including suggested modifications ¹⁵	1 report x 7 working days/report	56
n. Respond to comments from interested parties ¹⁶	1 revised report x 3 working days/report	24
o. Prepare presentation to Commission ¹⁷	1 presentation x 8 hrs/presentation	8
p. Present staff recommendation to Commission in public hearing ¹⁸	1 Comm meeting x 8 hrs/meeting	8
<i>Following Commission action on the LUP submittal</i>		
q. Follow-up with local government on Commission's action ¹⁹	6 meetings x 2 CCC staff x 8 hrs/meeting	96
r. Review local government response to suggested modifications ²⁰	1 review x 6 hrs/review	6
s. Prepare revised findings, if necessary ²¹	1 report x 3 working days/report	24

WORKLOAD ITEMS FOR CCC STAFF	Units x Basis	Total Hrs. (One year period)
t. Review resubmittal of LUP, if necessary ²²	1 resubmittal x 160 hours/ resubmittal	160
<i>Phases I and II Subtotal</i>		1102
Phase III: Development and Review of Local Implementation Plan (LIP)/Zoning²³		
<i>Prior to submittal of IP/Zoning to Commission</i>		
a. Provide ongoing technical assistance to local staff ²⁴	2 meetings/month x 1 CCC staff x 8 hrs/meeting	192
b. Participate in public workshops to provide guidance ²⁵	1 meeting x 4 hrs/meeting	4
c. Participate in advisory group meetings ²⁶	16 meetings x 5 hrs/meeting	80
d. Participate in Planning Comm./Board/Council hearings ²⁷	2 meetings x 4.5 hrs/meeting	9
e. Review and analyze draft IP/Zoning/Maps; provide written comments ²⁸	1 review x 30 working days/review	40
<i>Following submittal of IP/Zoning to Commission</i>		
f. Review IP/Zoning for completeness ²⁹	1 review x 24 hrs/review	24
g. If incomplete, prepare letter to local government ³⁰	1 letter x 2 hrs/letter	2
h. If complete, notify local government that submittal is filed	1 letter x 2 hrs/letter	2
i. Review and analyze IP/Zoning/Maps for conformance with LUP ³¹	1 review x 30 working days/review	240
j. Discuss IP/Zoning with other relevant agencies ³²	6 calls/month x 20 min/call	24
k. Seek advice from Legal staff on Zoning measures ³³	3 meetings/month x 40 min meeting	24
l. Negotiate resolution of conflicts re: IP/Zoning ³⁴	7 meetings x 5 hrs/meeting	35

WORKLOAD ITEMS FOR CCC STAFF	Units x Basis	Total Hrs. (One year period)
m. Review and analyze local governments' post-certification procedures ³⁵	1 review x 3 working days	24
n. Prepare staff report on IP/Zoning for Commission action ³⁶	1 report x 7 working days/report	56
o. Respond to comments from interested parties ³⁷	1 revised report x 3 working days/report	24
p. Prepare presentation to Commission on IP/Zoning ³⁸	1 presentation x 8 hrs/presentation	8
q. Present staff recommendation to Commission in public hearing ³⁹	1 Comm meeting x 8 hrs/meeting	8
<i>Following Commission action on IP/Zoning</i>		
r. Follow-up with local government on Commission's action on IP/Zoning ⁴⁰	3 meetings x 2 CCC staff x 8 hrs/meeting	48
s. Review local government response to suggested modifications ⁴¹	1 review x 6 hrs/review	6
t. Prepare revised findings, if necessary ⁴²	1 report x 3 working days/report	24
u. Review resubmittal of IP/Zoning, if necessary ⁴³	1 resubmittal x 160 hours/resubmittal	160
v. Review LCP prior to transfer of coastal permit authority ⁴⁴	1 review x 2 working days/review	16
w. Prepare documentation for submittal of LCP to OCRM ⁴⁵	1 submittal to OCRM x 40 hrs/submittal	40
Phase IV: Permit Start-up Activities		
Review forms, procedures, maps ⁴⁶	1 review x 3 working days/review	24
Phases III and IV Subtotal		1114

WORKLOAD ITEMS FOR CCC STAFF	Units x Basis	Total Hrs. (One year period)
Phase V: Implementation Activities⁴⁷	<i>(For Phases V, VI, VII, and VIII the staff hours needed are not included here because these Phases consist of ongoing and permanent responsibilities of the Commission after certification of Local Coastal Programs; Phases V, VI, VII, and VIII will be addressed in other budget requests.)</i>	
Meet with local staff to discuss projects to carry-out LCP		
Phase VI: Post-Certification Monitoring		
a. Monitor local permits: review agendas, files		
b. Recommend Commissioner appeals of local decisions		
c. Review submitted appeals for validity		
d. Review appeals for substantial issue		
e. Prepare staff report on appeals for Commission action		
f. Negotiate project modifications, if appropriate		
g. Examine trends, analyze cumulative impacts of local decisions		
h. Monitor condition compliance for Commission-approved permits		
Phase VII: Review LCP Amendments		
Phase VIII: Conduct Five-Year Periodic Review		

¹ Quarterly review required of work products submitted by local governments; the review compares the content of the submitted work product for adequacy and completeness and includes coordination with the Grants Administrator to recommend partial or full reimbursement. Based on experience with submittal of the first quarterly products submitted under the FY1998 grants, district staff has taken approximately 3 days, or 33 hours, to review the products. This process is undertaken each quarter.

² Issue ID not included in this BCP, because all of the 16 LCPs for which grants have been awarded have already completed the Issue ID process. Certain remaining uncertified LCPs may require future Issue ID completion.

³ Certain tasks listed here are one-time tasks accomplished over a 1 or 2-month period, whereas others occur at intervals over the entire 12-month period shown.

⁴ Phase II, Item a: Based on two meetings per month at 8 hrs./meeting. This figure is based on the experience of the Manager of the Land Use unit and the Deputy Director, North Coast District, both of whom have over 20 years with the agency with responsibility for LCP planning tasks. Both have had assignments as lead analysts on several large, complex LCPs, including the LCPs for Orange County and Los Angeles County. The time allocated includes telephone assistance, researching answers to questions raised by local government staff, coordinating comments from other Commission staff, including comments related to legal issues, preparing documents to send to local staff in response to questions, and arranging and conducting meetings with local staff. In addition, coordination is frequently required with the local city council or supervisorial district staff and with numerous other city departments. Time estimates include travel time to various local government offices. With only 5 district offices, travel requirements to the local government offices frequently mean an entire day must be allocated for a single meeting (for example, 2 hour travel time from the Commission's Ventura office to the downtown LA County offices for a 4 hour meeting). Assistance to local government is contemplated in the CCC's regulation section 13516 which states, "During preparation of the LCP,...the local government or governing authority shall to the extent possible coordinate with and be assisted by Commission staff in resolving issues as to conformity and sufficiency in meeting the requirements of the California Coastal Act of 1976."

⁵ Phase II, Item b: Based on attendance at one 4-hour evening workshop to provide the public the opportunity to give input throughout the course of the planning process conducted for each LCP as required by Section 30006 of the Coastal Act.

⁶ Phase II, Item c: Based on attendance at 16 three-hour-long Citizen Advisory Committee meetings over a 12-month period, plus two hours of travel time per meeting. (Local governments usually convene a group of citizens representing key stakeholder groups to provide input to the city staff during plan preparation. They can meet as frequently as weekly, as was the case during development of the City of Huntington Beach LCP or twice monthly as was the case with the Monterey County/Big Sur LCP. In total, for example, the Monterey County Big Sur LCP involved over 200 community meetings over a 9-year period.

⁷ Phase II, Item d: Based on attendance at 1 3-hour Planning Commission meeting and 1 2-hour Board of Supervisors/City Council hearing plus two hours travel time each way.

⁸ Phase II, Item e: Based on 3-day analysis of typical 100-150 page-long LUP and about one dozen plan maps depicting spatial information such as sensitive habitats, hazards, and projected land uses by assigned planner, plus 2-3 days required for preparation of detailed comment letter, typically 10-20 pages in length.

⁹ Phase II item f: Based on 3 days for review, within the 10 working days the regulations provide for staff to review all materials officially submitted to the Commission for certification for completeness with the required contents of a submittal in Coastal Act section 30510 (b) and regulations section 13518-13520.

¹⁰ LCP filing letter in either Phase II item g. or item h. consists of 1-2 pages; requires 2 hours to prepare.

¹¹ Phase II item I: The Coastal Act Section 30512.1 requires the Commission to act on a Land Use Plan of a proposed Local Coastal Program within 90 days from it being properly submitted. Based on the experience of the Manager of the Land Use unit and Deputy Director of North Coast and recent information from LCP and LCP Amendment preparation, this task assumes one analyst for 30 working days or a total of 240 hours estimated for this task.

¹² Phase II item j: Based on 6 telephone calls per month at 20 minutes per call to staff of other agencies to get input and information relevant to staff analysis and to discuss staff recommendations. The Coastal Act section 30525 requires that any other state agency that owns or manages land or water areas within the coastal zone (for example, the State Lands Commission, the State Department of Parks and Recreation, the State Water Resources Control Board and the Regional Boards, the State Department of Transportation, etc.) is required to advise the local government in a timely manner of particular considerations during preparation of an LCP which may be needed to protect sensitive resources. The Commission staff frequently initiate this coordination with other state agencies in the planning process.

¹³ Phase II item k: Based on 3 meetings or telephone calls per month at 40 minutes per meeting to discuss proposed LUP policies and any staff recommended changes to LUPs with the Commission's Coastal Engineer, Biologist, and Cartographer, as well as with the Commission's legal staff to assure the policies are technically sound and legally enforceable.

¹⁴ Phase II item I. Based on at least 7 5-hour meetings (including travel time) with local government staff over the 90-day review period with one CCC staff member present to negotiate potential revision to the plan to resolve Coastal Act issues prior to the Commission hearing.

¹⁵ Phase II item m: Within the 90-day period noted in note 10, in addition to the overall analysis, a staff report and recommendation must be prepared. This actual drafting of the written report, generally 30-60 pages in length, usually takes, in the experience of the Deputy Director for North Coast and the Manager of the Land use unit, one analyst over a period of 7 days (56 hours).

¹⁶ Phase II item n: Based on a total of 3 days needed to revise the staff recommendation to respond to in house comments. This is based on best professional judgement by the Manager of the Land Use Unit who has had extensive recent experience revising staff reports for planning items to respond to in house legal and executive management revisions.

¹⁷ Phase II item o: In the experience of the Manager, Land Use Unit and the Deputy Director of the North Coast District, about 1 full day is needed to prepare materials to make a staff presentation before the Coastal Commission, which typically requires preparation of slides and graphics, preparing last minute materials for distribution to the Commission the day before the hearing, and preparation of notes to support a 10 minute oral presentation followed by response to Commissioner questions.

¹⁸ Phase II item p: Based on attendance at one day of the 4 day Commission meeting and travel time, as the Commission meetings are held once per month at locations throughout the state. This assumes at one hearing on the LUP submittal, which is typical.

¹⁹ Phase II item q: Based on two Commission staff members attending 6 all-day meetings with local staff over a three month period to negotiate suggested revisions to respond to the Commission action.

²⁰ Phase II item r: Sections 30512 and 30513 of the Coastal Act provides that the local government may respond to the Commission's actions on an LCP in a manner other than as suggested by the Commission and may then resubmit its LCP. At least two-thirds of one day is needed to review the documentation to determine if further Commission action on the resubmittal is required.

²¹ Phase II item s: Based on three days required to prepare revised findings to legally reflect the action the Commission took on the LCP. As with note 16, this is based on experience of the Manager of the Land Use unit in revising planning documents.

²² Phase II Item t: Based on one resubmittal of the LUP. For example, the San Luis Obispo North County LUP was submitted two times before achieving certification, the Monterey County Del Monte Forest segment LUP was submitted three times; the Big Sur segment LUP three times.

²³ The time estimates required for completion of the Local Implementation/Zoning (LIP) portions of Local Coastal Programs are similar to those required for completion of the LUP portion. The Coastal Act allows local government to complete their LCP in different stages, and sometimes there are several years between completion of the LUP and completion of the LIP. The analytic nature of the tasks are similar as well, although the LIP involves analysis of complex ordinance language instead of policy language.

²⁴ See Note 4

²⁵ See Note 5

²⁶ See Note 6

²⁷ See Note 7

²⁸ See Note 8

²⁹ See Note 9

³⁰ See Note 10

³¹ See Note 11

³² See Note 12

³³ See Note 13

³⁴ See Note 14

³⁵ Based on 3 days to review adequacy of local permit ordinances. Certification of the LIP requires the Commission to approve ordinances detailing the procedures for issuing coastal development permits which conform with the Coastal Act requirements for maximum public participation.

³⁶ See Note 15

³⁷ See Note 16

³⁸ See Note 17

³⁹ See Note 18

⁴⁰ See Note 19

⁴¹ See Note 20

⁴² See Note 21

⁴³ See Note 22

⁴⁴ Based on 2 staff days for final review of certified LCP documents for completeness, accuracy, and inclusion of all necessary components to allow the local government to begin issuing coastal permits.

⁴⁵ The requirements of the Commission's federal grant include submittal of certified LCPs for incorporation into California's Coastal Management Program. This based on the experience of the Federal Programs Manager compiling the required documentation, which includes the Plan documents, Zoning materials, all correspondence, and responses to comments.

⁴⁶ This is based on experience of Commission staff in assisting recently certified jurisdictions with LCPs of moderate complexity to prepare to assume permit authority. This requires reviewing draft forms, maps and procedures developed by the local government to ensure they meet Coastal Act requirements for adequate public notice and for processing appeals to the Commission.

⁴⁷ For Phases V, VI, VII, and VIII the staff hours needed are not included here because these Phases consist of ongoing and permanent responsibilities of the Commission after certification of Local Coastal Programs; Phases V, VI, VII, and VIII will be addressed in other budget requests.

Summary of Coastal Commission Staff Tasks to Respond to Preparation of LCPs by Local Governments

LCP Phase	Description of tasks
I. Issue Identification	General goal: to ensure that the issues to be addressed in the LUP/LIP fully reflect Coastal Act requirements and Coastal Commission precedential decisions
	a. Meet with local government staff to explain Coastal Act requirements, Administrative Regulations, and Commission precedents; research past Commission actions on permit applications in the local government's jurisdiction area and provide examples to local staff
	b. Attend public meetings and LCP citizen task force meetings to answer questions, respond to comments, and provide guidance regarding Coastal Act requirements raised by others at the meeting
	c. Conduct preliminary analysis of draft Issue ID documents and provide written comments and suggestions to local government staff
	d. Provide written comments to local government staff on proposed Work Program for preparation of the LUP
	e. Provide comments to Commission grants manager on Work Program contained in LCP grant application from the local government
II. Development and Review of the Land Use Plan	General goal: to provide technical assistance to local government in complying with Coastal Act requirements during preparation of the LUP
	<i>Prior to Submittal of the LUP</i>
	a. Provide technical assistance (through meetings, correspondence, phone contacts, information research and development) to local government staff to explain Coastal Act requirements and Commission precedential decisions; research LUP policies in comparable jurisdictions and provide examples to local government staff; provide technical assistance to help local staff prepare policies and maps that address biological resources, wetlands, coastal hazards, non-point source pollution impacts, shoreline public access, and energy facility siting issues (among others)
	b. Participate in public workshops by answering questions, providing responses (verbal or written) to comments raised by others at the workshop, and providing guidance on meeting Coastal Act requirements

LCP Phase	Description of tasks
	c. Participate in citizen advisory committee meetings by answering questions, providing responses to comments raised by others at the meeting, and providing guidance on meeting Coastal Act requirements
	d. Participate in Planning Commission meetings, County Board of Supervisors meetings, and City Council meetings/hearings by answering questions, providing responses to comments, and providing guidance on meeting Coastal Act requirements
	e. Review draft Land Use Plan documents for conformance with Coastal Act requirements and Commission precedents and provide written comments and suggestions to local government staff; review draft Land Use Plan maps and overlays for conformance with Coastal Act requirements and with Coastal Zone boundary maps
	<i>Following submittal of the LUP to the Commission</i>
	f. Review the LUP submittal for completeness under the Commission's regulations and Coastal Act requirements
	g. If incomplete, prepare a letter explaining and requesting the missing items
	h. If complete, notify the local government in writing that the LUP is filed
	i. Review and analyze each provision of the LUP for conformance with each of the seven major policy groups of Chapter 3 of the Coastal Act
	j. Discuss plan with staff of other agencies with responsibility over affected resources or issues and seek comments and suggestions
	k. Seek advice and comment from Commission staff members with expertise in appropriate areas, such as the Commission's staff biologist, engineer, and cartographer
	l. Negotiate resolution of potential policy conflicts between LUP policies and Coastal Act policies with local government staff and with staff of other relevant agencies
	m. Prepare written staff report on the LUP submittal for distribution to the Commission, public, and the local government including proposed findings for adoption by the Commission supporting their action and, if necessary, recommended policy changes ("suggested modifications")
	n. Respond to comments received from interested parties on the LUP submittal prior to Coastal Commission review; participate in

LCP Phase	Description of tasks
	meetings with local government staffs, residents, and other interest groups; modify staff report and recommendation in response to any new information received prior to the Commission meeting
	o. Prepare presentation to the Commission of the staff's recommendation on the LUP submittal
	p. Attend the Commission's public hearing on the LUP submittal, present the recommendation, and respond to questions from Commissioners and the public
	<i>Following Commission action on the LUP submittal</i>
	q. Follow up with local government on Commission's action on the LUP, including: Preparing written correspondence to the local government notifying them of the Commission's action on the LUP, meeting with local government staff to explain and support the Commission's decision on the LUP, including any suggested modifications, and consulting with local government staff regarding possible alternatives to adoption of the Commission's suggested modifications, if any (i.e., provide information on a possible submittal of a revised LUP to the Commission)
	r. Upon submittal of a formal response from the local government to the Commission's suggested modifications, review the submittal for conformance with the terms of the modifications, and schedule for Commission review, as appropriate
	s. Prepare a staff report containing revised findings supporting the Commission's action on the LUP, if necessary to reflect changes or suggested modifications made during the public hearing; for adoption by the Commission at a future meeting
	t. If local government resubmits LUP in same or changed form, review resubmittal per Steps II b. through s.
III. Development and Review of the Implementation Plan and Zoning	General Goal: To provide technical assistance to local government in complying with Coastal Act requirements during preparation of the Implementation Plan and Zoning Ordinance
	<i>Prior to submittal of the Implementation Plan/Zoning Ordinance</i>
	a. Provide ongoing technical assistance. Meet with local government staff to explain requirements of the Coastal Act and Administrative Regulations regarding the implementation of Land Use Plans through Zoning Ordinances and other means

LCP Phase	Description of tasks
	b. Attend public workshops to answer questions, respond to comments, and provide guidance regarding LUP implementation requirements and methods
	c. Attend citizen advisory committee meetings to answer questions, respond to comments, and provide guidance regarding LUP implementation requirements and methods
	d. Attend Planning Commission meetings and County Board of Supervisors hearings or City Council hearings to answer questions, provide responses to comments, and provide guidance regarding LUP implementation and methods
	e. Review and analyze draft Implementation Plan documents and Zoning Ordinances for conformance with requirements of the Coastal Act and Coastal Commission Regulations and their ability to carry out and conform with the Land Use Plan; review draft Zoning Maps prepared by local government; provide technical assistance on issues such as mapping public shoreline accessways, creation of transfer-of-development credit programs, and other innovative implementation techniques; provide written comments and suggestions to local government staff
	<i>Following submittal of Implementation Plan/Zoning Ordinance</i>
	f. Review submitted Implementation Plan/Zoning Ordinance and Zoning Maps for completeness under the Commission's regulations and the Coastal Act
	g. If incomplete, prepare a letter explaining and requesting the missing items
	h. If complete, notify the local government in writing that the IP/Zoning Ordinance is filed
	i. Review and analyze submitted Implementation Plan/Zoning Ordinance and Zoning Maps for conformance with and ability to carry out each individual LUP policy
	j. Discuss Implementation Plan/Zoning Ordinance requirements with staff of other agencies with responsibility over affected resources or issues and seek comments and suggestions
	k. Seek advice and comment from Commission Legal staff regarding implementation measures

LCP Phase	Description of tasks
	l. Negotiate resolution of potential conflicts between the Implementation Plan/Zoning Ordinance/Zoning Maps and Coastal Act requirements with local government staff and with staff of other relevant agencies
	m. Review and analyze the local government's post-certification procedures for issuing coastal permits under the Local Coastal Program, including potential categorical exclusion orders that would exempt certain developments from coastal development permits
	n. Prepare written staff report on the Implementation Plan/Zoning Ordinance submittal for distribution to the Commission, public, and the local government including proposed findings for adoption by the Commission supporting their action and, if necessary, recommended policy changes ("suggested modifications")
	o. Respond to comments received from interested parties on the IP/Zoning Ordinance submittal prior to Coastal Commission review
	p. Prepare presentation to the Commission of the staff's recommendation on the IP/Zoning Ordinance submittal
	q. q. Attend the Commission's public hearing on the IP/Zoning Ordinance submittal, present the recommendation, and respond to questions from Commissioners and the public
	<i>Following Commission action on the Implementation Plan/Zoning Ordinance submittal</i>
	r. Follow up with local government on the Commission's action on the IP/Zoning Ordinance, including: Preparing written correspondence to the local government notifying them of the Commission's action on the IP/Zoning Ordinance, meeting with local government staff to explain and support the Commission's decision on the IP/Zoning Ordinance, including any suggested modifications and , consulting with local government staff regarding possible alternatives to adoption of the Commission's suggested modifications, if any (i.e., provide information on a possible submittal of a revised IP/Zoning Ordinance to the Commission)
	s. Upon submittal of a formal response from the local government to the Commission's suggested modifications, review the submittal for conformance with the terms of the modifications, and schedule for Commission review, as appropriate

LCP Phase	Description of tasks
	t. Prepare a staff report containing revised findings, if necessary, for adoption by the Commission at a future meeting supporting their previous action on the IP/Zoning Ordinance
	u. If local government resubmits IP/Zoning Ordinance in same or changed form, review resubmittal per Steps III b. through t.
	v. Review final LCP prior to transfer of permit authority from the Commission to the local government and notify the local government in writing of the date of such transfer
	w. Prepare documentation on LCP certification for submittal to the federal Office of Ocean and Coastal Resource Management (OCRM) for incorporation into the California Coastal Management Program
IV. Permit Start Up Activities	Meet with local government staff to discuss and provide examples of forms, procedures, and maps necessary to allow transfer of coastal permit-issuing responsibility from the Coastal Commission to the local government
V. Implementation Activities	Meet with local government staff to discuss projects designed to carry out LCP policies
	<i>Post-Certification Monitoring of LCP Implementation</i>
	a. Monitor the review of coastal development permits by local governments (review agendas, monitor and participate in local hearings and workshops/prepare written comments); analyze trends and outcomes of permit issuance.
	b. Recommend appeals by Commissioners of local government decisions on coastal development permits that raise significant issues under certified LCPs or under public access and recreation policies of the Coastal Act
	c. Review appeals submitted to the Commission of local government coastal permit decisions, including Commissioner appeals and public appeals; analyze for validity of appeal
	d. Analyze submitted appeals to determine if substantial issues are raised under the Local Coastal Program or public access and public recreation policies of the Coastal Act
	e. Prepare written staff report and recommendation to the Commission on the appeal, addressing whether or not a substantial issue is raised by the appeal, whether the project conforms with the LCP and with Coastal Act public access and public recreation policies; negotiate project modifications and prepare staff report

LCP Phase	Description of tasks
	f. If appropriate, negotiate possible project modifications to ensure conformance with the policies of the LCP and the Coastal Act public access and recreation policies
	g. Examine trends indicated by local government actions on coastal development permits; analyze the cumulative impacts of local government decisions on coastal resources
	h. Monitor condition compliance for appeals where the Commission approves the project (for example: make sure public access offers-to-dedicate are recorded and accepted; follow up on conditions requiring submittal of wetland restoration monitoring reports).
VII. Review LCP Amendments	Because amendments change the certified LUP and/or LIP/Zoning of the LCP, the description of specific work tasks is similar to those already listed under Phases II and III, except that they may be more limited in scope.
VIII. Conduct 5-Year Periodic Review	As mandated by Section 30519.5 of the Coastal Act, undertake a review of the implementation of the certified LCP to determine that it is being carried out in conformity with the policies of the Coastal Act. Identify evaluation issues and regional scope of the identified problems; assess resource impacts by collecting data on outcome of coastal permitting and other data; analyze and evaluate how local permits are carrying out state coastal policies, including evaluating procedures; develop recommendations for Commission adoption and transmittal to local government and work with local government to achieve modifications to the LCP to address Commission findings and recommendations.

