

CALIFORNIA COASTAL COMMISSION

45 FREMONT STREET, SUITE 2000
SAN FRANCISCO, CA 94105-2219
VOICE (415) 904-5200
FAX (415) 904-5400
TDD (415) 597-5885

F11a

November 5, 2013

TO: Commissioners and Interested Parties

FROM: Charles Lester, Executive Director

RE: Strategic Plan Subcommittee Commissioner Reports

I. Executive Summary

At the September 2013 Coastal Commission meeting Chair Shallenberger named Commissioners Vargas and Zimmer to a three month subcommittee to work with the staff on development of benchmarks or a “dashboard” of information for monitoring the implementation of Goal 4 (*Strengthen the LCP Planning Program*) of the Commission’s Strategic Plan.¹ After conferring with the subcommittee and researching different dashboard approaches, the Executive Director recommended implementation of a “dashboard” that would summarize the progress and key outcomes of the Strategic Plan LCP actions (Exhibit 1). Subsequently Commissioners Vargas and Zimmer each produced a separate report to Chair Shallenberger with recommendations for next steps; these reports were provided to the Commission under item W21 of the Commission’s October meeting (Exhibit 2).²

Staff recommends that the Chair receive the reports of Commissioners Vargas and Zimmer, and that the Commission concur with the Executive Director’s recommendation to implement the “dashboard” approach attached in Exhibit 1. Staff would prepare a final dashboard for Strategic Plan Goal 4 (LCP Program) for public website posting as soon as possible, and seek to build-out the remaining Plan goals by the end of the first year of Plan implementation as feasible (April, 2014). Staff would regularly update the dashboard and report to the Commission on the progress of Strategic Plan implementation.

Staff supports the added value of developing the recommended public dashboard as a feasible way, within existing resource constraints, to keep the public and Commission apprised of the implementation status of the Strategic Plan while also focusing staff resources on achieving the Plan’s actions and competing core program implementation priorities. In conjunction with the periodic reporting anticipated by staff when the Commission approved the Strategic Plan, this dashboard will provide the public and the Commission with periodically updated information for understanding the progress and outcomes of Strategic Plan implementation.

¹ See, *California Coastal Commission Strategic Plan 2013-2018*, Adopted April, 2013, <http://www.coastal.ca.gov/California%20Coastal%20Commission%20Final%20Strategic%20Plan%202013-2018.pdf>.

² <http://documents.coastal.ca.gov/reports/2013/10/W21-10-2013.pdf>.

II. Background

The Strategic Plan was recommended by staff and presented to the Commission at two public hearings.³ Significant public testimony and comments were received and considered by the Commission, and the Commission unanimously adopted the Strategic Plan on April 12, 2013. The Plan covers a five year period and contemplates an update process beginning in 2017 for the next five years. As explained at the April Commission hearing, staff will provide periodic Plan implementation updates to the Commission.

The adoption of the Strategic Plan addressed a longstanding need for the Commission to update its Strategic Plan (last approved in 1997). It also was a requirement from NOAA -- the federal agency that administers the federal Coastal Zone Management Act components of the Commission's program -- pursuant to NOAA's last evaluation of the Commission's program.⁴ The Plan contains a discussion of the agency's background and legal mandates, the Commission's vision, mission, and core values, and seven program goals with associated objectives and actions. Appendix A of the Plan presents an implementation schedule for each action, and an indication of whether additional funding would be required to implement each action (Exhibit 3).

The ultimate purpose of the Plan is to “strengthen the agency’s implementation of the Coastal Act.” It was developed as an overarching “roadmap” for strategic action to enhance implementation of the Commission’s core statutory work, to which most of the Commission’s extremely limited staff resources will still be allocated:

*The Commission will continue to allocate most of its limited resources to its core statutory work, including reviewing LCPs and amendments, monitoring local coastal program implementation, making determinations on federal consistency matters, and regulating coastal development. Nonetheless, the Commission is committed to focusing on policy priorities as identified in this plan, and on strategically allocating available staff resources and funding to the identified actions to improve the overall functioning of the organization, which will ultimately benefit the core mission and implementation of all of the policies of the Coastal Act.*⁵

The Plan also recognized that each of the goals and actions were important, but that certain objectives and actions were of higher priority. Appendix A of the Plan (Exhibit 3) thus laid out a general relative ordering and scheduling of implementation priority for each of the actions (near, mid, longer term). The Plan (and Appendix A) also specifically acknowledges that implementation of many of the actions is contingent on securing additional funding. In this sense, the Plan provides a “menu of actions for which funding is needed”:

All of the objectives and actions identified are considered important, but not all of them can be the highest priorities; nor will the Commission be able to successfully implement all of them without additional agency funding and staffing. This plan thus includes a

³ See, <http://documents.coastal.ca.gov/reports/2013/1/W4.5a-1-2013.pdf>; and <http://documents.coastal.ca.gov/reports/2013/4/F9a-4-2013.pdf>.

⁴ <http://coastalmanagement.noaa.gov/mystate/docs/californiacmp2010.pdf>, p. 16.

⁵ *California Coastal Commission Strategic Plan*, Id. p. 2.

summary chart (see Appendix A) that identifies when each of the actions is planned for action – near term (1-2 years), mid (2-3 years) and longer term (4-5 years) -- and whether funding will be needed to achieve the action. Some actions are high priorities, have funding, or can be achieved with existing staff resources. Many more, though, will likely not occur without additional resources. Similarly, some actions will occur at some level of implementation, but the extent of implementation is directly tied to staffing resources. For example, the Commission’s capacity to improve implementation of the LCP program is directly related to the number of planning staff in the agency – a critical funding need.⁶

The Plan also recognizes that securing increased funding for the Commission, particularly for its LCP program, and building agency capacity, are fundamental priorities:

Finally, examined as a whole, the Strategic Plan presents several cross-cutting themes that can also be considered programmatic priorities. Most important, there is a significant need for increased funding for the Coastal Commission, and many of the actions will be dependent on such increases. Most critical, the Commission needs increased staff capacity to effectively implement its partnership with local governments and the LCP program. And as discussed in more detail below, the Commission generally needs additional planning, policy, and enforcement staff, as well as specific programmatic personnel (such as a public information/communications officer) to fully and effectively implement its statutory responsibilities.⁷

The Commission has started to implement the Strategic Plan, and numerous actions are well underway and some have been completed. At the September, 2013 Commission meeting the Commission discussed the desirability of developing benchmarks or a “dashboard” of key information for monitoring implementation of the Strategic Plan and in particular Goal 4 -- *Strengthening the LCP Planning Program*. To address the Commission’s discussion, Chair Shallenberger named Commissioners Vargas and Zimmer to a three month subcommittee to work with the staff with a specific focus on Goal 4.

After conferring with the subcommittee and researching different dashboard approaches, the Executive Director recommended implementation of a “dashboard” that would summarize the progress and key outcomes of the Strategic Plan LCP actions (Exhibit 1). Subsequently Commissioners Vargas and Zimmer each produced a separate report to Chair Shallenberger with recommendations for next steps; these reports were provided to the Commission under item W21 of the Commission’s October meeting (Exhibit 2).⁸

At the October, 2013 meeting the Commission requested that the discussion of the Strategic Plan subcommittee’s work be agendaized for a public hearing.

⁶ *Id.*

⁷ *Id.* p. 3. The Plan also observes: *The goal of improving Agency Capacity is fundamental to the success of the core LCP and Regulatory programs of the Commission. In this respect, the immediate and highest priorities in the plan concern securing increased funding for the Agency, addressing staff succession planning, and building staff capacity (p. 12).*

⁸ Exhibit 4 includes email discussions of the subcommittee.

III. Discussion

Staff recommends that the Chair and Commission receive the reports of Commissioners Vargas and Zimmer, and concur with the Executive Director’s recommendation to implement the “dashboard” approach attached as Exhibit 1. If the Commission concurs, staff would prepare a final dashboard for Strategic Plan Goal 4 (LCP Program) for public website posting as soon as possible, and seek to build-out the remaining Plan goals and actions by the end of the first year of Plan implementation as feasible (April, 2014). Staff would regularly update the dashboard and report to the Commission on the progress of Strategic Plan implementation. Staff would also update the Commission in April, 2014 on the first year of implementation.

Staff Resources

Staff recommends implementation of the dashboard proposed by the Executive Director as a feasible mechanism for providing the public and the Commission with adequate information to understand the progress and outcomes of Strategic Plan implementation. As discussed in the Strategic Plan, the vast majority of the Commission’s work relates to the review of LCP, coastal development permit, and other jurisdictional matters governed by the Coastal Act. As a practical matter this means that most staff resources are needed for processing these matters, including staff review, field work, working with applicants and the public, monitoring of local permitting, working with local governments on LCP amendments, and preparing staff recommendations for the Commission’s monthly meeting.

The Strategic Plan, and in particular Appendix A, was carefully developed with an eye towards providing a strategic set of actions that would enhance overall implementation of the Commission’s core responsibilities. But the Plan is not a fully-funded end in itself, or a distinct statutory responsibility. Rather, the Plan envisions “*strategically allocating available staff resources and funding to the identified actions to improve the overall functioning of the organization.*” Senior staff carefully considered the enumeration and scheduling of potential strategic actions embodied in Appendix A. Even with the significant number of unfunded actions, the Plan is ambitious, and its successful implementation will require careful triaging of staff resources, as well as on-going flexibility in timing and sequencing of actions in relation to on-going core program work. Within this context of limited staff resources and the need for flexibility, the recommended dashboard in Exhibit 1 is a feasible mechanism for providing public information concerning the implementation status of the Strategic Plan.

In addition, since adoption of the Plan, the Commission was very fortunate to receive a significant fiscal year 2013-14 budget augmentation from the Legislature and Governor for its LCP program, towards which maximum available staff resources must be focused. As described previously to the Commission, the augmentation provides for the hiring of 25 new employees to help support increased LCP certification, amendment, and update work, including supporting new efforts to update LCPs to address climate change (see Exhibit 5). The augmentation also allocates one million dollars for grants to local governments to support new LCP work. Commission staff is currently working diligently to implement the new grant program (the Commission adopted LCP grant criteria in August, 2013⁹; the grant program announcement went out September 5¹⁰; grant applications are due November 22) and hire the new staff as quickly as

⁹ <http://documents.coastal.ca.gov/reports/2013/8/W31b-8-2013.pdf>.

¹⁰ http://www.coastal.ca.gov/lcp/LCPGrantAnnouncement&Instructions_2013.pdf.

possible to implement the enhanced LCP program. Significantly, while the Legislature approved two years of augmented funding for the LCP program, the Governor sustained one year initially, with direction to the Department of Finance to examine what level of resources may be needed for the following year.¹¹ Staff, therefore, has been working closely with the Department of Finance to provide documentation and analysis to support the potential extension of the budget augmentation beyond this fiscal year. Working to implement and extend this significant budgetary support of the Commission is critically important to the Commission's program, and the budget augmentation specifically supports one of the highest priorities established by the Strategic Plan – Goal 4, *Strengthening the LCP Planning Program*. Maximum available staff resources thus need to be devoted to this work. The dashboard reporting approach recommended by the Executive Director would strategically allocate available staff resources in a manner that improves the overall functioning of the Commission, while also keeping resources focused on core program priorities and achieving the actions of the Strategic Plan.

Public Accountability

While the Commission must carefully allocate its limited agency resources, it also must adhere to multiple Coastal Act provisions and other laws designed to assure public accountability in its operation, particularly concerning its fundamental quasi-judicial decision-making authority over matters within the Commission's jurisdiction, such as LCP and coastal development permit matters.

One of the most fundamental components of the Commission's program to assure accountability is the requirement to provide for maximum public participation in the Commission's decision processes (PRC [30006](#)). This requirement is implemented primarily through the monthly public hearing process of the Commission, including opportunities for general public comment on matters not on the current agenda. The Coastal Act specifically requires public participation in local government and Commission LCP development processes (PRC sections [30500](#); [30503](#)).

The Coastal Act also includes a specific article (2.5) concerning fairness and due process, including section [30320](#), which frames out the fundamental responsibilities of the Commission to assure that "the commission conduct its affairs in an open, objective, and impartial manner free of undue influence and the abuse of power and authority." Article 2.5 also includes various provisions concerning ex parte communications with Commissioners, public participation, and rules concerning the acceptance of gifts by Commissioners and staff, to further assure that Commission decisions are conducted with the highest respect for public participation, openness, and accountability (PRC sections [30321-30329](#)). For example, ex parte communications on

¹¹ The Governor's sustain message stated:

Item 3720-001-0001—For support of California Coastal Commission. I sustain this item. I am sustaining the \$3,000,000 augmentation for the California Coastal Commission on a one time basis. This augmentation is intended to address the current backlog of Local Coastal Plans awaiting review. I prefer to focus any additional resources on assisting local jurisdictions to complete and revise their plans in a timely manner. I am directing the Department of Finance to examine what level of resources, if any, the Coastal Commission requires for this purpose in 2014-15.

matters before the Commission must be reported and entered into the public administrative record of decision.¹²

Like other state quasi-judicial bodies, the Commission is also subject to overarching legal requirements to assure that all Commission deliberations and decisions occur as a body in open public meetings, that decision processes are accountable and responsive, and that its administrative records are available for public review. For example, the Bagley-Keene Open Meeting Act generally requires state bodies to publicly notice their meetings, prepare agendas, accept public testimony and conduct their meetings in public unless specifically authorized by the Act to meet in closed session.¹³ The Political Reform Act covers campaign finance, disclosure, and conflict of interest concerns for state agency decision-makers.¹⁴ The Public Records Act places requirements on the Commission to assure that its public administrative records are accessible to the public.¹⁵ The Commission must also adhere to myriad state laws and regulations concerning civil service personnel requirements; contracting and procurement; budgeting and Department of Finance procedures; and so forth.

Within this context of public accountability it is important to recognize that the Commission's adopted Strategic Plan is an administrative policy document that generally does not implicate many of the same potential concerns typically surrounding the Commission's quasi-judicial decision-making regarding LCP, permit, and other matters within its planning and regulatory jurisdiction. It does not affect LCP decisions or permit entitlements but rather provides a strategic framework for assisting the Commission and staff in pursuing its broad mission to protect and enhance California's coastal resources, through strategic focus on certain policy areas (Public Access, Resource Protection, Climate Change), and specific organizational concerns (LCP Program, Regulatory, Information Management, Agency Capacity). Nonetheless, the Strategic Plan was recommended by staff and presented to the Commission at two, fully-noticed public hearings, significant public testimony and 28 separate written comment letters were received and considered by the staff and Commission, and it was adopted by unanimous vote at the April 2013 meeting. The Plan covers a five year period and contemplates an update process beginning in 2017 for the next five years. As explained at the April Commission hearing, staff also expects to provide periodic Plan implementation updates to the Commission.

Certain actions contemplated by the Strategic Plan may, in the future, inform and lead to Commission decisions of more significant public import, subject to the various high standards of accountability summarized above. Staff endeavors to bring to the Commission such decisions whenever they arise in the administrative process of managing and implementing various Commission programs and projects.¹⁶ For example, the Strategic Plan LCP actions to assess the

¹² For purposes of ex parte rules, Coastal Act section 30321 defines these as follows: "a matter within the commission's jurisdiction" means any permit action, federal consistency review, appeal, local coastal program, port master plan, public works plan, long-range development plan, categorical or other exclusions from coastal development permit requirements, or any other quasi-judicial matter requiring commission action, for which an application has been submitted to the commission.

¹³ See <http://oag.ca.gov/open-meetings>.

¹⁴ See, http://www.fppc.ca.gov/Act/2013_Act_Final.pdf.

¹⁵ <http://www.leginfo.ca.gov/cgi-bin/displaycode?section=gov&group=06001-07000&file=6250-6270>

¹⁶ To facilitate implementation of the Coastal Act, the Commission's regulations delegate the general administration of the affairs of the Commission to the Executive Director in accordance with the direction and policies of the

feasibility of, and identify priorities for, LCP certification and update will logically inform the allocation of grant monies to local governments that is now available under the budget augmentation. Accordingly, staff recommended that the Commission adopt the guiding criteria for the LCP grant program in August 2013 pursuant to a written staff recommendation; staff recommendations for the actual allocation of grant money will be presented to the Commission for public decision at future public hearings.

Staff has also been reporting to the Commission on a regular basis about the progress of Plan implementation, including specific tasks related to Goal 4 but more important, related and necessary to effective implementation of the Commission's budget augmentation. For example, at the June Commission hearing staff distributed a handout to the Commission anticipating the more specific tasks and target dates necessary to hiring additional staff and implementing the LCP grant program (Exhibit 5). Staff distributed the handout again at the September hearing and gave the Commission a more comprehensive status report about implementation of the LCP funding augmentation, including progress on the LCP grants program and hiring of new staff. Staff thus believes that adequate information is being provided to the public and the Commission to assure public accountability and transparency with implementation of the Commission's programs, while taking into account the practical needs and constraints of daily program administration by the staff.

Staff is committed to implementing the Strategic Plan according to the adopted implementation schedule to the maximum extent feasible and to the best of its abilities, taking into account the need to effectively allocate staff resources as necessary in relation to other and potentially higher Commission program priorities, including the need to review and process LCP matters and coastal development permits. Staff is confident that with the expected regular reporting on Plan implementation, and with the additional new dashboard recommended by the Executive Director, all interested persons will be able to understand the progress of Plan implementation and the outcomes and products of the actions of the Strategic Plan.

Commission (14 CCR §13032). As a practical matter many of the authorities delegated to the Executive Director are further delegated to senior staff managers and supervisors. The Coastal Act and the Commission's regulations also provide for various specific delegations to the Executive Director, including the authority to issue emergency permits (PRC 30624) and cease and desist orders for potential violations of the Coastal Act (PRC 30809); set the monthly agenda (14 CCR §13024) and prepare staff recommendations (14 CCR §13057); determine whether to file a permit application (14 CCR §13056); and provide non-binding LCP guidance to local governments (14 CCR §13516). Typically the Commission staff is generally responsible for project management level of detail, managing and triaging workload, and other delegated administrative decisions that must be made on an on-going daily basis.

Objective/Actions		Schedule			Funding Needed?	Status	Key Outcome Indicator	Background Information and Outcome Links
		2013-14	2014-15	2016-17				
Local Coastal Programs 4.1. Pursue LCP Certification								
4.1.1	Evaluate Uncertified Jurisdictions & ADCs					In progress	Evaluation of Uncertified Areas	Background: http://www.coastal.ca.gov/lcps.html
4.1.2	Conduct Outreach/Feasibility Analysis for LCP Certification					In progress	Feasibility Analysis	See related Grant Program Announcement: http://www.coastal.ca.gov/lcp/lcpgrantprogram.html
4.1.3	Implement LCP Certification Strategy				Yes -- \$\$\$	In progress	Number of additional LCP segments or ADCs submitted to CCC for certification/certified.	Budget Augmentation for LCP Planning approved for FYI 2013-14; see related action 4.2.4.
Local Coastal Programs 4.2 Update LCPs								
4.2.1	Identify Priority LCP Update Needs					In progress	List of priorities.	Background: http://www.coastal.ca.gov/lcps.html
4.2.2	Evaluate Feasibility of Updates					In progress	Updated Priority List.	See related Grant Program Announcement: http://www.coastal.ca.gov/lcp/lcpgrantprogram.html
4.2.3	Update Online LCP Guidance	✓				Complete*	Completed Guidance	Updated LUP Guidance Complete: http://www.coastal.ca.gov/la/lcpNew.html ; * see related Actions 3.1.1, 3.1.2, 2.1.3, 2.1.4, and 2.5.1.
4.2.4	Implement Staff Management Strategies to Support LCP work					In progress	Staffing Strategies for LCP Work Implemented	Budget Augmentation for LCP Planning approved for FYI 2013-14
Local Coastal Programs 4.3. Develop "Digital" LCPs								
4.3.1	Develop Strategy to Provide Digital LCPs					In progress	Completed Needs and Assessment Report	
4.3.2	Implement Pilot Project					Not started	Completed Pilot Project	

4.3.3	Implement Digital LCP Acquisition Strategy				Yes -- \$\$	Deferred	Digital LCPs Available	Current budget provides for no more than 12
4.3.4	Integrate Digital LCPs with Data Management System				Yes -- \$\$	Deferred	Digital LCPs Integrated with CDMS	Current budget provides for no more than 12
Local Coastal Programs 4.4. Improve Local Government Communication								
4.4.1	Conduct Periodic Local Government Workshops				Yes -- \$	Not started	Workshops Held	Background: for recent information see http://documents.coastal.ca.gov/reports/2013/4/F9b-4-2013.pdf
4.4.2	Convene District-level Coordination Meetings				Yes -- \$\$\$	In progress	Coordination meetings held	Budget Augmentation for LCP Planning approved for FYI 2013-14
4.4.3	Conduct Early Coordination on Major LCP Amds/Updates+A1				Yes -- \$\$\$	In progress	Meetings Held	Budget Augmentation for LCP Planning approved for FYI 2013-14
4.4.4	Provide LCP Amendment Status Information Online				Yes -- \$\$	Deferred	Information Posted	See related Actions 5.2.4, 6.1.6, additional funding needed
4.4.5	Increase LCP Training/coordination for Local Government				Yes -- \$\$\$	Deferred	Trainings Held	Additional Funding required to fully implement
4.4.6	Pursue Joint LCP Funding Strategy with Local Government	✓				Complete / In progress	Implementation of Funding Strategies	LCP Budget Augmentation approved for FY 2013-14
Local Coastal Programs 4.5. Improve LCP Implementation								
4.5.1	Evaluate and Improve Post-certification Monitoring				Yes -- \$\$	Deferred	Completed Recommendation	Additional funding/staffing required to implement
4.5.2	Implement Online Posting of Final Local Action Notices					In progress	FLANs Posted	
4.5.3	Provide Training on Post-certification Monitoring					Not started	Trainings Held	
4.5.4	Evaluate Feasibility of Implementing LCP Periodic Reviews				Yes -- \$\$\$	Deferred	Periodic Reviews	Additional funding/staffing required to implement

From: Jana Zimmer
To: Mary Shallenberger
cc: Mark Vargas, Charles Lester, Hope Schmeltzer
Subject: Committee on Metrics
Date: Wednesday, October 02, 2013 6:14:55 PM

Attachments: Draft LCP Action Dashboard.pdf

To: Chair Shallenberger
cc: Commissioner Vargas, Director Lester, Hope Schmeltzer
From: Jana Zimmer
Re: **Committee on Metrics-Report and Recommendation**

Summary: At the September, 2013 meeting Chair Shallenberger appointed an informal committee, consisting of Commissioners Vargas and Zimmer, to work collaboratively with Director Lester over a maximum period of three months to draft “metrics” or “benchmarks” for monitoring the agency’s progress on implementation of the Actions under Goal 4 of the Commission’s Strategic Plan. The members conferred by e mail and telephone in separate conversations with Dr. Lester and with each other, and as a group on September 27.

In addition, Zimmer reviewed the Strategic Plans of several other agencies to investigate the format and content of performance targets for the most analogous land use/regulatory agencies. Among the Strategic Plans reviewed were those of the State Water Board, the Ocean Protection Council, the National Coastal Zone Management Program and several cities and counties, as well as the Coastal Commission’s own 1997 Strategic Plan. These documents reflect a wide range of applications of performance measures/metrics, typically including only a ‘target date’ and performance indicator for adopted actions or objectives.

For our conference call, Dr. Lester provided a draft ‘dashboard’ document, as was discussed in September (copy attached), and also provided the previously distributed document entitled “Preparing for Climate Change through Local Coastal Planning”, which contains specific implementation plans and schedules for both the assistance grants to local governments (p. 2) and implementation steps, to the extent they are within the Commission’s control, for completion and adoption of new and updated local coastal programs.(p. 3). Vargas and Zimmer each commented on the draft dashboard document.

Work Product: The draft ‘**dashboard**’ is intended to assist staff, the public and the Commission by providing more specificity for each Action Item under Goal 4 of the Strategic Plan with the addition of:

- **target dates for completion of each action item;**
- **color coded “Status Indicators” for each Action (*Categories: Not Started, In Progress, Complete or Deferred*);**
- **key Outcome Indicator (generally the ‘work product’), e.g. *updated LCP guidance, targeted for 2013-2014, Status: Complete*;**
- **a column with additional descriptive notes and links to background information, and related actions in the Strategic Plan.**

Conclusion: The Committee has completed the task set forth by the Chair. However, this committee format has created a significant and counterproductive burden on staff during the time frame most critical to their achievement of the implementation steps of Goal 4, in particular to ‘jump start’ critical LCP work enabled by the 2013-14 Budget Augmentation. Nevertheless, Dr. Lester has indicated his intention to complete the “dashboard” for the remaining Goals, in the same format and level of specificity as was done for Goal 4, and bring it to the Commission in connection with the first annual review of the Strategic Plan in April, 2014. In the interim, he has indicated that he intends to continue to update the Commission in his monthly Executive Director reports specifically on the implementation of the Budget Augmentation as directed by the Commission.

Finally, during this process, sharp differences have emerged between the two Committee members as to the intended scope of the committee’s work. I have reviewed the tape of the September hearing and I conclude that the ‘dashboard’ document we have produced meets the Chair’s express direction, my own intent as the ‘initiator’, and my understanding of the comments of the Commissioners who were present and who made comments. I have also concluded that any extension or expansion of the scope of work of this committee at this time will undermine the agency’s efforts in successful implementation of the LCP work for which the Budget Augmentation was received. Commissioner Vargas intends to seek a broader mandate. I am very concerned that augmentation with the types of additional “Activities” contemplated by Commissioner Vargas is infeasible, and may cross the line into amendments of the Strategic Plan itself, which counsel has advised must be done in a separate, properly noticed public process. I therefore recommend that the Chair receive and file the report and confirm that this Committee has fulfilled its purpose.

Objective/Actions		Schedule			Funding Needed?	Status	Key Outcome Indicator	Background Information and Outcome Links
		2013-14	2014-15	2016-17				
Local Coastal Programs 4.1. Pursue LCP Certification								
4.1.1	Evaluate Uncertified Jurisdictions & ADCs					In progress	Evaluation of Uncertified Areas	Background: http://www.coastal.ca.gov/lcps.html
4.1.2	Conduct Outreach/Feasibility Analysis for LCP Certification					In progress	Feasibility Analysis	See related Grant Program Announcement: http://www.coastal.ca.gov/lcp/lcpgrantprogram.html
4.1.3	Implement LCP Certification Strategy				Yes -- \$\$\$	In progress	Number of additional LCP segments or ADCs submitted to CCC for certification/certified.	Budget Augmentation for LCP Planning approved for FYI 2013-14; see related action 4.2.4.
Local Coastal Programs 4.2 Update LCPs								
4.2.1	Identify Priority LCP Update Needs					In progress	List of priorities.	Background: http://www.coastal.ca.gov/lcps.html
4.2.2	Evaluate Feasibility of Updates					In progress	Updated Priority List.	See related Grant Program Announcement: http://www.coastal.ca.gov/lcp/lcpgrantprogram.html
4.2.3	Update Online LCP Guidance	✓				Complete*	Completed Guidance	Updated LUP Guidance Complete: http://www.coastal.ca.gov/la/lcpNew.html ; * see related Actions 3.1.1, 3.1.2, 2.1.3, 2.1.4, and 2.5.1.
4.2.4	Implement Staff Management Strategies to Support LCP work					In progress	Staffing Strategies for LCP Work Implemented	Budget Augmentation for LCP Planning approved for FYI 2013-14
Local Coastal Programs 4.3. Develop "Digital" LCPs								
4.3.1	Develop Strategy to Provide Digital LCPs					In progress	Completed Needs and Assessment Report	
4.3.2	Implement Pilot Project					Not started	Completed Pilot Project	

4.3.3	Implement Digital LCP Acquisition Strategy				Yes -- \$\$	Deferred	Digital LCPs Available	Current budget provides for no more than 12
4.3.4	Integrate Digital LCPs with Data Management System				Yes -- \$\$	Deferred	Digital LCPs Integrated with CDMS	Current budget provides for no more than 12
Local Coastal Programs 4.4. Improve Local Government Communication								
4.4.1	Conduct Periodic Local Government Workshops				Yes -- \$	Not started	Workshops Held	Background: for recent information see http://documents.coastal.ca.gov/reports/2013/4/F9b-4-2013.pdf
4.4.2	Convene District-level Coordination Meetings				Yes -- \$\$\$	In progress	Coordination meetings held	Budget Augmentation for LCP Planning approved for FYI 2013-14
4.4.3	Conduct Early Coordination on Major LCP Amds/Updates+A1				Yes -- \$\$\$	In progress	Meetings Held	Budget Augmentation for LCP Planning approved for FYI 2013-14
4.4.4	Provide LCP Amendment Status Information Online				Yes -- \$\$	Deferred	Information Posted	See related Actions 5.2.4, 6.1.6, additional funding needed
4.4.5	Increase LCP Training/coordination for Local Government				Yes -- \$\$\$	Deferred	Trainings Held	Additional Funding required to fully implement
4.4.6	Pursue Joint LCP Funding Strategy with Local Government	✓				Complete / In progress	Implementation of Funding Strategies	LCP Budget Augmentation approved for FY 2013-14
Local Coastal Programs 4.5. Improve LCP Implementation								
4.5.1	Evaluate and Improve Post-certification Monitoring				Yes -- \$\$	Deferred	Completed Recommendation	Additional funding/staffing required to implement
4.5.2	Implement Online Posting of Final Local Action Notices					In progress	FLANs Posted	
4.5.3	Provide Training on Post-certification Monitoring					Not started	Trainings Held	
4.5.4	Evaluate Feasibility of Implementing LCP Periodic Reviews				Yes -- \$\$\$	Deferred	Periodic Reviews	Additional funding/staffing required to implement

From: Mark Vargas
To: Mary Shallenberger
cc: Charles Lester; Jana Zimmer
Subject: Status Update of the Strategic Plan Implementation Committee and Request for Action
Date: Monday, October 07, 2013 2:13:44 PM

Attachments: Memo to Shallenberger_Oct 7_Status Update.pdf

Chair Shallenberger-

Please see the attached memorandum. I would like to address this memorandum as well as request clarification from the Commission as to the direction of the Committee at this month's Commission meeting.

Thank you,
mv

To: Mary Shallenberger, Chair
Cc: Jana Zimmer, Commissioner
Charles Lester, Executive Director
From: Mark Vargas, Commissioner
Date: October 7, 2013
Attachments: - *LCP Actions Draft*, Prepared by Dr. Charles Lester
- *Goal 4 Questions for Staff*, Prepared by Mark Vargas
- Strategic Plan, Goal 4 Excerpts
Subject: **Status Report for Committee on Strategic Plan Implementation**

Since its inception, the California Coastal Commission has done an incredible job of protecting our coast, maintaining and improving public access, and balancing individual property rights.

Unfortunately, the Commission's process for administering its responsibilities under the Coastal Act have not kept up with today's standards for transparency and accountability to the public. In general, the public has a right to know:

- What criteria are used to prioritize some action items and defer other action items?
- How the budget process works for the Commission, and how Commissioners and the public can weigh in during the budgeting process,
- When were the current priorities created and when have they or will they come before the Commission for public input and approval?
- What are the criteria for allocating grant funding to third party organizations, and when does such criteria, if ever, come before the Commission?

There is currently a lack of transparency between how some decisions are made at the staff level and whether these decisions were made based upon criteria or priorities set by the Commission itself.

With regard to the Strategic Plan, the public deserves to have a clear expectation of when each action item will be fulfilled. It is clear from the examples in the following pages that there are definable activities that occur within each Action Item whose proper and timely execution are critical to the success or failure of each Action Item. If the Commission relies only on the schedule currently incorporated in the Strategic Plan, it will lack the ability to provide oversight and prescribe corrective measures when entire Action Items are delayed or deferred. Deferring of Strategic Plan Action Items is NOT a decision that the Commission should relegate entirely to staff, as the Strategic Plan represents a commitment that the Commission has made to the public as to how the agency will move forward in the next 5 years.

Section 30333.1 of the California Coastal Act empowers the Commission with the responsibility to review regulations and procedures developed by the agency. Specifically it states:

The commission shall periodically review its regulations and procedures and determine what revisions, if any, are necessary and appropriate to simplify and expedite the review of any matter that is before the commission for action pursuant to this division. The commission shall implement, within 60 days of the review any such revisions it determines to be appropriate, so that its regulations and procedures may continue to be as simple and expeditious as practicable.

The Commission not only has a right but an **obligation** to periodically review policies and procedures of the staff. The Commission should consider this section of the Coastal Act, along with the dialogue from the September 12th, 2013 meeting related to the formation of the Strategic Plan Implementation Committee, and provide the Committee with further clarification as to what direction it would like to see the Committee take in the future.

Action Requested

The Committee on Strategic Plan Implementation is seeking **further clarity from the Commission as a whole on how to proceed** with its charter for development of benchmarks to monitor the implementation of the strategic plan. While a motion on such clarity is likely not possible since the topic has not been placed on the agenda with sufficient notice, I would like to request that the Chair solicit from the Commission a sense of their feeling on the following Committee guidelines:

1. **Benchmarks** – Does the Commission support the development of benchmarks that explain the sequence of activities related to performing each Action Item?
2. **Timelines** – Does the Commission support the development of more specific timelines that estimate the beginning and end of each sequence of activities related to completion of an Action Item?

In no way is any member of the Committee seeking a “Broader Mandate” for what the Commission desires. There is universal agreement from the Commission that the Committee should not try to add or amend any of the goals or action items of the strategic plan. The purpose of the committee was only to add transparency to the process so that Commissioners and the public would know the on-going progress of the strategic plan and ensure that it remain a living document. It seems clear from the transcripts of last month’s Commission meeting (excerpts below) that Commissioners are seeking ways to develop a road map for how action items are progressing by using both *benchmarks* and *timelines*.

While staff believes that the current layer of information provided to the Committee is sufficient, some on the Committee believe that it is possible and productive to achieve more **transparency** in the execution of some of the Action Items. For example, staff has drafted a table of what it feels is sufficient detail for the following items:

Objective/Actions		Schedule			Funding Needed?	Status	Key Outcome Indicator	Background Information and Outcome Links
		2013-14	2014-15	2016-17				
Local Coastal Programs 4.1. Pursue LCP Certification								
4.1.1	Evaluate Uncertified Jurisdictions & ADCs					In progress	Evaluation of Uncertified Areas	Background: http://www.coastal.ca.gov/lcps.html
4.1.2	Conduct Outreach/Feasibility Analysis for LCP Certification					In progress	Feasibility Analysis	See related Grant Program Announcement: http://www.coastal.ca.gov/lcp/lcpgrantprogram.html

Commissioner Vargas has developed questions seeking clarity for these items in the following format:

4.1.1	Evaluate uncertified jurisdictions and ADCs; identify priority areas for LCP and ADC certification.	What is the methodology by which staff will determine priority areas (i.e. Geography, Population Density, Amount of Violations or Enforcement Actions)?
		Will priority areas be determined before or after proposals for LCP Grant funding are received from municipalities?
		Will the Commission have an opportunity to review the priority list prior to finalization?
		Approximately what quarter (i.e. Fall 2013?, Winter 2013/2014?, Spring 2014?) is the priority list expected to be completed?
		Does this require additional staffing or financial resources to complete?
4.1.2	Conduct outreach and feasibility analysis for LCP and ADC certification(s) in identified priority areas.	Based on the wording of this action item, is it safe to assume that work on this action item will not begin until completion of Action Item 4.1.1?
		Will this action item be completed before or after proposals for LCP Grant funding are received from municipalities? Before or after grants are given by the Commission?
		What is entailed in "outreach"? Will this consist of written notices & online communication? Will this include physical outreach to municipalities? Will this include outreach events?
		Is the "feasibility analysis" envisioned as distinct from the "outreach" portion of this action item? Please describe what "feasibility analysis" will look like.

It is clear from the language in the above-cited Action Items that there are definable activities that can be developed within each Action Item. With respect to Action Item 4.1.1, there are two obvious activities that are inherent within the title of the Action Item itself; 1) Evaluate uncertified jurisdictions; and 2) identify priority areas for certification. Further review could develop additional activities within those two major categories that address; a) development of methodology for evaluation; drafting by staff & review by Commission; c) finalization/completion.

Background on Formation of the Committee

On September 12, 2013, Chair Shallenberger solicited comments from fellow Commissioners and staff with regard to formation of a committee that would assess:

“What are the benchmarks that we as the commission, the staff, and the public should be looking at as we move forward over the next year in both spending this money and making the case for a budget augmentation for next year and for fulfilling our strategic plan.”

Chair Shallenberger stated that her thoughts were that the goal of the committee would be

“specifically to look at what are the benchmarks going forward on Goal 4 that we should be looking at to know are we on target for getting this done in a timely way.”

Commissioner Brennan felt the idea of adding benchmarks to the strategic plan action items would facilitate greater transparency and that:

“It’s taking what we’re doing internally and kind of externalizing it so that in some ways it’s outside the four walls so that we can point to that and its measurable and that we know that it’s a focus and that other people from the outside that we’re going to have to contact to make a case for funding to continue can easily have a finger on the pulse...”

With regard to this, Commissioner Vargas added:

“The public deserves to have a clear understanding and an expectation of when those action items are to be fulfilled and what the progress is, and if we wait until the kind of very vague and arbitrary deadlines that are currently in the action plan, say 1 – 3 years, it will be too late to take any corrective measures if we’re falling behind by then.”

Commissioner Zimmer concurred, saying:

“There are 163 Action steps listed in the strategic plan that we adopted. Some of them are susceptible to attaching a performance measure, a timing measure, a quantification, I don’t know, I think Commissioner Vargas is much more experienced in that sort of thing than I am. I bring some experience in terms of looking at how we establish those kinds of measures for a planning agency. Nobody’s looking at opening up the plan, changing the goals, changing the policies, none of that. This would be very targeted.”

Commissioner McClure added:

"I just want to clarify that, when we talked about doing a matrix or a rubric it was, for me in my head, it was almost like a project management assignment, like if we were, you know, building a new factory, we'd have a spreadsheet that one goal might be ongoing all the way through the activity, but another goal might be to get it done at a certain point... I think we did a good job of the strategic plan. We just want to make sure it stays a living document, and the way to make it a living document is to have a roadmap with it. So for me, that's what that matrix was going to be, is a road map."

Director Lester responded to these comments by saying:

"I hear that and so what I'm hearing is that we need more detail on that roadmap. Obviously we as the staff, we had the plan adopted and we're intending to implement it, and now I'm hearing that the Commission itself and the public, perhaps, would just like to understand it in more detail, the progress on those Action Items, and this would be a way to help elucidate the measurement of that progress. And from my perspective, we always intended to do that."

After hearing all of these comments, Chair Shallenberger decided to

"Start with appointing a committee of Commissioner Zimmer and Commissioner Vargas, and ask them to work with staff on benchmarks, dashboard, whatever words we want to call it, again making it very clear that it is not anything that would be suggesting amending the strategic plan. It's taking the existing plan and monitoring implementation of it. And I'm going to ask that they start with Goal 4..."

Summary of the Work of the Committee Thus Far

Almost from the outset, the Committee found itself in disagreement on how to move forward with the charter given to it by the Chair. Commissioner Vargas asked the Executive Director:

"...to contemplate what Activities need to occur for each Action item, so that we can discuss these draft Activities over a conference call with myself and (Commissioner Zimmer)," adding that "We're just looking for basic concepts that we can refine together."

Commissioner Zimmer found the request to be of concern, stating that she wanted to be:

"...extremely mindful of our expressed commitment not to so burden (Director Lester) and staff with prep work that it distracts from the actual work they are doing. And I want to be clear that we are staying within the confines of what the Commission as a whole was in support of."

Director Lester also had concerns with Commissioner Vargas' requested approach, stating:

"I interpret the Commission's direction to be working on the identification of a key indicator and/or method to monitor and communicate results of SP

implementation. I believe that your suggestions, while certainly valid concepts, speak to methods for project management, not monitoring for results.”

Director Lester suggested a different approach:

“I am hopeful that you would be open to a much more targeted approach that provides the general implementation schedule that we have already developed, with additional status, key indicator, and results information. Our intention from the beginning was to report regularly to the Commission along these lines, and certainly at least once a year, but I think we can do this more frequently, and perhaps even monthly, as well as ultimately provide this kind of status dashboard on the entire plan.”

As they did not want to see the progress of the Committee stalled, Commissioners Vargas and Zimmer agreed to allow Director Lester to proceed with his approach so a draft of his work could be reviewed the following week. Commissioner Vargas cautioned, however, that:

“In particular, I’d like to see as much detail in the Notes/Products section as possible so we as a commission can begin to understand what it would take to accomplish an action item. And, to be clear, when I ask for detail I’m not necessarily asking for precision but for Charles’ conceptual understanding of how a project’s tasks will flow (i.e., its okay to use the terms “maybe” or “ideally” or “probably”).”

The Commissioners were, again, in disagreement after reviewing Director Lester’s draft work product. While Director Zimmer concluded that the spreadsheet created by Director Lester “did the job” that the Commission was seeking, Commissioner Vargas felt the level of detail in the draft work product was insufficient, lacking any measurable benchmarks beyond what was already vaguely stated in the original strategic plan document. To avoid an impasse, Commissioner Vargas volunteered to develop a draft work product using the reference documents linked within Director Lester’s spreadsheet. After thoroughly reviewing Director Lester’s spreadsheet and the associated documents referenced in the spreadsheet, Commissioner Vargas concluded that there was insufficient information in the materials to perform such a draft and that:

“any draft activities I came up with would have little base in facts & figures, which would be rather pointless. Instead, I have written questions to seek clarity for each Action Item.”

Commissioner Zimmer had the following comments regarding the questions raised in Commissioner Vargas’ spreadsheet (attached) :

“Your questions are directed to establishing ‘Activities’ (and presumably then to set performance indicators for those sub-activities) that would create a level of micromanagement of the daily work of the staff that no commissioner has suggested should be pursued because most of us who have been on the Commission or interacted with the agency for years know is not workable. Charles and I both told you that 90% of the workload is dictated by external factors that staff cannot control, i.e. legal deadlines for permit review and approval, and/or LCP amendment review and approval. In that context, the

priorities to a great extent assert themselves, so asking, for example, for which 'quarter' a newly invented subtask might be completed is just not feasible."

Commissioner Vargas suggested to Commissioner Zimmer that the best path forward at this time would be to ask the Commission for more clarity, "unless you have any productive solutions for moving forward besides going back to the Commission." Commissioner Zimmer has remained steadfast that the Committee's work should come to a "principled conclusion."

LCP ACTIONS DRAFT – Prepared By Dr. Charles Lester

4.3.3	Implement Digital LCP Acquisition Strategy				Yes -- \$\$	Deferred	Digital LCPs Available	Current federal grant budget supports approximately 12
4.3.4	Integrate Digital LCPs with Data Management System				Yes -- \$\$	Deferred	Digital LCPs Integrated with CDMS	Current federal grant budget supports approximately 12
Local Coastal Programs 4.4. Improve Local Government Communication								
4.4.1	Conduct Periodic Local Government Workshops				Yes -- \$	Not started	Workshops Held	Background: for recent information see http://documents.coastal.ca.gov/reports/2013/4/F9b-4-2013.pdf
4.4.2	Convene District-level Coordination Meetings				Yes -- \$\$\$	In progress	Coordination meetings held	Budget Augmentation for LCP Planning approved for FYI 2013-14
4.4.3	Conduct Early Coordination on Major LCP Amds/Updates				Yes -- \$\$\$	In progress	Meetings Held	Budget Augmentation for LCP Planning approved for FYI 2013-14
4.4.4	Provide LCP Amendment Status Information Online				Yes -- \$\$	Deferred	Information Posted	See related Actions 5.2.4, 6.1.6, additional funding needed
4.4.5	Increase LCP Training/coordination for Local Government				Yes -- \$\$\$	Deferred	Trainings Held	Additional Funding required to fully implement
4.4.6	Pursue Joint LCP Funding Strategy with Local Government	✓				Complete / In progress	Implementation of Funding Strategies	LCP Budget Augmentation approved for FY 2013-14
Local Coastal Programs 4.5. Improve LCP Implementation								
4.5.1	Evaluate and Improve Post-certification Monitoring				Yes -- \$\$	Deferred	Completed Recommendation	Additional funding/staffing required to implement
4.5.2	Implement Online Posting of Final Local Action Notices					In progress	FLANs Posted	
4.5.3	Provide Training on Post-certification Monitoring					Not started	Trainings Held	

LCP ACTIONS DRAFT – Prepared By Dr. Charles Lester

4.5.4	Evaluate Feasibility of Implementing LCP Periodic Reviews				Yes -- \$\$\$	Deferred	Periodic Reviews	Additional Funding required to implement
-------	---	--	--	--	------------------	----------	------------------	--

DRAFT

GOAL 4 QUESTIONS FOR STAFF - Prepared by Commissioner Mark Vargas

GOAL	OBJECTIVE	ACTION	VARGAS QUESTIONS	STAFF RESPONSES
4.0 Strengthen the LCP Planning Program				
4.1 Strengthen the LCP Planning Program				
	4.1.1	Evaluate uncertified jurisdictions and ADCs; identify priority areas for LCP and ADC certification.	What is the methodology by which staff will determine priority areas (i.e. Geography, Population Density, Amount of Violations or Enforcement Actions)?	
			Will priority areas be determined before or after proposals for LCP Grant funding are received from municipalities?	
			Will the Commission have an opportunity to review the priority list prior to finalization?	
			Approximately what quarter (i.e. Fall 2013?, Winter 2013/2014?, Spring 2014?) is the priority list expected to be completed?	
			Does this require additional staffing or financial resources to complete?	
	4.1.2	Conduct outreach and feasibility analysis for LCP and ADC certification(s) in identified priority areas.	Based on the wording of this action item, is it safe to assume that work on this action item will not begin until completion of Action Item 4.1.1?	
			Will this action item be completed before or after proposals for LCP Grant funding are received from municipalities? Before or after grants are given by the Commission?	
			What is entailed in "outreach"? Will this consist of written notices & online communication? Will this include physical outreach to municipalities? Will this include outreach events?	
			Is the "feasibility analysis" envisioned as distinct from the "outreach" portion of this action item? Please describe what "feasibility analysis" will look like.	
	4.1.3	Where local jurisdictions are willing, work together to identify funding and workload management strategies to support development and certification of LCPs and ADCs.	Will this action item begin after grants are provided?	
			When will the "funding strategies" portion of this action item <i>begin</i> , and by when do we expect to see completion of the first funding strategies for LCPs?	
			When can the Commission expect to see "workload management strategies" developed for appropriation of Commission resources?	
			While this action item currently has a 5 year timeline associated with it, there is reference in some documents of LCP certification taking from 5-10 years. Which is a more appropriate time horizon for a "majority of willing local governments and the Commission to comprehensively update and certify local coastal programs and to complete LCPs for areas that have not yet completed their LCPs?"	
			While a majority of LCPs are expected to be certified within 5-10 years, do we have percentage completion goals between now and 10 years from now (i.e. 20% by 2015, 40% by 2016, 50% by 2017, etc.)?	
	4.2 Update LCP's			

	4.2.1	Identify LCPs most in need of a comprehensive update, and prioritize these LCPs by ongoing or potential impacts to coastal resources. Consider alternatives to full periodic reviews to identify issues that need addressing in certified LCPs.	Prioritization will occur based on "ongoing potential impacts to coastal resources." What might some of these potential impacts be and what will these impacts take the shape of (i.e. most outdated regulations/policies, outdated regulations, areas with most sensitive habitat, areas with the most violations, etc.)?	
			Have alternatives to full periodic reviews been considered yet? By when can we expect consideration to begin/end? What will the workproduct of such consideration look like?	
			Aproximately what quarter (i.e. Fall 2013?, Winter 2013/2014?, Spring 2014?) is the priority list expected to be completed?	
			Aproximately what quarter (i.e. Fall 2013?, Winter 2013/2014?, Spring 2014?) is the priority list expected to be completed?	
	4.2.2	For priority LCPS, work with local governments to evaluate feasibility of updates.	Based on the wording of this action item, is it safe to assume that work on this action item will not begin until completion of Action Item 4.2.1?	
	4.2.3	Provide and update online guidance to local governments for updating LCPs to improve the transmittal of key planning and policy information related to: (a) Climate change impacts, adaptation, and mitigation; (b) Shoreline protective options and mitigation strategies; (c) Evaluation of ESHA; (d) Wetland delineations; and (e) Protection of agricultural lands.	Just a note - the website shows that the guidance is revised as of July 2013, but the Water Quality Protection section of the guidance says that it is still under construction. http://www.coastal.ca.gov/la/lcpNew.html	
	4.2.4	Identify and implement management strategies to allocate more staff time to LCP planning, coordination and updates.	As funding for FY 2013/2014 has been secured, has staff completed a management strategy for at least year one?	
			What is the plan to allocate more staff time to LCP planning, coordination, and updates?	
			When is staff augmentation (i.e. hiring of additional staff) slated to begin & when will hiring be substantially completed?	
			Does staff envision movement of existing staff/resources from other program areas to LCP planning, coordination, & updates?	
4.3.		Provide and Maintain Certified LCPs Online		
	4.3.1	Develop a phased strategy to acquire and provide LCPs in a digital library format, as resources allow.	What does a "needs and assesment report" look like? When is it anticipated that such a report will be completed?	
			Are additional funds not anticipated for this Action Item?	
			Is it envisioned that an outside contractor will assist with I.T. services, or will this Action Item be peformed by staff?	
	4.3.2	Implement a pilot project to identify issues and draft protocols and procedures related to acquiring and maintaining digital LCPs.	Are additional funds not anticipated for this Action Item?	
			Is it envisioned that an outside contractor will assist with I.T. services, or will this Action Item be peformed by staff?	
			As this Action Item is anticipated to be completed by 2014, is there an existing plan for implementing a pilot project?	
	4.3.3	Under the phased strategy in 4.3.1, secure resources to support acquisition and review accuracy of existing LCPs. Identify and correct any discrepancies between certified versions and those in use by the affected jurisdictions.	Your notes state that the "Current federal grant budget supports approximately 12," yet the item is marked "Deferred." How much funding is available through the federal grants budget to execute this Action Item? How much additional funding is needed to execute this Action Item?	

	4.3.4	Integrate the digital LCP library with Coastal Data Management System Design (see also Action 6.4.3).	Your notes state that the "Current federal grant budget supports approximately 12," yet the item is marked "Deferred." How much funding is available through the federal grants budget to execute this Action Item? How much additional funding is needed to execute this Action Item?	
4.4. Continue to Improve Communication and Planning with Local Government				
	4.4.1	Work with League of Cities and California State Association of Counties to hold periodic Commission-local officials and/or local staff LCP workshops.	How many workshops total will be held each year? Will there be a goal for a certain number of workshops in each region per year?	
			Is staff augmentation anticipated to achieve this action item, or will this be accomplished with existing staff?	
			What is the annual funding amount anticipated to accomplish this goal? Will the Commission need to request this funding from a state budget allocation, or will funding come from outside sources?	
	4.4.2	Continue to convene District-level meetings as feasible with local government staffs on a regular or as-needed basis to enhance coordination and communication.	How are these meetings different than the workshops proposed in 4.4.1?	
			Does staff anticipate these meetings occurring at the current regular or as-needed basis by which it meets with municipalities?	
			What is the current annual rate of similar meetings held with municipalities? How many total? Per region?	
			It is noted in the strategic plan that this item requires a major amount of funding (\$\$\$). Has the funding been secured for the current FY?	
	4.4.3	Work with local government staff to establish regular working sessions/meetings on significant or comprehensive LCP updates prior to local approval of the LCP amendment. Conduct pre-submittal conferences on major LCP Amendments (see also Objective 4.2).	Is there a minimum expected number or average expected number of anticipated working sessions & pre-submittal conferences per LCP submittal?	
			It is noted in the strategic plan that this item requires a major amount of funding (\$\$\$). Has the funding been secured for the current FY?	
	4.4.4	Provide information regarding the status of LCP Amendments online (see also Action 5.2.4).	Will this work be prepared using internal resources, or is it envisioned that an outside I.T. contractor will be secured?	
			What is the amount envisioned to successfully accomplish this Action Item?	
			Is it the plan of staff to continue forward with this item, or is it no longer being pursued as part of the strategic plan?	
	4.4.5	Increase training on the LCP program and key coastal zone policy issues for local staff and officials as requested and feasible. Present background information on the Coastal Act and LCP implementation to local governments as requested and feasible.	How is this Action Item different from what is envisioned in 4.4.1 and 4.4.2?	
			What is the amount envisioned to successfully accomplish this Action Item?	
			Is it the plan of staff to continue forward with this item, or is it no longer being pursued as part of the strategic plan?	
	4.4.6	Pursue joint LCP funding strategy with local government (see Action 7.4.2).	This is marked as "complete/in progress." Can you explain what this means and what are the steps taken to pursue a joint LCP funding strategy?	

			Is there anything envisioned beyond the state budget augmentation that is needed for local governments to participate in this LCP funding strategy?	
			What are the steps that will be taken to pursue a joint LCP funding strategy with local government for the next FY?	
4.5.	Improve LCP Implementation			
	4.5.1	Evaluate post-certification monitoring procedures and requirements; develop recommendations for improved final local action noticing, tracking, review, evaluation, reporting, and feedback to local governments.	When is it anticipated that the work to develop recommendations for improved FLAN's will begin?	
			Is there a target date for draft recommendations to be completed?	
			Is there a target date for recommendations to be finalized?	
			Will these recommendations come before the commission, and if so, when is this anticipated to occur?	
			It is noted in the strategic plan that this item requires a major amount of funding (\$\$). Has the funding been secured for the current FY?	
	4.5.2	Implement an online Final Local Action Notice (FLAN) posting system for locally-issued CDPs.	Does it make sense to progress with this Action Item when the previous Item is being deferred, or is it better to wait for recommendations for improved FLAN's prior to implementing an online FLAN posting system?	
	4.5.3	Provide guidance and staff training to improve and streamline post-certification monitoring as appropriate.	This is anticipated as being completed by the end of 2014. Are training manuals being developed for these staff trainings? If not, when is this anticipated to occur?	
			Is staff training meant to occur on a regular basis, or will this be a one-time event?	
	4.5.4	Evaluate the feasibility and consider implementing periodic LCP reviews to support LCP updates.	Will a feasibility report be conducted on this to determine the costs and time needed to implement periodic reviews? If so, when is the expected start & completion date for such a report?	

C. ORGANIZATIONAL GOALS, OBJECTIVES, AND ACTIONS

The Agency also has four priority organizational goals that will strengthen its ability to achieve the program policy goals. These are to: Strengthen the LCP Program; Improve the Regulatory Process, Compliance and Enforcement; Enhance Information Management and E-Government; and Build Agency Capacity (including public communications and program funding, and addressing human resources concerns).

GOAL 4: Strengthen the LCP Planning Program

While the Commission has achieved much through the Coastal Act's state-local partnership, the stresses of inadequate resources for on-going coastal planning have exacerbated conflict surrounding the LCP amendment process. There is a need to reinvest in LCP planning and comprehensive LCP updates to address on-going and dynamic coastal resource management challenges. There is also a need to consider changes in process at both the Commission and local level that may facilitate improved communication and collaboration, notwithstanding inadequate resources. The continued success of the coastal program is directly tied to the state-local partnership and the program's ability to keep LCPs current and responsive to on-going and emerging resource management challenges. Furthermore, many of the actions defined in Goals 1, 2 and 3 compliment the objectives and actions of Goal 4.

One of the important LCP strategies explained below concerns completing the certification of LCPs. While most of the coast (approximately 85% of the geographic area) is governed by a certified LCP, the remaining uncertified areas continue to pose a significant coastal permit workload for the Commission that should be the responsibility of local government. Actions are identified to pursue priority LCP certification targets, which should free up Commission resources over the long run to address on-going LCP planning needs in already-certified jurisdictions.

Other LCP objectives and actions are identified that will improve LCP program implementation. These include actions to support the updating of LCPs, to provide LCP documents in digital form and make them available online. Given the central role of LCPs in implementing the Coastal Act, it is critically important that they be up-to-date and available to the public. Objective 4.4 provides for continuing the Commission's on-going efforts to improve communication with local government and to improve Commission oversight and collaboration with local government concerning the coastal development process at the local level.

Objective 4.1 – Pursue Completion of LCP Certification for uncertified segments and Areas of Deferred Certification (ADC) Where Feasible

Actions:

- 4.1.1 Evaluate uncertified jurisdictions and ADCs; identify priority areas for LCP and ADC certification.
- 4.1.2 Conduct outreach and feasibility analysis for LCP and ADC certification(s) in identified priority areas.

- 4.1.3 Where local jurisdictions are willing, work together to identify funding and workload management strategies to support development and certification of LCPs and ADCs.

Objective 4.2 – Work with Local Governments to Update LCPs Where Feasible

Actions:

- 4.2.1 Identify LCPs most in need of a comprehensive update, and prioritize these LCPs by ongoing or potential impacts to coastal resources. Consider alternatives to full periodic reviews to identify issues that need addressing in certified LCPs.
- 4.2.2 For priority LCPS, work with local governments to evaluate feasibility of updates.
- 4.2.3 Provide and update online guidance to local governments for updating LCPs to improve the transmittal of key planning and policy information related to:
- (a) Climate change impacts, adaptation, and mitigation;
 - (b) Shoreline protective options and mitigation strategies;
 - (c) Evaluation of ESHA;
 - (d) Wetland delineations; and
 - (e) Protection of agricultural lands.
- 4.2.4 Identify and implement management strategies to allocate more staff time to LCP planning, coordination and updates.

Objective 4.3 – Provide and Maintain Certified LCPs Online

Actions:

- 4.3.1 Develop a phased strategy to acquire and provide LCPs in a digital library format, as resources allow.
- 4.3.2 Implement a pilot project to identify issues and draft protocols and procedures related to acquiring and maintaining digital LCPs.
- 4.3.3 Under the phased strategy in 4.3.1, secure resources to support acquisition and review accuracy of existing LCPs. Identify and correct any discrepancies between certified versions and those in use by the affected jurisdictions.
- 4.3.4 Integrate the digital LCP library with Coastal Data Management System Design (see also Action 6.4.3).

Objective 4.4 – Continue to Improve Communication and Planning with Local Government

Actions:

- 4.4.1 Work with League of Cities and California State Association of Counties to hold periodic Commission-local officials and/or local staff LCP workshops.

- 4.4.2 Continue to convene District-level meetings as feasible with local government staffs on a regular or as-needed basis to enhance coordination and communication.
- 4.4.3 Work with local government staff to establish regular working sessions/meetings on significant or comprehensive LCP updates prior to local approval of the LCP amendment. Conduct pre-submittal conferences on major LCP Amendments (see also Objective 4.2).
- 4.4.4 Provide information regarding the status of LCP Amendments online (see also Action 5.2.4).
- 4.4.5 Increase training on the LCP program and key coastal zone policy issues for local staff and officials as requested and feasible. Present background information on the Coastal Act and LCP implementation to local governments as requested and feasible.
- 4.4.6 Pursue joint LCP funding strategy with local government (see Action 7.4.2).

Objective 4.5 – Improve LCP Implementation through Monitoring of Locally-issued Coastal Develop Permits and Instituting Feedback Mechanisms

Actions:

- 4.5.1 Evaluate post-certification monitoring procedures and requirements; develop recommendations for improved final local action noticing, tracking, review, evaluation, reporting, and feedback to local governments.
- 4.5.2 Implement an online Final Local Action Notice (FLAN) posting system for locally-issued CDPs.
- 4.5.3 Provide guidance and staff training to improve and streamline post-certification monitoring as appropriate.
- 4.5.4 Evaluate the feasibility and consider implementing periodic LCP reviews to support LCP updates.

GOAL 5: Improve the Regulatory Process, Compliance and Enforcement

This goal identifies various objectives to improve the Commission's regulatory processes ranging from updating the Commission's regulations to building condition compliance and enforcement capacity. A variety of improvements and updates could be made to reflect the Commission's experience and to facilitate streamlining of the permit process. This goal also includes actions to improve the accessibility, clarity, and relevance of information and services to the public, such as improvements to the Commission's website and an online permit application system.

Condition compliance continues to be a major workload issue for the Commission and Objective 5.3 lays out actions to improve the condition compliance work of staff, including efforts to evaluate and consider changes that may improve the efficiency of reviews of recorded

Appendix A. Coastal Commission Strategic Plan Action Implementation Schedule

2.3.2	Facilitate Improved Communication among Responders				
Coastal Resources 2.4. Improve Water Quality Protection and Impact Mitigation					
2.4.1	Evaluate Effectiveness of Permit Conditions and LCP Amds				
2.4.2	Update LCP Water Quality Protection Guidance				
2.4.3	Promote WQ Protection Policies and Practices				
2.4.4	Develop tools and policies to track and address MPA impacts				\$\$
Coastal Resources 2.5. Protect and Maximize Agriculture					
2.5.1	Update Agriculture LCP Guidance				
2.5.2	Explore Options for Expedited Permit Review for Agriculture				\$\$
2.5.3	Conduct Agricultural Workshop				
2.5.4	Explore use of Agricultural land protection mechanisms				\$\$
Climate Change 3.1. Develop LCP & Permitting Guidance					
3.1.1	Adopt LCP & Permitting Sea Level Rise Guidance				
3.1.2	Develop Coastal Hazards LCP & Permitting Guidance				\$\$
3.1.3	Develop Climate Change LCP and Permitting				\$\$
3.1.4	Provide Public Information on Adaptation Planning				\$\$
3.1.5	Participate in Climate Action Team				\$
3.1.6	Coordinate with NRA/OPR/CEMA re Hazard Mitigation Plans				\$\$
3.1.7	Coordinate with State Lands Commission re SLR & Public Trust				\$\$
Climate Change 3.2. Assess Coastal Resource Vulnerabilities					
3.2.1	Conduct Assessment of Urban/Rural Areas				\$\$
3.2.2	Work with Partners to Assess Transportation Infrastructure				\$\$
3.2.3	Work with DWR/SWRCB to Assess Water/Wastewater Infrastructure				\$\$\$
3.2.4	Work with Partners to Assess Natural Resources				\$\$\$
3.2.5	Work with Coastal Observing System re Monitoring Baseline				\$
3.2.6	Implement Grant Program with SCC/OPC to support LCP Updates				
Climate Change 3.3. Reduce Greenhouse Gas Emissions					
3.3.1	Evaluate Policy Options to Promote Smart/Sustainable Growth				\$\$
3.3.2	Develop Policy Guidance to Expedite Alternative Energy				\$
3.3.3	Provide Public Information re GHG Reduction				\$\$
3.3.4	Reduce GHG Footprint of Commission's Operations				
Local Coastal Programs 4.1. Pursue LCP Certification					
4.1.1	Evaluate Uncertified Jurisdictions & ADCs				
4.1.2	Conduct Outreach/Feasibility Analysis for LCP Certification				
4.1.3	Implement LCP Certification Strategy				\$\$\$
Local Coastal Programs 4.2 Update LCPs					
4.2.1	Identify Priority LCP Update Needs				
4.2.2	Evaluate Feasibility of Updates				
4.2.3	Update Online LCP Guidance				
4.2.4	Implement Staff Management Strategies to Support LCP work				
Local Coastal Programs 4.3. Develop "Digital" LCPs					
4.3.1	Develop Strategy to Provide Digital LCPs				
4.3.2	Implement Pilot Project				
4.3.3	Implement Digital LCP Acquisition Strategy				\$\$
4.3.4	Integrate Digital LCPs with Data Management System				\$\$
Local Coastal Programs 4.4. Improve Local Government Communication					
4.4.1	Conduct Periodic Local Government Workshops				\$

Appendix A. Coastal Commission Strategic Plan Action Implementation Schedule

4.4.2	Convene District-level Coordination Meetings				\$\$\$
4.4.3	Conduct Early Coordination on Major LCP Amds/Updates				\$\$\$
4.4.4	Provide LCP Amendment Status Information Online				\$\$
4.4.5	Increase LCP Training/coordination for Local Government				\$\$\$
4.4.6	Pursue Joint LCP Funding Strategy with Local Government				
Local Coastal Programs 4.5. Improve LCP Implementation					
4.5.1	Evaluate and Improve Post-certification Monitoring				\$\$
4.5.2	Implement Online Posting of Final Local Action Notices				
4.5.3	Provide Training on Post-certification Monitoring				
4.5.4	Evaluate Feasibility of Implementing LCP Periodic Reviews				\$\$\$
Regulatory Programs 5.1. Update Code of Regulations					
5.1.1	Assess Feasibility of Update				
5.1.2	Identify Priority Regulation Updates				\$
5.1.3	Initiate Update of Regulations				\$\$
Regulatory Programs 5.2. Improve Public Information and Service					
5.2.1	Update Commission Website				\$\$
5.2.2	Develop Online Permit Application System				\$\$
5.2.3	Conduct Stakeholder Surveys on Public Services				\$\$
5.2.4	Provide Permit/LCP Status Information Online				\$\$
Regulatory Programs 5.3. Ensure Condition Compliance					
5.3.1	Evaluate Status of Condition Compliance				\$\$
5.3.2	Improve Condition Compliance Monitoring				\$\$
5.3.3	Evaluate Options to Streamline Recorded Documents Protocols				\$
Regulatory Programs 5.4. Increase Compliance with Coastal Act					
5.4.1	Evaluate Enforcement Options to Reduce Unpermitted Development				\$\$
5.4.2	Develop Enforcement Public Information Outreach Strategy				\$\$
5.4.3	Enhance Enforcement Tools for Public Outreach				\$\$
5.4.4	Establish Interagency Enforcement Task Forces				\$\$\$
5.4.5	Secure Administrative Penalty Authority to address Violations				
5.4.6	Seek Program Changes to address Violations through Permitting				
5.4.7	Seek Increased Staffing for Enforcement Program				
5.4.8	Enhance Enforcement Program through Cross-cutting strategies				
Regulatory Programs 5.5. Improve Federal Consistency Program					
5.5.1	Update List of Federal Permits				
5.5.2	Develop Geographic Location for Federal Activities				\$\$
Information & E-Government 6.1. Integrate Databases					
6.1.1	Consolidate/integrate Commission Databases				
6.1.2	Develop web interface for CDMS				
6.1.3	Move Historical Data into CDMS				
6.1.4	Train Commission Staff to use CDMS				
6.1.5	Deploy Public web interface for CDMS				\$
6.1.6	Provide CDMS Permit and LCP Data to Public via Internet				\$
Information & E-Government 6.2. Integrate GIS into Planning and Permitting					
6.2.1	Integrate GIS with CDMS				
6.2.2	Develop digital CCC boundary maps				
6.2.3	Enhance GIS tools to support staff reports and presentations				
6.2.4	Provide Staff Training on GIS Analysis				

California Coastal Commission Strategic Plan 2013 – 2018

Appendix A. Coastal Commission Strategic Plan Action Implementation Schedule

Objective/Actions		Short-term (1-2 yrs)	Mid-term (2-3 yrs)	Long-term (4-5 yrs)	Funding/Staff Needed?
Public Access 1.1. Updated Assessment					(\$ - \$\$\$)
1.1.1	Document and Assess Existing Access Resources				\$
1.1.2	Prepare Public Access Management LCP Guidance				\$
1.1.3	Coordinate with California State Parks				
1.1.4	Assess and Open Unsecured OTDs				\$
1.1.5	Conduct PA Vulnerability Assessment (also 1.4.4; 3.2.1)				\$
Public Access 1.2. Implement Mitigation Strategies					
1.2.1	Develop Beach Rec and Eco. Guidance				\$
1.2.2	Identify In Lieu Fee Mitigation Projects (incorporates former 1.2.3)				\$
1.2.3	Enhance Sediment Management Planning and Programs				\$
Public Access 1.3. Improve Public Information					
1.3.1	Update Coastal Access Guide				
1.3.2	Create County Access Guide Maps				\$
1.3.3	Develop Web/Mobile Public Access Mapping Resources and Tools				\$
1.3.4	Increase Outreach/Access to Inland/Underserved Communities				\$
1.3.5	Integrate Access Inventory into new Data Management System				
1.3.6	Develop Signage Guidance for CCC-related Projects				
Public Access 1.4. Expand the California Coastal Trail System					
1.4.1	Evaluate/Update LCP CCT Planning and Policies				\$
1.4.2	Enhance the Joint Coastal Access Program with the Conservancy				
1.4.3	Enhance Inter-agency Coordination				
1.4.4	Conduct CCT Vulnerability Assessment (also 1.1.5; 3.2.1)				\$
Coastal Resources 2.1. Provided Updated ESHA & Wetlands Protection Guidance					
2.1.1	Develop Coastal Habitats Compendium				\$
2.1.2	Collaborate with DFW and USFWS on Mitigation Methodologies				\$
2.1.3	Update ESHA LCP Guidance				
2.1.4	Provide Wetland Protection Guidance				
2.1.5	Develop Guidance to Facilitate Restoration Projects				\$
2.1.6	Identify Priority Restoration Projects/Opportunities				\$
Coastal Resources 2.2. Protect Marine and Ocean Resources					
2.2.1	Develop Guidance for Desal, Renewable Energy, Aquaculture				\$
2.2.2	Support Development of CA Ocean & Marine Data Portal				\$
2.2.3	Participate in Development of SWRCB Desalination Policy				\$
2.2.4	Participate in Implementation of SWRCB OTC Policy				\$
2.2.5	Assist NMFS with Development of Eelgrass Mitigation Policy				
2.2.6	Participate as Member of OPC Work Groups				
2.2.7	Participate in CDFW Aquaculture Development Committee				\$
2.2.8	Participate in Development of NOAA Aquaculture Plan				
2.2.9	Participate in WCGA Work Groups/Marine Spatial Planning				\$
2.2.10	Participate in WCGA Marine Debris and Climate Change Work Groups				
2.2.11	Develop Guidance to Address Marine Protected Areas				\$
2.2.12	Develop Guidance to Address Beach Management & Dredging				\$

California Coastal Commission Strategic Plan 2013 – 2018

Appendix A. Coastal Commission Strategic Plan Action Implementation Schedule

Coastal Resources 2.3. Improve Oil Spill Prevention and Response				
2.3.1	Provide Public Education Materials			
2.3.2	Facilitate Improved Communication among Responders			
Coastal Resources 2.4. Improve Water Quality Protection and Impact Mitigation				
2.4.1	Evaluate Effectiveness of Permit Conditions and LCP Amendments			
2.4.2	Update LCP Water Quality Protection Guidance			
2.4.3	Promote WQ Protection Policies and Practices			
2.4.4	Develop tools and policies to track and address MPA impacts			\$\$
Coastal Resources 2.5. Protect and Maximize Agriculture				
2.5.1	Update Agriculture LCP Guidance			
2.5.2	Explore Options for Expedited Permit Review for Agriculture			\$\$
2.5.3	Conduct Agricultural Workshop			
2.5.4	Explore use of Agricultural land protection mechanisms			\$\$
Climate Change 3.1. Develop LCP & Permitting Guidance				
3.1.1	Adopt LCP & Permitting Sea Level Rise Guidance			
3.1.2	Develop Coastal Hazards LCP & Permitting Guidance			\$\$
3.1.3	Develop Climate Change LCP and Permitting			\$\$
3.1.4	Provide Public Information on Adaptation Planning			\$\$
3.1.5	Participate in Climate Action Team			\$
3.1.6	Coordinate with NRA/OPR/CEMA re Hazard Mitigation Plans			\$\$
3.1.7	Coordinate with State Lands Commission re SLR & Public Trust			\$\$
Climate Change 3.2. Assess Coastal Resource Vulnerabilities				
3.2.1	Conduct Assessment of Urban/Rural Areas			\$\$
3.2.2	Work with Partners to Assess Transportation Infrastructure			\$\$
3.2.3	Work with DWR/SWRCB to Assess Water/Wastewater Infrastructure			\$\$\$
3.2.4	Work with Partners to Assess Natural Resources			\$\$\$
3.2.5	Work with Coastal Observing System re Monitoring Baseline			\$
3.2.6	Implement Grant Program with SCC/OPC to support LCP Updates			
Climate Change 3.3. Reduce Greenhouse Gas Emissions				
3.3.1	Evaluate Policy Options to Promote Smart/Sustainable Growth			\$\$
3.3.2	Develop Policy Guidance to Expedite Alternative Energy			\$
3.3.3	Provide Public Information re GHG Reduction			\$\$
3.3.4	Reduce GHG Footprint of Commission's Operations			
Local Coastal Programs 4.1. Pursue LCP Certification				
4.1.1	Evaluate Uncertified Jurisdictions & ADCs			
4.1.2	Conduct Outreach/Feasibility Analysis for LCP Certification			
4.1.3	Implement LCP Certification Strategy			\$\$\$
Local Coastal Programs 4.2 Update LCPs				
4.2.1	Identify Priority LCP Update Needs			
4.2.2	Evaluate Feasibility of Updates			
4.2.3	Update Online LCP Guidance			
4.2.4	Implement Staff Management Strategies to Support LCP work			

California Coastal Commission Strategic Plan 2013 – 2018

Appendix A. Coastal Commission Strategic Plan Action Implementation Schedule

Local Coastal Programs 4.3. Develop "Digital" LCPs				
4.3.1	Develop Strategy to Provide Digital LCPs			
4.3.2	Implement Pilot Project			
4.3.3	Implement Digital LCP Acquisition Strategy			\$\$
4.3.4	Integrate Digital LCPs with Data Management System			\$\$
Local Coastal Programs 4.4. Improve Local Government Communication				
4.4.1	Conduct Periodic Local Government Workshops			\$
4.4.2	Convene District-level Coordination Meetings			\$\$\$
4.4.3	Conduct Early Coordination on Major LCP Amendments/Updates			\$\$\$
4.4.4	Provide LCP Amendment Status Information Online			\$\$
4.4.5	Increase LCP Training/coordination for Local Government			\$\$\$
4.4.6	Pursue Joint LCP Funding Strategy with Local Government			
Local Coastal Programs 4.5. Improve LCP Implementation				
4.5.1	Evaluate and Improve Post-certification Monitoring			\$\$
4.5.2	Implement Online Posting of Final Local Action Notices			
4.5.3	Provide Training on Post-certification Monitoring			
4.5.4	Evaluate Feasibility of Implementing LCP Periodic Reviews			\$\$\$
Regulatory Programs 5.1. Update Code of Regulations				
5.1.1	Assess Feasibility of Update			
5.1.2	Identify Priority Regulation Updates			\$
5.1.3	Initiate Update of Regulations			\$\$
Regulatory Programs 5.2. Improve Public Information and Service				
5.2.1	Update Commission Website			\$\$
5.2.2	Develop Online Permit Application System			\$\$
5.2.3	Conduct Stakeholder Surveys on Public Services			\$\$
5.2.4	Provide Permit/LCP Status Information Online			\$\$
Regulatory Programs 5.3. Ensure Condition Compliance				
5.3.1	Evaluate Status of Condition Compliance			\$\$
5.3.2	Improve Condition Compliance Monitoring			\$\$
5.3.3	Evaluate Options to Streamline Recorded Documents Protocols			\$
Regulatory Programs 5.4. Increase Compliance with Coastal Act				
5.4.1	Evaluate Enforcement Options to Reduce Unpermitted Development			\$\$
5.4.2	Develop Enforcement Public Information Outreach Strategy			\$\$
5.4.3	Enhance Enforcement Tools for Public Outreach			\$\$
5.4.4	Establish Interagency Enforcement Task Forces			\$\$\$
5.4.5	Secure Administrative Penalty Authority to address Violations			
5.4.6	Seek Program Changes to address Violations through Permitting			
5.4.7	Seek Increased Staffing for Enforcement Program			
5.4.8	Enhance Enforcement Program through Cross-cutting strategies			
Regulatory Programs 5.5. Improve Federal Consistency Program				
5.5.1	Update List of Federal Permits			
5.5.2	Develop Geographic Location for Federal Activities			\$\$

California Coastal Commission Strategic Plan 2013 – 2018

Appendix A. Coastal Commission Strategic Plan Action Implementation Schedule

Information & E-Government 6.1. Integrate Databases					
6.1.1	Consolidate/integrate Commission Databases				
6.1.2	Develop web interface for CDMS				
6.1.3	Move Historical Data into CDMS				
6.1.4	Train Commission Staff to use CDMS				
6.1.5	Deploy Public web interface for CDMS				\$
6.1.6	Provide CDMS Permit and LCP Data to Public via Internet				\$
Information & E-Government 6.2. Integrate GIS into Planning and Permitting					
6.2.1	Integrate GIS with CDMS				
6.2.2	Develop digital CCC boundary maps				
6.2.3	Enhance GIS tools to support staff reports and presentations				
6.2.4	Provide Staff Training on GIS Analysis				
6.2.5	Acquire Photo Data of Inland Coastal Zone Areas				\$\$
6.2.6	Implement GIS Field Tools				\$\$
Information & E-Government 6.3. Strengthen IT Support in District Offices					
6.3.1	Conduct Ongoing Training on Information Systems				
6.3.2	Establish Regular Regional IT Training Sessions				\$\$
Information & E-Government 6.4. Implement E-Govt Systems					
6.4.1	Update Commission's Website				\$\$
6.4.2	Implement Online Permit Application System				
6.4.3	Complete Digital Archive of Commission Actions				\$\$
6.4.4	Implement Digital Meeting Materials				
6.4.5	Standardize Staff Report Templates				
6.4.6	Develop Online Violation Reporting System				
Information & E-Government 6.5. Improve Business Services Information Systems					
6.5.1	Assess Business Services Data Management Needs				\$
6.5.2	Implement Online Timesheet and Reporting System				\$\$
6.5.3	Develop and Maintain Online in-house staff directory				
Agency Capacity 7.1. Improve Public Relations					
7.1.1	Establish Public Information Officer Position				\$\$
7.1.2	Establish Social Media Task Force				
7.1.3	Develop Press Protocol and Outreach Strategy				\$\$
Agency Capacity 7.2. Program Evaluation and Promotion					
7.2.1	Prepare Program Report				\$\$
7.2.2	Evaluate Feasibility of Bi-annual Program Assessment				
7.2.3	Identify Strategies to Streamline/integrate Reporting				
7.2.4	Implement Communication Strategy for Commission Activities				\$\$
7.2.5	Raise Awareness about Coastal Commission Programs (PE)				\$\$\$
7.2.6	Participate in the Select Committee on Coastal Protection				
7.2.7	Enhance Protection of Cultural Resources and Consultation				
Agency Capacity 7.3. Expand Public Education Programs					
7.3.1	Increase Public Participation in PE Programs				\$
7.3.2	Expand "Bring your own" and other resource reduction programs				\$
7.3.3	Update Resources for Educators				

California Coastal Commission Strategic Plan 2013 – 2018

Appendix A. Coastal Commission Strategic Plan Action Implementation Schedule

Agency Capacity 7.4. Increase Program Funding					
7.4.1	Evaluate Funding Opportunities and Strategies				
7.4.2	Prepare BCP to support LCP Planning				
7.4.3	Pursue Increased staffing in Core Program				
7.4.4	Update Commission "Fact Sheets"				
7.4.5	Research Technical Assistance Opportunities				
7.4.6	Continue Promoting Whale Tail Program and Seek More Funding				
Agency Capacity 7.5. Develop Succession Plan					
7.5.1	Evaluate Retirement Projections and Program Impacts				
7.5.2	Implement Succession Planning Strategies				
Agency Capacity 7.6. Develop Staff Recruitment Strategy					
7.6.1	Identify and Pursue Critical Staffing Needs				\$
7.6.2	Improve Staff Recruitment				\$\$
7.6.3	Expand Commission Internship Program				\$
Agency Capacity 7.7. Strengthen Staff Capacity					
7.7.1	Develop Mentoring Program				
7.7.2	Develop Staff Training and Professional Development Program				\$
7.7.3	Conduct Regular Staff Training				\$\$
7.7.4	Update Staff Training Materials				\$
7.7.5	Pursue Establishing Senior Coastal Analyst Position				\$
7.7.6	Pursue Structural Salary Increases				\$
7.7.7	Establish Staff Recognition Program				
Agency Capacity 7.8. Improve Communication, Coordination, and Collaboration					
7.8.1	Establish new internal communication mechanisms				
7.8.2	Consider establishing new intra-agency task forces				
7.8.3	Enhance Inter-agency Coordination and Communication				\$
7.8.4	Coordinate with Ocean Science Trust and Academic Institutions				\$\$

*General estimation, \$ = some additional funding or staffing, \$\$ = one or more new staff required; \$\$\$ = multiple additional staff would be needed to fully implement the action.



C A L I F O R N I A
C O A S T A L
C O M M I S S I O N

Jana Zimmer

From: Mary Shallenberger <mkshallenberger@gmail.com>
Sent: Monday, August 19, 2013 11:41 AM
To: Mark Vargas
Cc: Brian Brennan; Jana Zimmer
Subject: Re: Committee on Strategic Plan Implementation

Hi Mark,

Would love to chat with you about this and your thoughts on the Commission generally. Let's set a time that would work. Today and Thursday are pretty tight for me. Other than that, is there a good time for us to connect?

Look forward to chatting.

Mary

Sent from my iPad

On Aug 19, 2013, at 10:27 AM, Mark Vargas <mvgargas@miconstruct.com> wrote:

Hi Mary-

After a bit of decompression from last week's meeting, I am now back at my desk and back to normal. Thanks, again, for leading such a spirited conversation at last week's closed session review meeting. I truly believe that the dialogue was healthy and positive.

I would like to follow up with you on our request to create a committee to work with Charles on further development of the Strategic Plan. You'll recall that Hope Schmeltzer stated that subcommittees that are 3 or more persons are indeed allowed, but must be publicly noticed. I checked with both Jana and Brian and we'd all like to serve on this committee. Furthermore, we believe that having our committee meetings publicly noticed would actually be a good thing, considering a key theme of our discussions has been promotion of greater transparency at the Commission.

With your permission, we'd like to begin to work with staff to schedule the first round of meetings so that we can begin to develop a workplan before the September Coastal Commission meeting in Eureka.

Sincerely,
mv

--

Mark Vargas, LEED AP
President
Mission Infrastructure
Mobile: (323) 839-5184
www.miconstruct.com

"You must be the change you wish to see in the world." - Gandhi

Jana Zimmer

From: Mark Vargas <mvgargas@miconstruct.com>
Sent: Tuesday, August 20, 2013 1:31 PM
To: Jana Zimmer
Cc: Brian Brennan
Subject: Re: Committee on Strategic Plan Implementation

Jana-

I'm on the same page. I've got a phone call scheduled with Mary to discuss and will let you know next steps.

mv

On Mon, Aug 19, 2013 at 5:18 PM, Jana Zimmer <janazimmer@cox.net> wrote:

Hey guys, just from my perspective, I think we have a much better chance of getting something going if we stay very focused and realistic.

I think we can best accomplish this by staying on the straight and narrow in terms of developing metrics for the existing strategic plan (rather than appearing to want to reopen the substance of the plan. Maybe that was your intent in framing it as 'further development of the Strategic Plan', but I did not hear a groundswell among Commissioners to go beyond the development of performance standards). Also, I frankly don't see how staff/Charles can respond to even meeting with us to notice a meeting to develop a workplan before the next meeting, unless he wants to delegate the meeting to Jack who is in Ventura.

Why don't we three try to have a pre meeting before Eureka, perhaps ½ way between SB and LA, i.e. Ventura to talk through the focus and structure of what we would like this subcommittee's 'mission' to give Mary. I think she will be a lot more comfortable if she has time to digest before reacting.

From: Mark Vargas [<mailto:mvgargas@miconstruct.com>]
Sent: Monday, August 19, 2013 10:28 AM
To: Mary Shallenberger
Cc: Brian Brennan; Jana Zimmer
Subject: Committee on Strategic Plan Implementation

Hi Mary-

Jana Zimmer

From: Mark Vargas <mvgargas@miconstruct.com>
Sent: Tuesday, August 20, 2013 1:31 PM
To: Jana Zimmer
Cc: Brian Brennan
Subject: Re: Committee on Strategic Plan Implementation

Jana-

I'm on the same page. I've got a phone call scheduled with Mary to discuss and will let you know next steps.

mv

On Mon, Aug 19, 2013 at 5:18 PM, Jana Zimmer <janazimmer@cox.net> wrote:

Hey guys, just from my perspective, I think we have a much better chance of getting something going if we stay very focused and realistic.

I think we can best accomplish this by staying on the straight and narrow in terms of developing metrics for the existing strategic plan (rather than appearing to want to reopen the substance of the plan. Maybe that was your intent in framing it as 'further development of the Strategic Plan', but I did not hear a groundswell among Commissioners to go beyond the development of performance standards). Also, I frankly don't see how staff/Charles can respond to even meeting with us to notice a meeting to develop a workplan before the next meeting, unless he wants to delegate the meeting to Jack who is in Ventura.

Why don't we three try to have a pre meeting before Eureka, perhaps ½ way between SB and LA, i.e. Ventura to talk through the focus and structure of what we would like this subcommittee's 'mission' to give Mary. I think she will be a lot more comfortable if she has time to digest before reacting.

From: Mark Vargas [<mailto:mvgargas@miconstruct.com>]
Sent: Monday, August 19, 2013 10:28 AM
To: Mary Shallenberger
Cc: Brian Brennan; Jana Zimmer
Subject: Committee on Strategic Plan Implementation

Hi Mary-

Jana Zimmer

From: Mark Vargas <mvgargas@miconstruct.com>
Sent: Tuesday, August 20, 2013 2:09 PM
To: Jana Zimmer; Brian Brennan
Subject: Re: Committee on Strategic Plan Implementation

FYI-

Just finished a conversation with Mary. She intends to announce the formation of the subcommittee at next month's meeting (although we should probably be clear with the nomenclature, it's a Committee and not a subcommittee), but she wants to also have an open discussion with commissioners at the meeting as to whether the committee should be 3 or more persons. She also suggested that until the committee is actually created, it would make sense for the 3 of us to get together ~~and think about the committee's duties~~. I committed to drafting a "committee charter" prior to the September commission meeting so that Mary can have a clear idea of what we are proposing for the committee. I'd like to get your thoughts first before putting something on paper. And I'd like to have enough lead time to bounce the charter off of both Mary and Charles. ***Are you all free next week to get together ON THE PHONE and work on such a draft charter?***

I'm sending you both a "doodle poll" to help us find out what time works best for each other.

Thanks!

mv

On Tue, Aug 20, 2013 at 1:31 PM, Mark Vargas <mvgargas@miconstruct.com> wrote:
Jana-

I'm on the same page. I've got a phone call scheduled with Mary to discuss and will let you know next steps.

mv

On Mon, Aug 19, 2013 at 5:18 PM, Jana Zimmer <janazimmer@cox.net> wrote:

Hey guys, just from my perspective, I think we have a much better chance of getting something going if we stay very focused and realistic.

I think we can best accomplish this by staying on the straight and narrow in terms of developing metrics for the existing strategic plan (rather than appearing to want to reopen the substance of the plan. Maybe that was your intent in framing it as 'further development of the Strategic Plan', but I did not hear a groundswell among Commissioners to go beyond the development of performance standards). Also, I frankly don't see how staff/Charles can respond to even meeting with us to notice a meeting to develop a workplan before the next meeting, unless he wants to delegate the meeting to Jack who is in Ventura.

Jana Zimmer

From: Jana Zimmer <janazimmer@cox.net>
Sent: Wednesday, August 21, 2013 9:05 AM
To: Mark Vargas (mvargas@miconstruct.com); 'Brian Brennan'
Subject: Questions to think about before our talk on metrics
Attachments: czmperfaccess.pdf; czmafinal2011.pdf

Here in anticipation of our phone conversation next week are some preliminary questions/thoughts I had:

These are the 7 goals of the Strategic Plan we adopted:

Maximize Public Access and Recreation

Protect Coastal Resources

Address Climate Change through Local Coastal Program Planning, Coastal Permitting, Inter-Agency Collaboration, and Public Education

Strengthen the LCP Program

Improve the Regulatory Process, Compliance, and Enforcement

Enhance Information Management and E-Government

Build Agency Capacity

1. How, specifically, do we want to work with these, and where do we want to look for guidance? These measures not only need to measure our efficiency as an agency, but our progress in meeting the core goals of the Coastal Act.

Since we did the Strategic Plan at the behest of NOAA, we should perhaps study the CZMA measurement system, which is well documented. (See attached, for example their summary document on access, and their final report)

Together the 3 policy and 4 organizational goals frame out 35 objectives with 163 specific actions.

Do we want performance measures for 35 objectives or each/all of 163 specific actions?

For example, do we want to try to identify a 'measure' for each action step, in the short, mid and 5 year time frame?

If so, for example, we would have to identify performance measures for 15 actions on public access, as below (short, mid and long term)

Public Access 1.1. Updated Assessment (S - \$\$\$)

- 1.1.1 Document and Assess Existing Access Resources SS
- 1.1.2 Prepare Public Access Management LCP Guidance S
- 1.1.3 Coordinate with California State Parks
- 1.1.4 Assess and Open Unsecured OTDs \$
- 1.1.5 Conduct PA Vulnerability Assessment (also 1.4.4; 3.2.1) \$\$

Or do we want to be more selective among all the 'actions', or go just for the short term, since this is all so new?

I think we should be open to change/adjustment, so would say limit to establishing measures for the actions on items in the short term? That has the advantage of being doable for our Committee in a short enough time

frame for Charles to be able to have and consciously aim toward/ implement in the first year to 18 months, and then can be evaluated.

2. Do you think it would be a good idea to give other Commissioners as well as staff, an ongoing opportunity to suggest measures, in specific areas, as we do our work, rather than 'present' a finished draft at the end? (I do)

These are just my thoughts on how to delve into and organize this effort, and what our specific goals should be as a committee. Let me know when you want to talk.

Jana Zimmer

From: Jana Zimmer <janazimmer@cox.net>
Sent: Thursday, August 22, 2013 9:06 AM
To: Mark Vargas (mvargas@miconstruct.com)
Cc: 'Brian Brennan'
Subject: More Questions to think about before our talk on metrics
Attachments: czmperfaccess.pdf; czmafinal2011.pdf

Hi Mark,

Forgive me for barraging you with my suggestions, in the absence of even a date to chat by phone, but I'm continuing to think about this, and would like to propose that we discuss narrowing our 'mission/focus' for the short term to integrate this 'metrics' effort to be consistent with what we know to be the top need and priority for all of us, i.e. performing on the LCP front to demonstrate that the budget bump we have received will be well managed. I don't want to propose/create anything that would distract staff or the Commission from this focus over the next year. I am really concerned that if we do end up with a 'formal' committee, especially, we will easily get bogged down. I've seen too many 'advisory' committees in planning/permit streamlining turn into years of meetings, and a total waste of time and energy, and money the agency does not have. We really cannot afford that, especially given our need to perform on the LCP planning front.

So I would suggest that we propose to narrowly focus on the strategic plan goals which directly respond to this priority. (Highlighted in yellow, below) This was the intent of my comments at the last meeting on the criteria for the grant funding as well. If we are successful in providing appropriate measures in the short term on this narrow focus, (or not) our effort could not only enhance the probability of success on those goals, but provide useful lessons to build on for a broader effort later on.

Looking forward to hearing what both you and Brian think of this...

J

From: Jana Zimmer [mailto:janazimmer@cox.net]
Sent: Wednesday, August 21, 2013 9:05 AM
To: Mark Vargas (mvargas@miconstruct.com); 'Brian Brennan'
Subject: Questions to think about before our talk on metrics

Here in anticipation of our phone conversation next week are some preliminary questions/thoughts I had:

These are the 7 goals of the Strategic Plan we adopted:

Maximize Public Access and Recreation

Protect Coastal Resources

Address Climate Change through Local Coastal Program Planning, Coastal Permitting, Inter-Agency Collaboration, and Public Education

Strengthen the LCP Program

Improve the Regulatory Process, Compliance, and Enforcement

Enhance Information Management and E-Government

Build Agency Capacity

1. How, specifically, do we want to work with these, and where do we want to look for guidance? These measures not only need to measure our efficiency as an agency, but our progress in meeting the core goals of the Coastal Act.

Since we did the Strategic Plan at the behest of NOAA, we should perhaps study the CZMA measurement system, which is well documented. (See attached, for example their summary document on access, and their final report)

Together the 3 policy and 4 organizational goals frame out 35 objectives with 163 specific actions.

Do we want performance measures for 35 objectives or each/all of 163 specific actions?

For example, do we want to try to identify a 'measure' for each action step, in the short, mid and 5 year time frame?

If so, for example, we would have to identify performance measures for 15 actions on public access, as below (short, mid and long term)

Public Access 1.1. Updated Assessment (\$ - \$\$\$)

1.1.1 Document and Assess Existing Access Resources \$\$

1.1.2 Prepare Public Access Management LCP Guidance \$

1.1.3 Coordinate with California State Parks

1.1.4 Assess and Open Unsecured OTDs \$

1.1.5 Conduct PA Vulnerability Assessment (also 1.4.4; 3.2.1) \$\$

Or do we want to be more selective among all the 'actions', or go just for the short term, since this is all so new?

I think we should be open to change/adjustment, so would say limit to establishing measures for the actions on items in the short term? That has the advantage of being doable for our Committee in a short enough time frame for Charles to be able to have and consciously aim toward/ implement in the first year to 18 months, and then can be evaluated.

2. Do you think it would be a good idea to give other Commissioners as well as staff, an ongoing opportunity to suggest measures, in specific areas, as we do our work, rather than 'present' a finished draft at the end? (I do)

These are just my thoughts on how to delve into and organize this effort, and what our specific goals should be as a committee. Let me know when you want to talk.

NATIONAL COASTAL ZONE MANAGEMENT

The National Coastal Zone Management (CZM) Program, created by the Coastal Zone Management Act, is a partnership between NOAA's Office of Ocean and Coastal Resource Management (OCRM) and the 34 coastal and Great Lakes states and territories that works to protect, restore, and responsibly develop the nation's coastal resources and communities.



The CZMA Performance Measurement System

In response to recommendations from Congress, OCRM and the coastal states and territories worked together to establish the Coastal Zone Management Act (CZMA) Performance Measurement System. The CZMA Performance Measurement System increases the CZM Program's ability to strategically address the nation's ocean and coastal management priorities.

Performance measures and success stories give stakeholders information about how the CZM Program is responding on a national level to environmental, economic, and social challenges to balance development with the protection and restoration of coastal resources.

The CZMA Performance Measurement System establishes:

- National goals;
- Programmatic performance measures;
- Environmental and economic indicators; and
- An annual reporting process for sharing progress.

Our Valuable Coasts

- 53 percent of the nation's total population live in the 673 coastal counties in 2011.
- \$7.9 trillion contribution to GDP by the 673 coastal counties, over half of U.S. GDP in 2007
- 69 million jobs in the coastal counties of the U.S. in 2007
- 13.6 million expected increase in U.S. coastal county population by 2020

Reference: NOAA's State of the Coast
<http://stateofthecoast.noaa.gov>

The CZMA Performance Measurement System focuses on five critical components of the CZM Program:

Public Access

Our coasts are vital places for recreation, including boating, fishing, swimming, nature watching, and diving. These activities help fuel our economy and are critical to the country's social and cultural fabric. The CZM Program protects, creates, and enhances public access to the coast through regulatory programs, acquiring new public access sites, and enhancing recreational facilities such as boardwalks and piers.

Coastal Community Development and Dependent Uses
Coastal communities support more than one half of the population, vibrant waterfronts and ports, and business and industry dependent on healthy coastal ecosystems. The CZM Program gives funding and expertise to help coastal communities sustain their economies, human health, environment, and coastal character.

Coastal Hazards

Coastal communities are home to more than 165 million people, generate more than half of the U.S. economic output, and account for hundreds of millions of dollars in flood loss claims. The resilience of these vital coastal communities depends upon their preparedness for coastal hazards. The CZM Program engages states and communities to become more resilient by managing development and planning to reduce the impacts of storms and other coastal hazards.

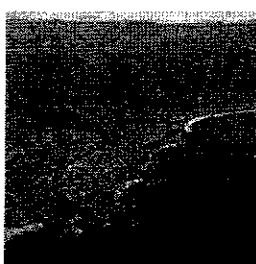
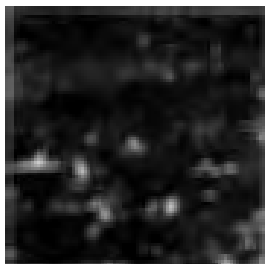
Coastal Habitat

Coastal habitats are spawning grounds, nurseries, shelter, and food for commercially and recreationally important finfish, shellfish, birds, and other wildlife. Coastal ecosystems also protect communities from floods and storms and serve as natural filters to help keep our waters clean. The CZM Program uses funding and expertise to protect and restore coastal habitat and develops local partnerships to engage citizens. The CZM Program also works with communities to reduce marine debris that may affect wildlife.

Government Coordination

Government coordination limits redundancy and leverages resources. Government coordination and public participation improve management for economic benefits, minimize impacts of hazards and development, and help balance competing uses of coastal lands and waters. Through the CZMA Federal Consistency framework, the CZM Program effects change through state policies; provides technical assistance and dedicated staff resources to review coastal zone projects; and achieves regulatory efficiencies through a coordinated, predictable project approval process.

NATIONAL COASTAL ZONE MANAGEMENT








The CZMA Performance Measurement System

How the CZMA Performance Measurement System Works

National goals based on the CZMA were established for each of the five performance measure categories. Data collected through the CZMA Performance Measurement System will be compiled annually to produce a national report of how the CZM Program is meeting its national goals. The compiled data will be made publicly available on a CZMA Performance Measurement System web site and fact sheets. The CZMA Performance Measurement System will help the CZM Program track progress and adapt to changing needs in the coastal zone.

Adding Measurable Goals

OCRM and coastal states and territories will develop quantitative benchmarks and establish measurable, long range, national goals. For example, a measurable goal for Public Access will be set that identifies the total number of public access sites to be created or enhanced by a target year. The performance measures will then be used to measure the CZM Program's progress in meeting national goals. Success stories from coastal states and territories will also highlight activities that may not be measured through numerical performance measures.

Category	National Goal	Performance Measures
 Public Access	Create and enhance public access in the coastal zone.	Number of public access sites created or enhanced.
 Coastal Community Development and Dependent Uses	Increase the percentage of coastal communities implementing sustainable coastal management practices and revitalizing port and waterfront areas.	Number of coastal communities that developed sustainable development, polluted runoff management, and port or waterfront redevelopment policies and plans or that implemented a project to address this goal in the coastal zone.
 Coastal Hazards	Increase the percentage of coastal communities implementing management practices to improve resilience and increase public awareness of hazards.	Number of coastal communities that completed projects to reduce future damage from hazards and increase public awareness of hazards.
 Coastal Habitat	Protect and restore coastal habitat and remove marine debris.	Number of acres of coastal habitat protected and under restoration; number of pounds of marine debris removed.
 Government Coordination	Improve government coordination and decision making on projects affecting the coastal zone; public participation in the CZM Program; and knowledge and management of coastal resources.	Percent of federal consistency projects modified to meet CZM policies; acres of habitat gained by CZM regulatory programs; and number of education, coordination, and training events held.



Office of Ocean and Coastal Resource Management
NOAA National Ocean Service
1305 East West Highway
Silver Spring, MD 20910 301-713-3155

www.coastalmanagement.noaa.gov

Jana Zimmer

From: Mark Vargas <mvargas@miconstruct.com>
Sent: Friday, August 23, 2013 3:23 PM
To: Jana Zimmer
Cc: Brian Brennan
Subject: Re: More Questions to think about before our talk on metrics

Brian and Jana-

Looks like the crowd favorite for our phone call would be **Monday, August 26, at 11AM**. I am going to send a calendar invitation to you electronically, but want to make sure you have the conference call info here as well:

Conference Dial-in Number: (712) 775-7000
Participant Access Code: 105463#

Jana, I haven't had a chance to process all of your e-mails yet, but will get back to you over the weekend. The idea of the conference call on Monday is to give us an opportunity to explore what a "Charter" for the committee might look like.

The 3 step process is as follows:

1. I'd like to collect 2 or 3 (or more, if necessary) bullet point "themes" from the group on Monday and use that to draft a charter for your review by the end of the week.
2. Once you've approve the draft charter, I'll present to Charles and Mary as a DRAFT document to get their input and feedback.
3. Once I've received their input/feedback, I'll schedule another opportunity for us to have a conversation about edits/modifications before the Eureka meeting.

Okay, thanks everyone!!

mv

On Thu, Aug 22, 2013 at 9:05 AM, Jana Zimmer <janazimmer@cox.net> wrote:

Hi Mark,

Forgive me for barraging you with my suggestions, in the absence of even a date to chat by phone, but I'm continuing to think about this, and would like to propose that we discuss narrowing our 'mission/focus' for the short term to integrate this 'metrics' effort to be consistent with what we know to be the top need and priority for all of us, i.e. performing on the LCP front to demonstrate that the budget bump we have received will be well managed. I don't want to propose/create anything that would distract staff or the Commission from this focus over the next year. I am really concerned that if we do end up with a 'formal' committee, especially, we will easily get bogged down. I've seen too many 'advisory' committees in planning/permit streamlining turn into years of meetings, and a total waste of time and energy, and money the agency does not have. We really cannot afford that, especially given our need to perform on the LCP planning front.

Jana Zimmer

From: Mark Vargas <mvargas@miconstruct.com>
Sent: Monday, August 26, 2013 9:49 AM
To: Jana Zimmer; Brian Brennan
Subject: Upcoming Strat Plan Committee Discussion
Attachments: DRAFT CHARTER OF THE COMMITTEE ON.docx

Jana & Brian-

Please see the attached draft charter for a proposed strategic plan implementation committee. This document is meant to encapsulate the scope of the activities of this proposed committee, as well as the rules and limitations in which it will operate.

Jana, I think your earlier notes and brainstorming was on the right track. I don't think we should limit our scope to just a few of the goals of the strategic plan. I do think we should limit ourselves to what we suggest in reference to the strategic plan. What I mean by this is, in essence, we should be operating as part guidance counselor, part coach to Charles so that we can together develop milestones for which he and his staff can successfully articulate to us and to the public the progress they are making on the strategic plan. We should NOT be tinkering with the existing goals, objectives, and action items of the strategic plan, since these have already been formally approved by the Commission. However, I think it could be incredibly valuable to use this body as a vehicle to suggest new non-mission-specific goals related to some of the concerns our colleagues expressed related to operational efficiency and commission-staff relations.

Last comments, as this e-mail is already too long, the draft charter is just that, A DRAFT. It's meant as a starting point for our discussion this morning. I welcome and encourage your comments on how to fine tune the draft so that we can have something to present to Mary and Charles.

Thank you,
mv

--
Mark Vargas, LEED AP
President
Mission Infrastructure
Mobile: (323) 839-5184
www.miconstruct.com

"You must be the change you wish to see in the world." - Gandhi

9/26/2013

DRAFT CHARTER OF THE COMMITTEE ON STRATEGIC PLANNING IMPLEMENTATION

The California Coastal Commission hereby establishes a *Committee on Strategic Plan Implementation*, whose scope of responsibilities include:

- Development of specific metrics and milestones for which Actions cited within the *California Coastal Commission 2013-2018 Strategic Plan* may be measured for incremental progress;
- Guidance to staff for preparation of an Annual Strategic Plan update document, from which progress on the Strategic Plan may be made publicly available;
- Review of advancement of Strategic Plan action items and advisement to the Commission and to staff for remedy if there are any setbacks in the progress of Strategic Plan implementation;
- Preparation of new Goals related to Commission operational efficiency that are not currently expressed in the *California Coastal Commission 2013-2018 Strategic Plan*;
- Preparation, in collaboration with staff, of Strategic Plan updates.

The Committee on Strategic Plan Implementation is made of at least 3 members of the California Coastal Commission, chosen by the Chair of the California Coastal Commission. The Committee will also include the Executive Director of the California Coastal Commission as a non-voting member. A quorum of the Committee shall exist when 2 Coastal Commissioners and the Executive Director are present at a publicly-accessible meeting location which has been duly noticed. Meetings shall take place at least once every two months. Meetings shall be conducted in accordance with the Bagley-Keene Open Meeting Act of 2004. All items approved in the Committee on Strategic Plan Implementation must be brought to the full California Coastal Commission for ratification.

Jana Zimmer

From: Mark Vargas <mvargas@miconstruct.com>
Sent: Monday, August 26, 2013 10:07 AM
To: Brian Brennan; Jana Zimmer
Subject: NOAA Document - Measuring Performance
Attachments: Measuring Performance.pdf

Jana-

One more thing, I really liked the document you shared with us from NOAA regarding "Measuring Performance"

If we can get the Commission to a point where we can identify metrics for success AND clearly articulate our success to the public as has been done in the NOAA document, we'll be in great shape.

mv

--

Mark Vargas, LEED AP
President
Mission Infrastructure
Mobile: (323) 839-5184
www.miconstruct.com

"You must be the change you wish to see in the world." - Gandhi

Jana Zimmer

From: Mark Vargas <mvargas@miconstruct.com>
Sent: Monday, August 26, 2013 12:41 PM
To: Brian Brennan; Jana Zimmer
Subject: Draft memo and draft Charter - Please REVIEW & RESPOND BY WEDNESDAY C.O.B.
Attachments: Draft Charter of Strat Plan Implementation Committee.pdf; Memo to Shallenberger on Strat Plan Committee Formation.pdf

Brian & Jana-

Per our discussion earlier today, please see the attached memo to Mary as well as the revised draft Charter, with revisions in Red. Please provide your input before Wednesday at 5PM.

Thank you,
mv

--
Mark Vargas, LEED AP
President
Mission Infrastructure
Mobile: (323) 839-5184
www.miconstruct.com

"You must be the change you wish to see in the world." - Gandhi

DRAFT CHARTER OF THE COMMITTEE ON STRATEGIC PLANNING IMPLEMENTATION

The California Coastal Commission hereby establishes a *Committee on Strategic Plan Implementation*, whose scope of responsibilities include:

- Within the first 12 months of the existence of the Committee, development of specific metrics and milestones, in collaboration with staff, for which Actions cited within the California Coastal Commission 2013-2018 Strategic Plan may be measured for incremental progress;
- Guidance to staff for preparation of an Annual Strategic Plan Review document, from which progress of the Strategic Plan may be made publicly accessible;
- Review of advancement of Strategic Plan Action items and advisement to the Commission and to staff for remedy if there are any setbacks in the progress of Strategic Plan implementation;
- Once metrics and milestones have been created for existing Action items, preparation of new draft Action items related to Commission operational efficiency that are not currently expressed in the California Coastal Commission 2013-2018 Strategic Plan;
- Preparation, in collaboration with staff, of Strategic Plan updates.

The Committee on Strategic Plan Implementation ("Committee") is made of at least 2 members of the California Coastal Commission, chosen by the Chair of the California Coastal Commission. The Committee will also include the Executive Director of the California Coastal Commission as a non-voting member. A quorum of the Committee shall exist when at least 2 Coastal Commissioner Committee members and the Executive Director are present at a publicly-accessible meeting location which has been duly noticed. Meetings shall take place at least once every two months. Meetings shall be conducted in accordance with the Bagley-Keene Open Meeting Act of 2004. Decisions made by the Committee will not be considered representative of policy for the Commission until acted upon by the Commission as a whole. All items approved by the Committee must be brought to the full California Coastal Commission for ratification.

Mark Vargas 8/26/13 12:04 PM

Deleted: D

Mark Vargas 8/26/13 10:59 AM

Deleted: update

Mark Vargas 8/26/13 10:58 AM

Deleted: on

Mark Vargas 8/26/13 11:00 AM

Deleted: available

Mark Vargas 8/26/13 11:00 AM

Deleted: action

Mark Vargas 8/26/13 12:09 PM

Deleted: P

Mark Vargas 8/26/13 12:13 PM

Deleted: Goals

Mark Vargas 8/26/13 12:23 PM

Deleted: 3

Mark Vargas 8/26/13 11:01 AM

Deleted: s

Mark Vargas 8/26/13 11:02 AM

Deleted: in

Mark Vargas 8/26/13 11:02 AM

Deleted: on Strategic Plan Implementation

[REDACTED]

To: Mary Shallenberger, Chair
Cc: Charles Lester, Executive Director
From: Mark Vargas
Date: August 28, 2013
Subject: Proposal to create a Committee on Strategic Planning Implementation

As per our previous discussions, I have prepared the following memorandum to propose the formation of a new committee under the Coastal Commission at the September meeting in Eureka. This Committee on Strategic Planning Implementation would exist to help staff develop specific metrics and milestones that would ensure adequate articulation as well as timely realization of Action Items existing within the 2013-2018 Strategic Plan. The Committee would also work to vet any proposals for new Action Items, which the Commission as a whole might decide should be included in either the existing 5 year cycle of the Strategic Plan or in the next 5 year cycle.

I have discussed these ideas with Commissioner Brennan and Commissioner Zimmer, and we have together drafted the attached draft Charter of the Committee for your review. Specific language is included within the document to limit both the scope and function of the Committee. We could not come to an agreement as to whether or not the Committee should consist of more than 2 Commissioners and suggest further discussion by the full Commission at the next public meeting.

Jana Zimmer

From: Jana Zimmer <janazimmer@cox.net>
Sent: Monday, August 26, 2013 4:54 PM
To: 'Mark Vargas'; 'Brian Brennan'
Subject: RE: Draft memo and draft Charter - Please REVIEW & RESPOND BY WEDNESDAY C.O.B.

Mark, could you please re- send these in a format that can be edited? It would be easier for Brian and I to add any proposed refinements/ modifications/revisions directly to the documents.

Thanks.

From: Mark Vargas [<mailto:mvargas@miconstruct.com>]
Sent: Monday, August 26, 2013 12:41 PM
To: Brian Brennan; Jana Zimmer
Subject: Draft memo and draft Charter - Please REVIEW & RESPOND BY WEDNESDAY C.O.B.

Brian & Jana-

Per our discussion earlier today, please see the attached memo to Mary as well as the revised draft Charter, with revisions in Red. Please provide your input before Wednesday at 5PM.

Thank you,
mv

--

Mark Vargas, LEED AP
President
Mission Infrastructure
Mobile: (323) 839-5184
www.miconstruct.com

"You must be the change you wish to see in the world." - Gandhi

Jana Zimmer

From: Mark Vargas <mvgas@miconstruct.com>
Sent: Tuesday, August 27, 2013 8:42 AM
To: Jana Zimmer
Cc: Brian Brennan
Subject: Re: Draft memo and draft Charter - Please REVIEW & RESPOND BY WEDNESDAY C.O.B.
Attachments: DRAFT CHARTER OF THE COMMITTEE ON.docx; Memo to Shallenberger on Strat Plan Committee Formation.docx

Sorry for the delay. If you make edits in the Word document, make sure to use the "Track Changes" tool so that we can see what you've changed.

Thanks!

mv

On Mon, Aug 26, 2013 at 4:53 PM, Jana Zimmer <janazimmer@cox.net> wrote:

Mark, could you please re- send these in a format that can be edited? It would be easier for Brian and I to add any proposed refinements/ modifications/revisions directly to the documents.

Thanks.

From: Mark Vargas [mailto:mvgas@miconstruct.com]
Sent: Monday, August 26, 2013 12:41 PM
To: Brian Brennan; Jana Zimmer
Subject: Draft memo and draft Charter - Please REVIEW & RESPOND BY WEDNESDAY C.O.B.

Brian & Jana-

Per our discussion earlier today, please see the attached memo to Mary as well as the revised draft Charter, with revisions in Red. Please provide your input before Wednesday at 5PM.

Thank you,

mv

12

Jana Zimmer

From: Jana Zimmer <janazimmer@cox.net>
Sent: Tuesday, August 27, 2013 4:46 PM
To: Mark Vargas (mvargas@miconstruct.com); 'Brian Brennan'
Subject: Proposed edits and revisions
Attachments: DRAFT CHARTER OF THE COMMITTEE ON METRICS JZ edits.docx

Mark, Brian:

Attached are my proposed edits and revisions, with comments which I hope explain my reasoning. I tried to focus on what I understood the limited immediate intention of Commissioners to be, and to provide alternative vehicles for expression of the longer term/broader issues that Mark has raised.

It's been a while since I worked with Word, so I am afraid I messed up the formatting, but I hope it is clear what I am proposing and that you can track the changes I made. Feel free to call if you would like to discuss further.

Thanks.

J

**DRAFT CHARTER OF THE COMMITTEE ON
STRATEGIC PLAN IMPLEMENTATION**

The Chair of the California Coastal Commission hereby establishes a *Committee on Strategic Plan Implementation*, whose scope of responsibilities include: as follows:

I. Mission:

4.

Within the first 12 months of the appointment existence of the Committee, and in collaboration with Staff, the Committee will dDevelopment and recommend to the Commission for its consideration and adoption, of specific metrics and milestones, in collaboration with staff, for by which Actions cited within the California Coastal Commission 2013-2018 Strategic Plan may be measured for incremental progress;

In addition, and as feasible,

- Concurrently with the Committee's development of the metrics/milestones, the Committee may provide recommendations and Guidance to staff for preparation of the Executive Director's an Annual Strategic Plan update-Review document;
- In connection with the Commission's 2014 annual rReview of the performance of the Executive Director, the Committee will review the agency's progress on advancement of Strategic Plan action-Action items, as feasible, and provide recommendations and advisement to the Commission and to staff for remedy in subsequent years if there are any significant setbacks in the progress of Strategic Plan implementation;
- Once metrics and milestones have been created and adopted by the Commission for existing, adopted Action items, the Committee may consider and recommend to the Commission pPreparation of additional, new draft Goals-Action Items related to Commission Agency Capacity/ operational efficiency that are not currently expressed in the California Coastal Commission 2013-2018 Strategic Plan;

• Deleted.

The Committee on Strategic Plan Implementation ("Committee") is made of at least 3 2 members of the California Coastal Commission, chosen by the Chair of the California Coastal Commission. The Committee will also include the Executive Director of the California Coastal Commission as a non-voting member. A quorum of the Committee

Comment [J21]: GENERAL: My intention and statement of support was intended for the Chair to establish an ad hoc committee, as she did with the recent E.D. Performance Review, to address the specific stated concern shared by several Commissioners, which was that the Strategic Plan as adopted lacks sufficient performance measures. These measures need to be established within 6-12 months to have any meaning for the 2013-2018 Plan implementation.

In order to avoid unacceptable increased costs, which would detract from other agency work, and to avoid undermining staff's ongoing efforts on this year's priority (i.e. the proper administration of the LCP funding bump), the work of the Committee for this first year should be finite, focused and limited to this task.

Other, more broadly stated efforts should be integrated into the Committee's work cautiously and upon a showing that the Committee has performed successfully in this first effort.

Formatted: Font: Bold

Formatted: Left

Formatted: Normal, No bullets or numbering

Formatted: Indent: Left: 1", No bullets or numbering

Comment [J22]: I was assuming, and I think the Chair should clarify with staff to confirm that there will be at least annual public reports, perhaps in context of the Executive Director's report, of progress on the Strategic Plan. What would the Committee's additional "guidance" entail? Do you have specific suggestions in mind for the form and content of that report? I do not think that we should assume that ... [1]

Formatted: Indent: Left: 1", No bullets or numbering

Formatted: Indent: Left: 1", No bullets or numbering

Formatted: Indent: Left: 0.5", No bullets or numbering

Formatted: Indent: Left: 1", No bullets or numbering

Comment [J23]: I did not hear any support for this broadly stated charge from

Commission members who were part of the process of review and approval process ... [2]

Formatted: List Paragraph, Indent: Left: 1"

~~shall exist when at least 2 Coastal Commissioner Committee members s and the Executive Director are present at a publicly accessible meeting location which has been duly noticed. Meetings shall take place at least once every two months. Meetings shall be conducted in accordance with the Bagley-Keene Open Meeting Act of 2004. Decisions made by the Committee will not be considered representative of policy for the Commission until acted upon by the Commission as a whole. All items approved in by the Committee on Strategic Plan Implementation must be brought to the full California Coastal Commission for ratification.~~

2 Structure

The Committee on Strategic Plan Implementation ("Committee") shall be made up of no less than 2 voting members of the California Coastal Commission, chosen by the Chair of the Commission. The Committee meetings may include the participation of the Executive Director of the California Coastal Commission as a non-voting member, as determined to be feasible by the E.D or his delegee.

If a Committee of more than two members is appointed, meetings shall take place at least once every two months, and shall otherwise comply with all applicable provisions of the Bagley Keene Act and the Coastal Act. Otherwise, meetings may occur at a frequency, time, place and manner most convenient to the Committee members and the staff.

The Committee shall provide monthly reports to the Commission as a whole at its noticed monthly public meeting, summarizing the status of its work.

Any recommendations made by the Committee will not be adopted policy for the Commission until acted upon by a majority of the Coastal Commission at a duly noticed public hearing.

If the Committee fails to recommend and/or the Commission declines to adopt recommendations for metrics for the adopted action steps of the Strategic Plan within one year, the Committee will be disbanded or redirected at the discretion of the Chair.

Comment [JZ4]: I suggest we reframe the options to account for whatever the Chair/Commission decide to do for structure, and have also included compliance with the Coastal Act (e.g. the special provisions for disclosure of ex parte communications which apply to the Commission)

Formatted: No underline

Formatted: No underline

Page 1: [1] Comment [JZ2] Jana Zimmer 8/27/2013 4:18:00 PM

I was assuming, and I think the Chair should clarify with staff to confirm that there will be *at least* annual public reports, perhaps in context of the Executive Director's report, of progress on the Strategic Plan. What would the Committee's additional 'guidance' entail? Do you have specific suggestions in mind for the form and content of that report? I do not think that we should assume that staff does not know how to prepare a progress report.

Page 1: [2] Comment [JZ3] Jana Zimmer 8/27/2013 4:22:00 PM

I did not hear any support for this broadly stated charge from Commission members who were part of the process of review and approval process of the Strategic Plan. On reflection, I am recommending that it be deleted.

DRAFT CHARTER OF THE COMMITTEE ON STRATEGIC PLAN IMPLEMENTATION

The Chair of the California Coastal Commission hereby establishes a *Committee on Strategic Plan Implementation* as follows:

1. Mission:

Within the first 12 months of the appointment of the Committee, and in collaboration with Staff, the Committee will develop and recommend to the Commission for its consideration and adoption, specific metrics and milestones by which Actions cited within the *California Coastal Commission 2013-2018 Strategic Plan* may be measured for incremental progress;

In addition, and as feasible,

- Concurrently with the Committee's development of the metrics/milestones, the Committee may provide recommendations and guidance to staff for preparation of the Executive Director's Annual Strategic Plan Review document;
- In connection with the Commission's 2014 annual review of the performance of the Executive Director, the Committee will review the agency's progress on advancement of Strategic Plan Action items, as feasible, and provide recommendations to the Commission for remedy in subsequent years if there are any significant setbacks in the progress of Strategic Plan implementation;
- Once metrics and milestones have been created and adopted by the Commission for existing, adopted Action items, the Committee may consider and recommend to the Commission additional, draft Action Items related to Commission Agency Capacity/ operational efficiency that are not currently expressed in the *California Coastal Commission 2013-2018 Strategic Plan*;

2 Structure

The Committee on Strategic Plan Implementation ("Committee") shall be made up of no less than 2 voting members of the California Coastal Commission, chosen by the Chair of the Commission. The Committee meetings may include the participation of the Executive Director of the California Coastal Commission as a non-voting member, as determined to be feasible by the E.D or his delegee.

If a Committee of more than two members is appointed, meetings shall take place at least once every two months, and shall otherwise comply with all applicable provisions of the Bagley Keene Act and the Coastal Act. Otherwise, meetings may occur at a frequency, time, place and manner most convenient to the Committee members and the staff.

The Committee shall provide monthly reports to the Commission as a whole at its noticed monthly public meeting, summarizing the status of its work.

Any recommendations made by the Committee will not be adopted policy for the Commission until acted upon by a majority of the Coastal Commission at a duly noticed public hearing.

If the Committee fails to recommend and/or the Commission declines to adopt recommendations for metrics for the adopted action steps of the Strategic Plan within one year, the Committee will be disbanded or redirected at the discretion of the Chair.

12-6

Jana Zimmer

From: Mark Vargas <mvargas@miconstruct.com>
Sent: Wednesday, August 28, 2013 11:16 AM
To: Jana Zimmer
Cc: Brian Brennan
Subject: Re: Proposed edits and revisions

On first glance, this looks good. You did a great job on prettying up my language!

I'll dive a bit deeper into it tomorrow morning. For now, I'd suggest Brian take a look at Jana's version and see if he is comfortable with her changes.

mv

On Tue, Aug 27, 2013 at 4:45 PM, Jana Zimmer <janazimmer@cox.net> wrote:

Mark, Brian:

Attached are my proposed edits and revisions, with comments which I hope explain my reasoning. I tried to focus on what I understood the limited immediate intention of Commissioners to be, and to provide alternative vehicles for expression of the longer term/broader issues that Mark has raised.

It's been a while since I worked with Word, so I am afraid I messed up the formatting, but I hope it is clear what I am proposing and that you can track the changes I made. Feel free to call if you would like to discuss further.

Thanks.

J

--
Mark Vargas, LEED AP
President
Mission Infrastructure
Mobile: (323) 839-5184
www.miconstruct.com

"You must be the change you wish to see in the world." - Gandhi

Jana Zimmer

From: Mark Vargas <mvargas@miconstruct.com>
Sent: Friday, August 30, 2013 4:43 PM
To: Jana Zimmer
Subject: Re: Final?

Jana-

Just sent it to Mary and Charles about an hour ago. My work schedule got a little hectic yesterday and today. Will forward you the note I sent them. I am planning on having a conversation with them to discuss the documents next week. If you think I missed anything I'm happy to provide them the nuance during our conversation.

mv

On Fri, Aug 30, 2013 at 4:20 PM, Jana Zimmer <janazimmer@cox.net> wrote:

Hi Mark, just wondering if you finalized the docs and sent to Mary and Charles. I never got any more thoughts from you on my last suggestions. Could you copy me with what you send them?

Have a good weekend.

Jana

--

Mark Vargas, LEED AP
President
Mission Infrastructure
Mobile: (323) 839-5184
www.miconstruct.com

"You must be the change you wish to see in the world." - Gandhi

Jana Zimmer

From: Mark Vargas <mvargas@miconstruct.com>
Sent: Friday, August 30, 2013 4:43 PM
To: Jana Zimmer
Subject: Re: Final?

Jana-

Just sent it to Mary and Charles about an hour ago. My work schedule got a little hectic yesterday and today. Will forward you the note I sent them. I am planning on having a conversation with them to discuss the documents next week. If you think I missed anything I'm happy to provide them the nuance during our conversation.

mv

On Fri, Aug 30, 2013 at 4:20 PM, Jana Zimmer <janazimmer@cox.net> wrote:
Hi Mark, just wondering if you finalized the docs and sent to Mary and Charles. I never got any more thoughts from you on my last suggestions. Could you copy me with what you send them?

Have a good weekend.

Jana

--

Mark Vargas, LEED AP
President
Mission Infrastructure
Mobile: (323) 839-5184
www.miconstruct.com

"You must be the change you wish to see in the world." - Gandhi

DRAFT CHARTER OF THE COMMITTEE ON STRATEGIC PLAN IMPLEMENTATION

The Chair of the California Coastal Commission hereby establishes a *Committee on Strategic Plan Implementation* as follows:

1. Mission:

Within the first 6 months of the appointment of the Committee, and in collaboration with Staff, the Committee will develop and recommend to the Commission for its consideration and adoption, specific metrics and milestones by which Actions cited within the *California Coastal Commission 2013-2018 Strategic Plan* may be measured for incremental progress;

In addition, and as feasible,

- Concurrently with the Committee's development of the metrics/milestones, the Committee may provide recommendations and guidance to staff for preparation of the Executive Director's Annual Strategic Plan Review document;
- In connection with the Commission's 2014 annual review of the performance of the Executive Director, the Committee will review the agency's progress on advancement of Strategic Plan Action items, as feasible, and provide recommendations to the Commission for remedy in subsequent years if there are any significant setbacks in the progress of Strategic Plan implementation;
- Once metrics and milestones have been created and adopted by the Commission for existing, adopted Action items, the Committee may consider and recommend to the Commission additional, draft Action Items related to Commission Agency Capacity/ operational efficiency that are not currently expressed in the *California Coastal Commission 2013-2018 Strategic Plan*;

2 Structure

The Committee on Strategic Plan Implementation ("Committee") shall be made up of no less than 2 voting members of the California Coastal Commission, chosen by the Chair of the Commission. The Committee meetings may include the participation of the Executive Director of the California Coastal Commission as a non-voting member, as determined to be feasible by the E.D or his delegee.

If a Committee of more than two members is appointed, meetings shall take place at least once every two months, and shall otherwise comply with all applicable provisions of the Bagley Keene Act and the Coastal Act. Otherwise, meetings may occur at a frequency, time, place and manner most convenient to the Committee members and the staff.

The Committee shall provide monthly reports to the Commission as a whole at its noticed monthly public meeting, summarizing the status of its work.

Any recommendations made by the Committee will not be adopted policy for the Commission until acted upon by a majority of the Coastal Commission at a duly noticed public hearing.

If the Committee fails to recommend and/or the Commission declines to adopt recommendations for metrics for the adopted action steps of the Strategic Plan within six months, the Committee will be disbanded or redirected at the discretion of the Chair.

Jana Zimmer

From: Jana Zimmer <janazimmer@cox.net>
Sent: Tuesday, September 03, 2013 11:48 AM
To: 'Mark Vargas'
Cc: 'Brian Brennan'
Subject: RE: Final?

Thanks for sending, and re: the explaining of the nuance issue, again, I think there is going to be a huge sensitivity to anything that appears to go beyond the simple creation of metrics for existing Action items in the adopted plan, and anything that might appear to reopen the plan itself, and shift supervisory authority for implementation to this committee, even though 'de facto' and not 'de jure'. *

In looking at this again, although I appreciate that you revised/deleted the big ticket items that would clearly take you into opening up the Strategic Plan, I am still worried about the additional bullets: I still do not understand your concept of how this committee's guidance would work on the annual review document (I never got response to my comment on that), so I expect that Mary and Staff would not either. Also, regarding the whole issue of how this committee's input would work in looking at the success in implementation of the strategic plan, and in connection with the ED review process, my thought was that around the time of the annual review, this committee might have specific input to the personnel committee or who/however the review is organized next year, not necessarily formal, but on a 'here's specific examples of concern' basis. I probably made that one worse by explicitly tying it to the ED review, in trying to make it better, so I apologize for that. In rethinking that, I would remove that linkage, and go back to something like your original language.

In the interests of getting going, I would recommend that you just go with pursuing the first item, which the Commission appears to clearly support, and an 'ad hoc' committee of 2 to show its work product within 6 months. If it is successful, then these other, broader concepts could be fleshed out in a way that might cause less angst.

From: Mark Vargas [mailto:mvgargas@miconstruct.com]
Sent: Friday, August 30, 2013 4:43 PM
To: Jana Zimmer
Subject: Re: Final?

Jana-

Just sent it to Mary and Charles about an hour ago. My work schedule got a little hectic yesterday and today. Will forward you the note I sent them. I am planning on having a conversation with them to discuss the documents next week. If you think I missed anything I'm happy to provide them the nuance during our conversation.

mv

On Fri, Aug 30, 2013 at 4:20 PM, Jana Zimmer <janazimmer@cox.net> wrote:
Hi Mark, just wondering if you finalized the docs and sent to Mary and Charles. I never got any more thoughts from you on my last suggestions. Could you copy me with what you send them?

Have a good weekend.

Jana Zimmer

From: Mark Vargas <mvgargas@miconstruct.com>
Sent: Monday, September 16, 2013 11:03 AM
To: Lester, Charles@Coastal
Cc: Jana Zimmer
Subject: Re: meet
Attachments: Goal 4 Work Breakdown Structure.xlsx

No problem, Charles. That's just the nature of the post-meeting evenings. People seem to congregate around the watering hole!

As for the Strategic Plan Committee, I am very eager to begin working on this and as I had mentioned on our prior conference call, I really want this to be a partnership effort with you and the staff. I'm attaching what I am calling a "Work Breakdown Structure" for Goal number 4. A Work Breakdown Structure (WBS for short) is a project management tool that will help us divide our larger action items into more bite-sized phases, while also capturing budget and schedule for each bite-sized phase. The idea is that the Action Items, being "deliverables" within the objective, have multiple steps within them that need to be accomplished to perform the Action Item as a whole. You can learn more about the concept of WBS

here: http://en.wikipedia.org/wiki/Work_breakdown_structure

You'll note that the attachment I have created contains the Objectives and Action Items in a spreadsheet format. There are additional columns labeled Activity, Staff Hours per Activity, Budget, and Anticipated Completion Date. For now, let's focus on the Activity Column. For the purposes of this exercise, the Activity column should contain all of the steps needed to accomplish an Action item. ***Can you please begin to contemplate what Activities need to occur for each Action item, so that we can discuss these draft Activities over a conference call with myself and Jana next week?*** Don't worry about perfection at this stage, we're just looking for basic concepts that we can refine together.

It would be great to have your draft Activities available to view prior to the conference call. I am supplying a link to a "Doodle Poll" to find out what is the best time for a conference call next week to discuss these items. ***Please let us know what date & time works for you.*** The link is here: <http://doodle.com/qpa9vqq6ztnv6hqk>

If you have any questions or need any assistance, please don't hesitate to call or e-mail me.

Thank you!

mv

On Mon, Sep 16, 2013 at 9:17 AM, Lester, Charles@Coastal <Charles.Lester@coastal.ca.gov> wrote:

Hi Mark,

Sorry about Thursday; I should have anticipated that we would not get much time to talk one on one at the Carter House. Let's target some more times; let me know if you want to come to SF or perhaps we can coordinate around the subcommittee meetings if those happen in person.

Jana Zimmer

From: Mark Vargas <mvargas@miconstruct.com>
Sent: Monday, September 16, 2013 2:08 PM
To: Jana Zimmer
Subject: Re: meet

5 is great. Thanks.

Mark Vargas

On Sep 16, 2013, at 1:55 PM, Jana Zimmer <janazimmer@cox.net> wrote:

Can you do it a little later? I dropped my phone somewhere. I'll be home by 5. Land line is 805 569 7637

On Sep 16, 2013, at 1:27 PM, Mark <mvargas@miconstruct.com> wrote:

Jana-
I'll call you later today. Does 3PM work for you?

Mark Vargas

On Sep 16, 2013, at 11:56 AM, "Jana Zimmer" <janazimmer@cox.net> wrote:

Mark, I would appreciate having the opportunity of a basic conversation with you before you ask staff to expend any significant time to respond to requests on behalf of our 'committee', so I can understand how you envision this going forward, and can explain to me what you think is workable and how it fits within the agency's work. I had thought you were going to call me today to begin that conversation.

I want to be extremely mindful of our expressed commitment not to so burden Charles and staff with prep work that it distracts from the actual work they are doing. And I want to be clear that we are staying within the confines of what the Commission as a whole was in support of.

I would like to discuss with you and understand, whether the work breakdown structure you propose to engraft is appropriate in its entirety, as you seem to assume. If it is not, you and I need to first discuss how it may be adapted to a planning process like ours. I had also envisioned that you and I would first spend some time discussing, for example, what we think is the appropriate ultimate goal in terms of a type of performance measure for each action? Is it a time frame for performance? Is it a quality control measure? If so, what are the types of measures that can work in this context? I think the two of us need to be on the same page before we ask Charles to respond to any specific request, otherwise this is going to be unproductive.

At this point I have no basis to conclude that additional break downs of activities are even warranted. As to the other columns, i.e. number of hours of staff time, budget- my gut reaction is that getting into this level of detail is way more than anyone on the Commission envisioned or supported, would lead to a completely infeasible level of micromanagement, and would necessarily force staff to expend many hours to recalibrate their internal planning (which I know nothing about, by the way).

So I would ask that you defer any request to Charles until after you and I agree what that request should be. I am pretty flexible this week, so please indicate when you would like to call, or better yet, come on up and have a real work session together.

J

From: Mark Vargas [mailto:mvgargas@miconstruct.com]
Sent: Monday, September 16, 2013 11:03 AM
To: Lester, Charles@Coastal
Cc: Jana Zimmer
Subject: Re: meet

No problem, Charles. That's just the nature of the post-meeting evenings. People seem to congregate around the watering hole!

As for the Strategic Plan Committee, I am very eager to begin working on this and as I had mentioned on our prior conference call, I really want this to be a partnership effort with you and the staff. I'm attaching what I am calling a "Work Breakdown Structure" for Goal number 4. A Work Breakdown Structure (WBS for short) is a project management tool that will help us divide our larger action items into more bite-sized phases, while also capturing budget and schedule for each bite-sized phase. The idea is that the Action Items, being "deliverables" within the objective, have multiple steps within them that need to be accomplished to perform the Action Item as a whole. You can learn more about the concept of WBS here: http://en.wikipedia.org/wiki/Work_breakdown_structure

You'll note that the attachment I have created contains the Objectives and Action Items in a spreadsheet format. There are additional columns labeled Activity, Staff Hours per Activity, Budget, and Anticipated Completion Date. For now, let's focus on the Activity Column. For the purposes of this exercise, the Activity column should contain all of the steps needed to accomplish an Action item. *Can you please begin to contemplate what Activities need to occur for each Action item, so that we can discuss these draft Activities over a conference call with myself and Jana next week?* Don't worry about perfection at this stage, we're just looking for basic concepts that we can refine together.

It would be great to have your draft Activities available to view prior to the conference call. I am supplying a link to a "Doodle Poll" to find out what is the best time for a conference call next week to discuss these items. ***Please let us know what date & time works for you.*** The link is here: <http://doodle.com/qpa9vqq6ztnv6hqk>

If you have any questions or need any assistance, please don't hesitate to call or e-mail me.

Thank you!

mv

On Mon, Sep 16, 2013 at 9:17 AM, Lester, Charles@Coastal
<Charles.Lester@coastal.ca.gov> wrote:
Hi Mark,

Sorry about Thursday; I should have anticipated that we would not get much time to talk one on one at the Carter House. Let's target some more times; let me know if you want to come to SF or perhaps we can coordinate around the subcommittee meetings if those happen in person.

Charles

--

Mark Vargas, LEED AP
President
Mission Infrastructure
Mobile: (323) 839-5184
www.miconstruct.com

"You must be the change you wish to see in the world." - Gandhi

Jana Zimmer

From: Mark Vargas <mvargas@miconstruct.com>
Sent: Monday, September 16, 2013 4:45 PM
To: Jana Zimmer
Subject: Explanation of process for moving forward with Strat Plan Committee

As you know, the Chair of the Coastal Commission gave us a narrow mission for the Strategic Planning Review Committee, and she also provided us a narrow timeline. Within the 3 months of the formation of the Committee, and in collaboration with Staff, the Committee will develop and recommend to the Commission for its consideration and adoption, specific metrics and milestones by which Actions cited within Goal 4 of the California Coastal Commission 2013-2018 Strategic Plan may be measured for incremental progress.

In order to carry out this task, I propose the following schedule:

- **September 12:** Strategic Planning Review Committee Officially Formed
- **September 25:** Develop Draft "Activities" for Each of the Action Items in Goal 4
- **October 10:** Progress Report to Coastal Commission
- **October 23:** Develop Draft Timelines for Each Activity in Goal 4
- **November 14:** Progress Report to Coastal Commission
- **November 27:** Develop Draft Budget for Each Activity in Goal 4
- **December 11:** Report Final Draft Metrics & Milestones of Goal 4 for Ratification by the Coastal Commission

The idea is that, by the end of the exercise, we will have developed a "Dashboard" that allows anyone to see if we are on track to accomplish our goals or if we need to focus on any items where we may be falling behind. Activities that are on time and where we are confident of the financial resources needed to accomplish them will be shaded green. Those that are at risk of falling behind will be shaded yellow. And those that are behind or not achievable will be shaded red. With just a glance we'll be able to see how we are progressing on this goal as a whole, and the Commission will be able to see how it can lend support on any activities where we may risk falling behind.

I estimate that the Strategic Planning Review Committee will require 12 hours of staff time per month, including 10 hours of prep time and 2 hours of conference call time with Committee members. If it's as has been described to me, staff may already have a lot of this information written down in one format or another, which will greatly reduce the time spent on the project. I also think that the assignment will take 8-10 hours of my time a month and 4-6 hours of Jana's time a month.

I look forward to our conversation at 5PM where we can discuss this further.

mv

ps-

By the way, note that I have taken an assignment (Review Goal 4) and broken it into several bite-sized activities that will serve as phases of the project. I have supplied you with a schedule and a budget for how many hours I expect to be used on the project. If, by chance we fall behind schedule or use more hours than I expected, we can immediately recognize this and make adjustments accordingly. That is the beauty of project management and a Work Breakdown Structure.

--

Mark Vargas, LEED AP

President

Mission Infrastructure

Mobile: (323) 839-5184

www.miconstruct.com

"You must be the change you wish to see in the world." - Gandhi

Jana Zimmer

From: Mark Vargas <mvgargas@miconstruct.com>
Sent: Tuesday, September 17, 2013 8:17 PM
To: Jana Zimmer
Subject: Re: SP subcommittee

Thanks Jana. I think at this point we'll see what Charles provides us and react to that. I totally understand Charles' sensitivities, and appreciate your keen awareness of staff's feelings on this.

Mark Vargas

On Sep 17, 2013, at 5:29 PM, Jana Zimmer <janazimmer@cox.net> wrote:

Sounds like you had a good talk. I've sent my availability times. I'll be thinking about suggestions also.

From: Mark Vargas [<mailto:mvgargas@miconstruct.com>]
Sent: Tuesday, September 17, 2013 4:30 PM
To: Jana Zimmer
Cc: Charles.Lester@coastal.ca.gov
Subject: Fwd: SP subcommittee

Hi Jana-

I just got off the phone with Charles and we agreed that we should bring you in the loop. Please take a look at Charles' email below. I think we've agreed to have Charles continue to flesh out his version of what the matrix should look like so that we can review next week. In particular, I'd like to see as much detail in the Notes/Products section as possible so we as a commission can begin to understand what it would take to accomplish an action item. And, to be clear, when I ask for detail I'm not necessarily asking for precision but for Charles' conceptual understanding of how a project's tasks will flow (i.e., its okay to use the terms "maybe" or "ideally" or "probably").

When you have a moment, please fill out the doodle poll so we can schedule the call for next week to discuss the matrix.

Thanks,
mv

Mark Vargas

Begin forwarded message:

From: "Lester, Charles@Coastal" <Charles.Lester@coastal.ca.gov>
Date: September 17, 2013, 3:49:39 PM PDT
To: 'Mark Vargas' <mvgargas@miconstruct.com>
Subject: SP subcommittee

Mark,

Thanks for your thoughts on how to proceed with the Commission's subcommittee assignment. Here are some quick thoughts in advance of our call.

I very much appreciate where you are coming from on this, and I hope we can find some common ground. In general, I really like the "dashboard" concept for conveying the status of Strategic Plan Implementation in one place in summary fashion. I agree that it would be useful for everyone to be able to quickly see the status of each SP Action, as well as any summary data available about the effort, including interim or final products. I think the idea of color-coding for status is great: I have been thinking of green for "in progress", red for "deferred", and blue for "complete" (also perhaps yellow for "not started" (as opposed to deferred)).

I have a different understanding of the direction of the Commission, though, on the core information that we should be developing to support this dashboard tool. I interpret the Commission's direction to be working on the identification of a key indicator and/or method to monitor and communicate results of SP implementation. I believe that your suggestions, while certainly valid concepts, speak to methods for project management, not monitoring for results. I did not hear the Commission asking that we develop the specific work programs (activities), timelines, and budgets for each action. Again, while these are valid tools for project management, I think they differ from results monitoring or key performance indicators. In my view it is not feasible for us to do this, and we simply do not have 12 hours a month to work on this. In addition, typically the Commission staff is generally responsible for project management level of detail, managing and triaging workload, and other delegated administrative decisions that must be made on a daily, weekly, monthly, and annual basis. Certainly the Commission provides broad oversight of program implementation, and from time to time may provide specific input on workload management or priorities, but I don't think we have the ability to support the process that you outline.

I am hopeful that you would be open to a much more targeted approach that provides the general implementation schedule that we have already developed, with additional status, key indicator, and results information. Our intention from the beginning was to report regularly to the Commission along these lines, and certainly at least once a year, but I think we can do this more frequently, and perhaps even monthly, as well as ultimately provide this kind of status dashboard on the entire plan. Talk to you soon.

Objective/Actions		Schedule			Funding Needed?	Status	Key Performance Indicator	
		1-2 yrs	2-3 yrs	4-5 yrs				
4.1.1	Evaluate Uncertified Jurisdictions & ADCs					In progress	Evaluation Complete?	Link or s
4.1.2	Conduct Outreach/Feasibility Analysis for LCP Certification					In progress	Updated Evaluation Complete?	
4.1.3	Implement LCP Certification Strategy				Yes -- \$\$\$	In progress	Number of additional LCP segments or ADCs submitted to CCC for certification/certified.	

 Complete

22-12

Jana Zimmer

From: Jana Zimmer <zimmerccc@gmail.com>
Sent: Friday, September 27, 2013 9:40 AM
To: Jana Zimmer
Subject: Fwd: LCP actions
Attachments: LCP Actions Draft.docx; Preparing For Climate Change LCP Conceptual Funding Augmentation.pdf

----- Forwarded message -----

From: Lester, Charles@Coastal <Charles.Lester@coastal.ca.gov>
Date: Fri, Sep 27, 2013 at 9:36 AM
Subject: LCP actions
To: Mark Vargas <mvargas@miconstruct.com>, Jana Zimmer <zimmerccc@gmail.com>
Cc: "Lester, Charles@Coastal" <Charles.Lester@coastal.ca.gov>

Hi,

I have attached a draft document with the LCP Actions for discussion. I am also attaching the document that we gave to the Commission at the June meeting regarding implementation of the LCP budget augmentation, which provides more detail on the work we are implementing right now.

Charles Lester

Executive Director

California Coastal Commission

www.coastal.ca.gov

45 Fremont Street, Suite 2000

San Francisco, CA 94105

[415-904-5202](tel:415-904-5202)

23

Jana Zimmer

From: Mark <mvargas@miconstruct.com>
Sent: Monday, September 30, 2013 6:24 AM
To: Jana Zimmer
Subject: Re: Wednesday call number

Will do Jana-

mv

Mark Vargas

On Sep 29, 2013, at 11:10 AM, "Jana Zimmer" <janazimmer@cox.net> wrote:

Mark,

For our call on Wednesday at 9, it would be most convenient if you would call me on my land line, 805 569-7637. Also, if you have any revisions to the dashboard that you want to propose and discuss, I'd appreciate receiving them not later than 5 pm on Tuesday.

Thanks.

Jana Zimmer

From: Mark Vargas <mvgargas@miconstruct.com>
Sent: Tuesday, October 01, 2013 4:31 PM
To: Jana Zimmer
Subject: Re: Wednesday call number
Attachments: Goal 4_Questions for Staff.xlsx; WBS_Charles Lester Version.xlsx; Strategic Plan F9a-4-2013.pdf

Jana-

I am attaching 3 items to this e-mail. The first is the original Strategic Plan. The second is Charles' work product that he provided us last week. The third are questions I have in response to his work product.

The original intent, as per our discussion last week, was for me to try and come up with what I thought might be activities within each Action Item based on Charles' work product. After reviewing the spreadsheet Charles sent me, it was clear to me that there was not sufficient information for me to do so, and that any draft activities I came up with would have little base in facts & figures, which would be rather pointless. Instead, I have written questions to seek clarity for each Action Item. I'd like to review these questions with you tomorrow morning during our conference call to see if you agree that these questions are within reason for Commissioners to ask, and to see if you might be able to add questions to my questions.

I look forward to our call.

mv

On Sun, Sep 29, 2013 at 11:10 AM, Jana Zimmer <janazimmer@cox.net> wrote:

Mark,

For our call on Wednesday at 9, it would be most convenient if you would call me on my land line, 805 569-7637. Also, if you have any revisions to the dashboard that you want to propose and discuss, I'd appreciate receiving them not later than 5 pm on Tuesday.

Thanks.

--
Mark Vargas, LEED AP
President
Mission Infrastructure
Mobile: (323) 839-5184
www.miconstruct.com

GOAL	OBJECTIVE	ACTION	VARGAS QUESTIONS	STAFF RESPONSES	BUDGET
4.0 Strengthen the LCP Planning Program					
4.1 Strengthen the LCP Planning Program					
	4.1.1 Evaluate uncertified jurisdictions and ADCs; identify priority areas for LCP and ADC certification.		What is the methodology by which staff will determine priority areas (i.e. Geography, Population Density, Amount of Violations or Enforcement Actions)?		
			Will priority areas be determined before or after proposals for LCP Grant funding are received from municipalities?		
			Will the Commission have an opportunity to review the priority list prior to finalization?		
			Approximately what quarter (i.e. Fall 2013?, Winter 2013/2014?, Spring 2014?) is the priority list expected to be completed?		
			Does this require additional staffing or financial resources to complete?		
	4.1.2 Conduct outreach and feasibility analysis for LCP and ADC certification(s) in identified priority areas.		Based on the wording of this action item, is it safe to assume that work on this action item will not begin until completion of Action Item 4.1.1?		
			Will this action item be completed before or after proposals for LCP Grant funding are received from municipalities? Before or after grants are given by the Commission?		
			What is entailed in "outreach"? Will this consist of written notices & online communication? Will this include physical outreach to municipalities? Will this include outreach events?		
			Is the "feasibility analysis" envisioned as distinct from the "outreach" portion of this action item? Please describe what "feasibility analysis" will look like.		
	4.1.3 Where local jurisdictions are willing, work together to identify funding and workload management strategies to support development and certification of LCPs and ADCs.		Will this action item begin after grants are provided?		
			When will the "funding strategies" portion of this action item begin, and by when do we expect to see completion of the first funding strategies for LCPs?		
			When can the Commission expect to see "workload management strategies" developed for appropriation of Commission resources?		
			While this action item currently has a 5-year timeline associated with it, there is reference in some documents of LCP certification taking from 5-10 years. Which is a more appropriate time horizon for a "majority of willing local governments and the Commission to comprehensively update and certify local coastal programs and to complete LCPs for areas that have not yet completed their LCPs?"		
			While a majority of LCPs are expected to be certified within 5-10 years, do we have percentage completion goals between now and 10 years from now (i.e. 25% by 2015, 40% by 2016, 50% by 2017, etc.)?		
4.2 Update LCPs					
	4.2.1 Identify LCPs most in need of a comprehensive update, and prioritize these LCPs by ongoing or potential impacts to coastal resources. Consider alternatives to full periodic reviews to identify issues that need addressing in certified LCPs.		Prioritization will occur based on "ongoing potential impacts to coastal resources." What might some of these potential impacts be and what will those impacts take the shape of (i.e. most undated regulations/ordinances, outdated regulations, areas with most sensitive habitat, areas with the most violations, etc.)?		

Jana Zimmer

From: Jana Zimmer <janazimmer@cox.net>
Sent: Tuesday, October 01, 2013 8:33 PM
To: janazimmer@cox.net

Mark,

Thanks for your efforts. I am continually amazed at how people of good intention and common purpose can so completely and persistently misunderstand each other. The short answer to your question is no, I do not think proceeding along the lines you suggest is appropriate. I thought it best to put my thoughts in writing for you to review and to enhance our chances of having a productive conversation tomorrow, and figure out where to go from here.

With regard to your proposal for questions, the first problem is that we apparently did not have a mutual understanding of what you were going to do over the weekend.

What I understood from last week's conversation was: I said I thought Charles' draft basically 'did the job'; you claimed it was completely unacceptable. You wanted to declare impasse, I was not ready to do so. Because of your short tenure on the Commission, you were not fully familiar with the documents in the 'Background Information' column. So my understanding was that you were going to review those documents to enable you to try to add detail to the "Background Information" column of the dashboard. I made it crystal clear that I would not agree to revisit your earlier proposal (which I had already disagreed with) to create additional "Activities" under the Actions in the Strategic Plan Implementation Schedule because that is not what the Chair tasked us to do, it is not what the Commission asked for, and because I know from my experience with this agency that it is completely unworkable. [I did go back and review the tape, once again, to be sure I understood the Commission's discussion, and not one person indicated such an intention.]

We have discussed the fact that I believe the burden placed on staff, from this effort to monitor for results, during this critical period of moving forward with the Budget Augmentation activities has already been more than I had committed in public to impose, so I am surprised that you again frame your intention, in your cover e mail, that "The original intent, as per our discussion last week, was for me to try and come up with what I thought might be activities within each Action Item based on Charles' work product." **No.** That was exactly contrary to my repeatedly expressed intent. Charles told us he spent 15-20 hours over two weeks just responding to this initial effort. He does not have that time to spare, especially not while you and I are clearly not in sync. I cannot think of anything more counterproductive than to force him to sit through any more conversations where the two people he is responding to disagree on the fundamentals.

Nevertheless, I have reviewed your proposed questions to Charles to see what, if any purpose posing them might serve to meet my intent in deferring a decision that the two of us were at impasse, which was, specifically, to allow you the chance to enhance the "Background Information/Links" column so that the 'dashboard' would be adequate from your point of view.

In this context, your proposed questions to staff just do not serve any useful purpose *at this time or in this context*. You raise some interesting points. If you had been on the Commission prior to adoption of the Strategic Plan, it would have been interesting for you to have posed these questions. I doubt that the Commission as a whole would have shown any interest in this level of detail, as it is a precursor to a level of micromanagement that the Commission is not equipped to entertain or sustain. As they stand now, I do not think having the answers to any of these questions would assist or enhance the primary and very limited objective: to come up with performance measures, or key outcome indicators, for the actions in the adopted

plan. If your main issue is that you don't like the Plan, I understand, but we are all clear that this committee cannot legally reopen the Plan. So I do not support moving forward on the basis you suggest. Specifically,

1. Your questions provide for staff to spend excessive time to bring you up to speed for no purpose. There is no action the Commission will be taking under the Plan-which was unanimously adopted as sufficient- which can be affected by the information you seek, at least until or unless the Commission decides to re open the Plan. No one, except you, has said or implied they want to do that.
2. The Commission had the chance to set or reset priorities in greater detail in the public hearing process. It did not do so. I would have liked a more detailed identification of priorities under the Goals, and said so. But the Plan was adopted as it was proposed. It is not the charge of this committee to try to set or reset priorities now.
3. Your questions are directed to establishing 'Activities' (and presumably then to set performance indicators for those sub-activities) that would create a level of micromanagement of the daily work of the staff that no commissioner has suggested should be pursued because most of us who have been on the Commission or interacted with the agency for years know is not workable. Charles and I both told you that 90% of the workload is dictated by external factors that staff cannot control, i.e. legal deadlines for permit review and approval, and/or LCP amendment review and approval. In that context, the priorities to a great extent assert themselves, so asking for which 'quarter' a subtask might be completed is just not feasible.
4. Your questions assume the Commission has required or wants to see a level of detail in the management of the workload of this agency that no one is interested in seeing, because we know that as two or three day a month Commissioners we cannot possibly supervise the staff's work. This is the Executive Director's job, not ours.

So, I am afraid I now have concluded that you and I have a fundamentally different view of the charge to this Committee. I made it clear that I wanted to find performance measures for the goals in the Plan, and only to do so if they were feasible and if they did not unduly burden staff. It is clear that you want something different. Nevertheless, I believe we have performed the intent of the Chair in agreeing to this committee: come up with a dashboard approach on Goal 4. Is it perfect? Nothing is. It is certainly well within the range of performance measures for similar agencies, which I have reviewed. Regardless, there is no justification for continuing to burden staff with this disagreement. So I suggest we focus tomorrow on figuring out how to bring this phase of the effort to an elegant conclusion.

Jana Zimmer

From: Mark Vargas <mvgargas@miconstruct.com>
Sent: Tuesday, October 01, 2013 9:52 PM
To: Jana Zimmer
Subject: Re: thoughts for our conversation

Jana-

As I told you during last week's conference call, I had already concluded that you and I had a different view of what the committee was charged to do. I have now read each and every one of the documents referenced within Charles' spreadsheet and have come to the conclusion that they do not provide any further clarity for developing milestones for any of the action items that what was presented in the original strategic plan.

I'm not sure what a conference call tomorrow will accomplish. The fact is, as you stated in your e-mail and I stated to you last week, we are at an impasse. I developed a list of questions for each Action Item where I think the Commission deserves more information. You think that Charles' work product "did the job." As I suggested last week, I think we should go back to the Commission for clarity. As you are so mindful of saving time, lets forgo a phone conversation tomorrow unless you have any productive solutions for moving forward besides going back to the Commission.

Thanks,
mv

On Tue, Oct 1, 2013 at 9:10 PM, Jana Zimmer <janazimmer@cox.net> wrote:

Mark,

Thanks for your efforts. I am continually amazed at how people of good intention and common purpose can so completely and persistently misunderstand each other. The short answer to your question is, no, I do not think proceeding along the lines you suggest is appropriate. I thought it best to put my thoughts in writing for you to review and to enhance our chances of having a productive conversation tomorrow, and figure out where to go from here.

With regard to your proposal for questions, the first problem is that we apparently did not have a mutual understanding of what you were going to do over the weekend.

What I understood from last week's conversation was: I said I thought Charles' draft basically 'did the job'; you claimed it was completely unacceptable. You wanted to declare impasse, I was not ready to do so. Because of your short tenure on the Commission, you were not fully familiar with the documents in the 'Background Information' column. So my understanding was that you were going to review those documents to enable you to try to add detail to the "Background Information" column of the dashboard. I made it crystal clear that I would **not** agree to revisit your earlier proposal (which I had already disagreed with) to create additional

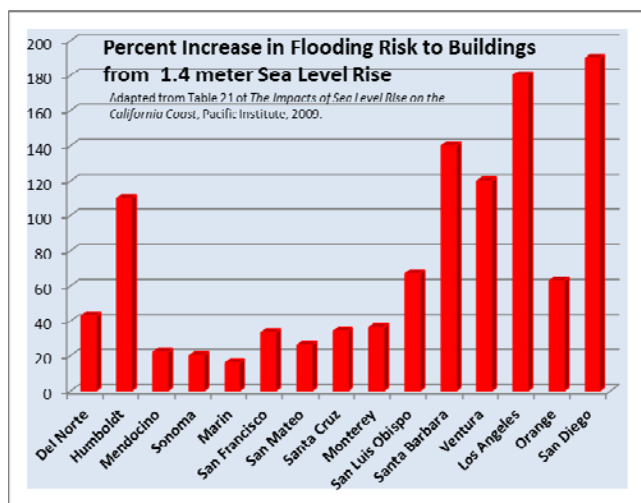
CALIFORNIA COASTAL COMMISSION

45 FREMONT STREET, SUITE 2000
SAN FRANCISCO, CA 94105-2219
VOICE (415) 904-5200
FAX (415) 904-5400
TDD (415) 597-5885



Preparing for Climate Change through Local Coastal Planning

California faces unprecedented threats from sea level rise, more frequent and intense storms, and increased coastal erosion and flooding. Critical infrastructure such as highways, ports and wastewater treatment systems, as well as residential and commercial development are at risk. Public beaches, parks and billions of dollars in related revenues may be lost if we don't plan for the impacts of rising seas and a changing climate.



Action: Local Coastal Planning is Critical to our Readiness

Governor Brown has joined global scientists in a call for action, such as developing adaptation plans to deal with the unavoidable consequences of climate change. Vulnerability analysis is needed for public and private development along the coast, and communities must begin to identify adaptation alternatives and wise investment choices for our infrastructure, residential development, and recreational resources. Land use plans, programs and local zoning and building codes must be updated to guide intelligent community action in response to projected sea level rise, erosion, and coastal flooding. *Fortunately, California already has the legal and planning infrastructure in place necessary for effective coastal adaptation planning — the California Coastal Act and Local Coastal Programs.*

The Coastal Act provides the Framework for Response

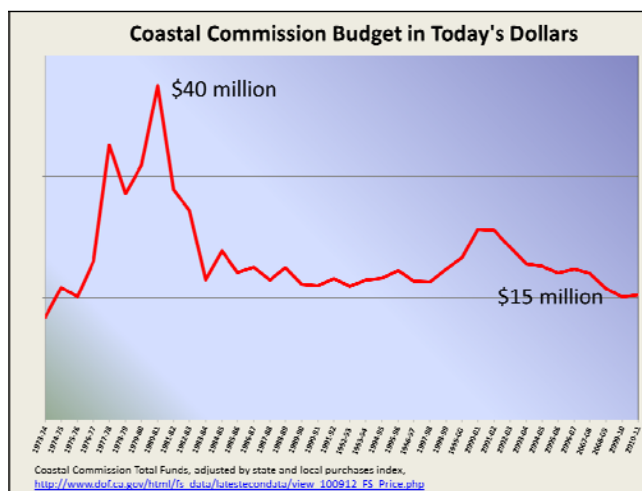
Local Coastal Programs (LCPs) are certified by the Coastal Commission and provide the legally-controlling local land use policies and zoning to address statewide coastal resource management issues, including addressing coastal hazards such as sea level rise and extreme events, and protecting public beach recreational resources. As recognized by the Natural Resource Agency's *Climate Adaptation Strategy*, LCPs need to be amended, to provide for effective state and local response to climate change impacts. However, increased funding is needed to accomplish this goal.

The State-Local Partnership and Increased Planning Capacity are Critical

In today's dollars, the Coastal Commission's budget is approximately half of what it was when LCPs were first being prepared in the early 1980s. The Commission's planning staff is significantly reduced, and planning work must compete with more immediate, mandated review of permit applications. Local planning departments are similarly constrained. LCP update planning is costly, and effective collaborative planning requires a significant investment of planning time and expertise. Public participation is essential.

Increased Investment in Local Coastal Planning is Needed

The Senate and Assembly budget subcommittees have endorsed an increase in the Commission's budget for LCP planning that includes funding for local government planning grants. Also, the Assembly Democrat's *Blueprint for a Responsible Budget* recognizes that this additional funding will enable sound development to go forward more efficiently. *Investing in LCP planning and California's readiness for climate change now will help avoid much larger costs to the state later.*



CONCEPTUAL PLAN FOR LOCAL COASTAL PROGRAM FUNDING AUGMENTATION (6/6/13)

Summary of Key Components:

- Augmentation of \$4 million to FY 13-14 and \$4 million to FY 14-15 budget of California Coastal Commission (3720) for local governments and the Coastal Commission to prepare, update, amend and review Local Coastal Programs including an **emphasis on climate change issues**. (Approved by Senate Budget Sub-Committee No. 2, on April 25, 2013 and Assembly Budget Sub-Committee No. 3 on May 22, 2013.)
- Funding Source: State Tidelands/General Fund
- Funding Allocation:

\$1 million	To local assistance portion of Coastal Commission budget for local assistance grants to local governments for LCP work
\$3 million	To state operations portion of Coastal Commission budget for Coastal Commission staffing and operating expenses related to participation in the process and review of new local coastal program preparation, and LCP updates and amendments.
<hr/> TOTAL \$4 million/year	

Local Assistance Grants to Local Governments

- Coastal Commission would begin the steps to re-establish Local Coastal Program Local Assistance Grant Program in July 2013 with \$1 million of grants to be awarded in FY 13-14 and \$1 million in FY 14-15. The schedule listed below is the best current estimate and is subject to change.
- In July 2013, Coastal Commission staff would prepare proposed grant criteria. Proposed grant criteria would be available for public review and be considered by the Coastal Commission at a public hearing in August 2013.
- After Coastal Commission adoption of the grant criteria in mid-August 2013, by August 31, 2013 the Coastal Commission would release request for grant proposals (RFP) to all qualified coastal local governments.
- **All RFPs for local assistance grants to be awarded to local governments in FY 13-14 would be due to Coastal Commission by November 15, 2013.**
- RFPs would be reviewed based on competitive criteria and Coastal Commission staff would prepare a recommendation of LCP grants to be awarded in FY 13-14. Coastal Commission staff would present the recommendations for **Coastal Commission review and action of grant award at the January 2014 Coastal Commission meeting**.
- After Coastal Commission approval of grant allocations, grant awards and contracts will be prepared by the Coastal Commission staff in late January and February 2014. Depending on the amounts of contracts, DGS review and approval may be required.
- **Target date for start date of all grant award contracts for FY 13-14 is March 2014.**
- FY 14-15 RFPs for LCP local assistance grants would be issued in March 2014 with a proposal submittal date of May 2014. Commission review and action on grant awards would occur in July 2014, (after FY 14-15 final budget is approved) with grant awards and contract would be prepared and issued by September or October 2014, with target start date of October or November 2014 for FY 14-15 grants.

State Operations Augmentation

- Coastal Commission's budget would be augmented by \$3 million/year in state operations for staff salaries, benefits, and operating expenses.

- **Staffing needs:** Journey level planners and analysts, with manager/supervisor, attorney, grant administration, and other supporting staff. Commission management will reassign some existing experienced staff to the LCP program to bring experience and knowledge to the program and have these individuals serve in senior and leadership roles and work closely with local governments. Some of the new hires would backfill the experienced planners and permit analysts used to jump start the new, enhanced LCP initiative. Approximately 25 permanent, full-time positions would be added to the Coastal Commission's budget for Local Coastal Program analytic work based on preliminary assessment. Final allocations will be determined based on further analysis of pending and anticipated local coastal program workload and commensurate position needs and available resources. The Coastal Commission also will need some flexibility as to where to locate the positions (district and headquarters offices) to maximize efficiency and address local coastal program workload.

- **Proposed New Position Civil Service Categories and Allocations:**

Career Executive Assignment (CEA)	1
Coastal Program Manager	3
Coastal Program Analyst III	4
Coastal Program Analyst II	10
Attorney	2
Associate Government Program Analyst	1
Associate Information Systems Analyst	1
Office Technician	2
Staff Environmental Scientist	<u>1</u>
	25

- **Timing:** Job announcements would be issued upon passage and final approval of FY 13-14 budget. Expected release date for job announcements, July 15, 2013. Some civil service exams may also be required to have proper recruitment to hire qualified people. Interviews could begin in mid-to-late August 2013. It is expected that hiring will be staggered and could be as soon as August or September 2013, but most hiring would occur after candidate pool is fully assessed. **Target date to complete testing and hiring for positions is December 2013.**

Projected Timing for Completion and Adoption of New and Updated Local Coastal Programs

- This funding augmentation would provide Coastal Commission staff that would be assigned to address the pending LCP workload backlog and to work closely with local governments throughout the entire process of LCP and LCP amendment preparation and local hearings. Early Coastal Commission staff involvement and collaboration with local government is essential for streamlining the process for completing or updating LCPs consistent with the Coastal Act. Commission staff would also provide guidance to local governments regarding key elements of local coastal programs.
- Local governments need time to prepare plans, to work with their local communities, and conduct local hearings. Estimated time for LCP or LCP amendment completion is dependent on the topic(s) and/or area(s) covered, the complexity of issues, and local circumstances and staffing.
- The timing of LCP submittals, updates and amendments is dependent on local government authorizations and thus their completion cannot be predicted or guaranteed. However, with grant funding and increased Commission capacity, the likelihood of successfully addressing the LCP backlog and certifying and updating LCPs is greatly increased.
- Depending on available resources to local governments and the Commission, the Commission staff estimates that it will take 5-10 years for the majority of willing local governments and the Commission to comprehensively update and certify local coastal programs and to complete LCPs for areas that have not yet completed their LCPs. This two-year funding would provide key resources to jump start critical LCP work including a focus on climate change adaptation. However, to accomplish meaningful results it will be critical to extend funding augmentation beyond the two years.

Californians Aware

Mary Shallenberger,
Chair, California Coastal Commission
45 Fremont Street, Suite 2000
San Francisco, CA 94105-2219

October 28, 2013

RE: Coastal Commission Staff Ranks Among Top State Agencies on Transparency and Accountability

Dear Ms. Shallenberger:

I am writing as the President of **Californians Aware** (<http://calaware.org/>), a nonprofit organization established to help journalists and the public to keep Californians aware of the transparency and public accountability of state and local agencies. Our mission is to support and defend transparent government, an enquiring press and a citizenry free to exchange facts and opinions on public issues.

I understand that the California Coastal Commission will discuss new measures to increase transparency and public accountability by staff as they implement the Commission's Strategic Plan. As part of your deliberation, I want to report that over a five-year period of 2006-2011, Californians Aware performed audits on the California Coastal Commission and 30 other state agencies. The audits were intended to evaluate the transparency and responsiveness of these public agencies.

The first audit was in January 2006. The combined results for 31 agencies resulted in an overall average grade of "F." As a result, Governor Schwarzenegger issued an Executive Order requiring public records retraining for all his executive departments. **One exception was the California Coastal Commission, which received a grade of A-.**

Immediately after that training, a second, identical audit in August 2006 revealed an average grade of C+, but still five of the agencies received F grades. **The California Coastal Commission received a B- in the second audit.**

In January 2011, Californians Aware performed a third audit. The average grade across the same 31 agencies was C+, precisely the same as the second audit of five years prior. **In our third (2011) audit, the California Coastal Commission ranked among the best of all the State agencies surveyed and received an A+ grade.**

In conclusion, Californians Aware commends the staff of the California Coastal Commission for their compliance with open government. The performance of Commission staff over a five-year period measured by **Californians Aware** reflects professionalism, transparency and commitment to the public's right to know about how their government works. As you assess possible additional transparency measures, please consider the fact that the performance of your staff already exceeds that of almost every other state agency.

Respectfully,

Donna Frye
President

cc: Vice-Chair Steve Kinsey
Executive Director Charles Lester

Addendum

The 2011 audit consisted of two parts which are described below.

Part 1 Results – - Request made in-person to view a Form 700 and receive a copy of the Guidelines:

- (a) Despite the passage of five years, mandatory public records training, and two previous audits that focused attention on their records access problems, the most striking discovery was that more than one-third (35%) of the State agencies failed to provide a copy of their own Guidelines for Accessibility of Public Records when requested, and 32% failed to post those Guidelines in the area of their main offices where the Auditor was directed to make his records request; both responsibilities expressly required by the CPRA.
- (b) When asking to view the FPPC Form 700 for a top-ranking employee of the agency, 13 of the 31 agencies (42%) could not produce the Form within one hour, and more than one-third (35%) could not produce it within one day, despite the law requiring Form 700s to be available for inspection during regular business hours.
- (c) Equally distressing was the number of agencies that placed requirements on the Auditor or requested personal information from him before he could see a copy of the Form 700 or receive a copy of the Guidelines for accessing the agency's records. Employees at nearly half of the agencies (45%) wanted to know something about the Auditor (his name, who he was working for, or why he wanted to view the record) or placed some other requirement on him before he was allowed to see the Form 700.

Part 2 Results – - Request by e-mail for copies of a Settlement Agreement and Salary Document:

When requested to provide a copy of a document showing the total annual compensation of that state agency's top-ranking employee, 1 in 4 (26%) could not supply that record within 10 days, with a similar number (29%) unable to provide their most recent settlement or court order within the 10 days.



California Cultural Resource Preservation Alliance, Inc.

**P.O. Box 54132
Irvine, CA 92619-4132**

**An alliance of American Indian and scientific communities working for
the preservation of archaeological sites and other cultural resources.**

October 28, 2013

Mary Shallenberger, Chair
California Coastal Commission
45 Fremont Street, Suite 2000
San Francisco, CA 94105-2219

RE: Zimmer vs, Vargas recommendations for Performance Metrics and Executive Reporting on the CCC
Strategic Plan Progress

Dear Ms. Shallenberger:

I am writing as the President of the California Cultural Resource Preservation Alliance, Inc., a non profit organization established to protect and preserve significant archaeological sites and cultural places that are important to the nation and to Native American descendants. I have worked with Teresa Henry and her staff for many years and in spite of being overworked due to budget cuts, furloughs, and limited staff, they have been extremely responsive, transparent, and professional. I urge the Commission to adopt the Zimmer recommendation as this plan respects staff professionalism and independence. The Vargas plan represents bureaucratic micro-management at its worse and will bury the already overworked staff in a mountain of reporting requirements.

The Californians Aware Audits on the California Coastal Commission(CCC) and 30 other state agencies consistently give the CCC the highest rating with respect to transparency and responsiveness. The old adage, "If it ain't broke, don't fix it", certainly applies here. The Vargas proposal for detailed metrics has not been demanded by the public. It is unnecessary, overly burdensome and constitutes aggressive Commission micro-management of the professional staff. For these reasons, the Zimmer recommendation should be adopted by the Commission.

Sincerely,

A handwritten signature in cursive script that reads "Patricia Martz". The signature is written in dark ink and is positioned above the printed name and title.

Patricia Martz, Ph.D.
President