

CALIFORNIA COASTAL COMMISSION

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December 6, 2019

TO: California Coastal Commissioners and Interested Public

FROM: John Ainsworth, Executive Director
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Michelle Jespersen, Federal Programs Manager
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SUBJECT: **California Coastal Commission Public Review Draft Five-Year Strategic Plan. Public Hearing and Discussion only. No Commission action.**

Exhibit 1: Public Review Draft 2020 – 2025 Strategic Plan

Background

In April 2013, the Coastal Commission (Commission) adopted a five-year Strategic Plan to meet a requirement from the National Oceanic and Atmospheric Administration under the Commission's 2008 Coastal Zone Management Act Section 312 federal evaluation. Prior to that point, the Commission's last Strategic Plan was approved in 1997. The 2013 – 2018 Strategic Plan provided a strong framework for strategic action across seven goals and associated objectives. Status reports on the Commission's progress under the 2013 – 2018 were reported annually to the Commission and can be reviewed on the Commission's [Strategic Plan](#) webpage under "Implementation Updates."

Development of 2020 – 2025 Public Review Draft Strategic Plan (Draft Strategic Plan)

Commission staff has been working over the past 15 months to develop an updated draft strategic plan to guide the agency's work for the next few years. Considerable staff time and effort went into developing the proposed Draft Strategic Plan (Exhibit 1), including proposed actions and objectives provided by all programs and units within the Commission, an internal web portal to allow for individual staff input, and many meetings and deliberations by the Commission's Executive Management Team. Staff also reviewed the status of the actions under the 2013 – 2018 Strategic Plan for potential inclusion for items that were ongoing, incomplete or deferred.

In addition, the Commission solicited early input from the public for consideration in the development of the strategic plan. Commission staff received a number of comments through an online portal on the Commission's website and through a dedicated Strategic Plan email address. In total, the Commission received 148 comments through the public portal, emails, and letters, including five letters from local governments.

These comments ranged from project-specific feedback to broader recommendations on "high priority" topic areas on which to focus, such as addressing climate change and sea level rise and maximizing public access. The public also raised concerns about short-term rentals, marine debris, and a loss of coastal resources due to development pressures and encouraged decommissioning oil platforms and banning oil drilling and fracking. Local government letters focused on improving coordination opportunities, requested more community-based outreach and e-government options, and discussed facilitating housing while also providing for short-term rentals. Other topics covered included recommendations to balance needs of the public with private property rights, to allow armoring for coastal development, and to reduce the regulatory burdens associated with permitting.

The public comments were reviewed in tandem with staff input and factored into the development of the goals, objectives and actions provided in the Draft Strategic Plan. Finally, Commission staff members were provided an opportunity to review and comment on an internal Administrative Draft Strategic Plan before this public review draft was completed.

Draft Strategic Plan Overview

The Public Review Draft Strategic Plan for 2020 – 2025 presented here updates and builds on the Commission's previous strategic plan. This updated plan provides a framework of 9 goals, 49 objectives and 189 specific actions to guide the agency's performance over the next five years. Staff believes these goals, objectives, and actions will support effective implementation of the Coastal Act and achievement of the Commission's mission and vision.

Goal 1 starts off the plan with objectives and actions to continue to build the agency's organizational capacity for the future. Goal 2 and 3 focus attention on objectives and actions related to maximizing public access for all (Goal 2) and protecting and enhancing coastal resources (Goal 3). The Draft Strategic Plan accounts for the dynamic imperatives of climate change and sea level rise, which are already adversely affecting marine and terrestrial ecosystems and threatening the safety and economic health of our coastal communities (Goal 4).

The updated plan also adds new focus on emerging issues to address historic social inequities through environmental justice principles and tribal consultation (Goal 5). The plan includes objectives and actions focused on the core work of the agency's regulatory and LCP planning programs (Goal 6) and for enforcement (Goal 7). Finally, the plan emphasizes the need to collaborate and coordinate closely with state and local agency partners (Goal 8) and highlights a suite of objectives and actions to continue to

modernize the agency's operations and improve e-government and information management responsibilities (Goal 9).

All objectives and actions in the plan are important and they are not listed in order of priority. The Commission plans to complete these actions within the next five years, provided that adequate staffing capacity and funding are available or acquired (where noted). Many of these actions can be undertaken simultaneously during the five-year timeframe, as the tasks will be carried out by the relevant staff in the Commission's program departments and district offices.

Companion to the Goals, Objectives, and Actions in the body of the document, Appendix A provides an abbreviated list of the objectives and actions. These actions will be tracked and reported to the Commission and the public on an annual basis for the five-year timeframe. In addition, many of the actions proposed in the plan involve enhancing coordination or collaboration with various governmental and non-governmental resource management partners and serving on working groups and task forces. This work is discussed in Goal 8 and further highlighted in Appendix B.

Current Public Review/Next Steps

Commission staff is now seeking input from the Commission, other agencies, and the public on the proposed goals, objectives and actions in this Draft Strategic Plan. The Draft Strategic Plan was released for public review on the Commission's website and via social media on December 6, 2019. This Draft Strategic Plan will be shared directly with state agency partners to seek input and offer opportunities for discussion.

The public is invited to provide comments on the Draft Strategic Plan in writing or verbally at the Commission's December 2019 or February 2020 meetings. The public comment period for written and oral comments will remain open through February 14, 2020.

Written comments must be received by February 14, 2020 and can be mailed to:

California Coastal Commission
Executive Division
45 Fremont Street, Suite 2000
San Francisco, CA 94105

Or sent via email to:

StrategicPlanComments@coastal.ca.gov

After the February Commission public hearing and close of the public comment period on February 14, 2020, Commission staff will review and incorporate feedback from the Commission members and the public into a proposed final 2020 - 2025 Strategic Plan. The proposed final Strategic Plan will be brought back to the Commission for a public hearing and Commission action. This will likely occur at the April or May 2020 Commission meeting.

Exhibit 1:
Public Review Draft
2020 – 2025 California Coastal Commission
Strategic Plan

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Public Review Draft California Coastal Commission Strategic Plan

2020 – 2025

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

12/6/2019



California Coastal Commission Strategic Plan

2020-2025 Public Review Draft

How To Comment

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Comments can also be provided orally at the first public hearing: The first public hearing will take place on December 11, 2019 at the Coastal Commission's December meeting in Calabasas, CA. There will be a second public hearing on the Public Review Draft at the February 2020 hearing. Staff anticipates that Commission action on the proposed final strategic plan will take place at a subsequent public hearing in April or May 2020.

California Coastal Commission Strategic Plan

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I. Introduction: Then & Now

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

That mission endures today as the Coastal Act, (<http://www.coastal.ca.gov/coactact.pdf>) passed by the Legislature in 1976 and implemented by the Commission ever since. Our governing statute demands higher standards for new development in the coastal zone, and guarantees the right of coastal access for all.

This unprecedented civic experiment melding citizen activism with legislative expertise has forged a program that is far stronger and more resilient than either approach could have produced on its own. Since 1972, the Commission has fulfilled its mission in many important ways. For, while California is a very different place today than it was in 1972, much of the coast remains essentially unchanged. Scenic rural and agricultural areas like the Hearst Ranch, the Gaviota coast, Big Sur, the Santa Cruz-San Mateo County coastline, and Mendocino County are largely unchanged even while new development has continued apace in already urbanized areas nearby. Critical open spaces such as the Santa Monica Mountains, Ballona and Bolsa Chica wetlands, the Newport and Sonoma Coasts, and the San Diego County lagoons remain biologically vibrant while still welcoming millions of visitors each year, providing critical public access and wildlife habitat near dense metropolitan centers. Much of the rich ecological diversity of California's coastal regions has returned to fully restored wetlands, woodlands and coastal waterways. Additionally, dozens of urban access ways in some of the country's most exclusive coastal neighborhoods such as Malibu and Del Mar welcome thousands of beach goers every year thanks to the Commission's vigilance.

The coast of California would be almost unrecognizable today if not for the Coastal Act. We owe an enduring debt of gratitude to the activists and policy makers of an earlier generation. Fifty years on, it falls to all of us to safeguard the coast for the next generation of dreamers, policy makers, public advocates, and coastal visitors and residents.

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A. A Strategic Plan for Coastal Act Implementation

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

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

Since 1976, the Commission and local governments have approved more than 175,000 permits for new development in the coastal zone. The *State of the US Ocean and Coastal Economies Report*, National Ocean Economic Program (NOEP), 2016 estimates that the coast and ocean economy contributes more than 44 billion dollars to the state each year. Planning for growth and development in a manner that avoids or at least mitigates impacts to coastal resources is what has enabled California’s coastal economy to boom while simultaneously allowing its habitats to flourish.

The Commission’s last 5-year Strategic Plan was adopted in 2013 to meet a requirement from National Oceanic and Atmospheric Administration (NOAA) under the Coastal Zone Management Act. It identified seven priority goals with associated objectives and actions for guiding Coastal Act implementation over the next five years. These included:

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

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The 2020-2025 Strategic Plan reorganizes and builds on the previous plan. It accounts for actions accomplished and objectives met, and streamlines the previous plan by combining tasks or reassigning priority levels.

Importantly, the updated plan accounts more fully for the dynamic imperatives of climate change and sea level rise (Goal 5), which are already adversely affecting marine and terrestrial ecosystems and threatening the safety and economic health of our coastal communities. Building resilient communities while preserving public beaches and open space in the face of climate change is essential if the coast is to endure as a vital part of California's social and cultural fabric, and the coastal economy is to remain strong throughout the 21st Century and beyond.

The updated plan also adds new focus on emerging issues such as the need to address historic social inequities through environmental justice principles and tribal consultation (Goal 4), and emphasizes the need collaborate and coordinate closely with state agency partners (Goal 8).

The 9 goal areas contained in the updated plan are:

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

Goal 2: Maximize Public Access and Recreation for All

Goal 3: Protect and Enhance Coastal Resources

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

Goal 5: Advance Diversity, Equity, Environmental Justice, and Tribal Relations

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

Goal 7: Expand and Enhance the Enforcement Program

Goal 8: Continue to Develop and Maintain Partnerships and Enhance Public Presence

Goal 9: Enhance Information Management and E-Government

Together, a total of 9 goals frame out 49 objectives with 189 specific actions.

All the objectives and actions are important, and they are not listed in any order of priority. However, the Commission will not be able to successfully implement all of the actions without additional agency funding and staffing. But as discussed in more detail below, the Commission generally needs additional planning, policy, administrative and enforcement staff, as well as specific programmatic personnel to fully and effectively implement its statutory responsibilities.

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Many of the actions involve enhancing coordination or collaboration with various governmental and non-governmental resource management partners and serving on working groups and task forces. For example, the roles and issues addressed by various actors have evolved (such as the multi-agency planning effort to provide public access at Hollister Ranch). There is continuing need to coordinate on an on-going basis with other federal and state agencies such as the [NOAA Office of Coastal Management](#), [State Coastal Conservancy](#), [State Parks](#), [State Lands Commission](#), [San Francisco Bay Conservation and Development Commission](#), [the Ocean Protection Council](#), [Department of Fish and Wildlife](#), [Office of Planning and Research](#), [Office of Emergency Service](#), [CalFire](#), [Caltrans](#), and [State Water Quality Control Boards](#). Effective coordination, though, also requires staff resources, and the degree to which the Commission will be able to enhance its coordination with other agencies and stakeholders will depend on the available resources.

It should be noted that the nine goals in the updated plan have some overlapping objectives and components. For example, there is connectivity between the climate change objectives and the protection of public access and coastal resources; addressing climate change is thus an integrating goal that will advance implementation of many Coastal Act policies. Similarly, enhancing information management supports other organizational goals and will improve implementation of the policy goals. Such overlapping issue areas represent organizational integration, rather than duplication.

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

B. Core Program and Agency Resource Constraints

All of the Strategic Plan's goals support the ultimate objective of effective Coastal Act implementation and the Commission's mission to protect the coast for present and future generations. The goal of improving agency capacity is fundamental to the success of the Commission's core programs. Consequently, the plan's highest priorities concern securing increased funding for the agency, addressing staff salaries, succession planning, and building staff capacity. Without these actions, effective implementation will be difficult or unattainable.

The Commission's budget has seen modest increases since the adoption of the previous Strategic Plan in 2013, due primarily to a 3 million dollar augmentation for Local Coastal

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Program work and a 1.5 million dollar augmentation from the Greenhouse Gas Reduction Fund (GGRF), the state's cap and trade program for carbon reduction. Half of the GGRF funds are disbursed as grants to local governments addressing climate change and sea level rise in their LCPs, and half support Commission staff who oversee these and related activities.

While these are welcome developments, they do not begin to reverse the drastic budget cuts of the mid-1980s, from which the Commission has never recovered. After Governor Deukmejian reduced the Commission's budget by half, the agency shed 50% of its staff, closed the North Coast office, and had to abandon many key priority programs, such as the periodic review of certified LCPs. This historic funding shortfall has never been directly addressed by subsequent administrations and continues to hamper the Commission's ability to meet its statutory obligations. In FY 1980-1981 the Commission had 212 filled staff positions at a time when Local Coastal Program initial development and review was underway and there was no distinct enforcement program. With significant budget cuts starting in the mid-1980's filled staff positions dropped to a low of 112 in FY1989-1990.

Since FY 2015-2016, the Commission has had funding to fill approximately 156 staff positions, 56 staff positions less than we had in 1980-1981. As we enter 2020 and the new decade, additional staff positions and financial resources will be needed as the depth and complexity of the Commission's workload to implement the Coastal Act continues to increase to address a myriad of climate change related issues, environmental justice, Local Coastal Program work in the 76 coastal counties and cities, desalination, offshore wind, transportation projects, and a large backlog of Coastal Act violations.

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

Moreover, the Commission's LCP grant program has resulted in an ever-increasing workload. The Commission has awarded \$8.3 million dollars in 6 rounds of grant funding to 40 local governments to develop or update LCPs with a focus on planning for climate change and sea level rise. The increasing demand to keep LCPs up-to-date and work with local governments has placed a severe constraint on the agency. There is wide recognition by our local government partners of the need to enhance the LCP planning process by increasing the Commission's capacity.^[1] At the same time, the Commission's staff must still process a significant number of its own (over 500/year) permits that have short statutory deadlines. The Strategic Plan highlights this challenge and recognizes

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

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that new investment in the agency is needed to fully meet the needs of the LCP planning program and the state-local partnership.

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

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

II. Vision, Mission & Core Values

A. The Coastal Act's Vision for the Coast

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

Our Vision:

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

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

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

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

OUR MISSION: PROTECTING & ENHANCING CALIFORNIA'S COAST

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

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C. Our Core Values: Guiding Implementation

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

- **Public Service:** The Commission is a public agency comprising appointed public officials, civil service staff, fellows, interns, and volunteers. The agency is charged with implementing the California Coastal Act to benefit all citizens of California. The Commission and staff strive to serve the public, respond to public inquiries, and provide effective customer service.
- **Stewardship:** In partnership with local government, other governmental and non-governmental actors, and the public, the Commission is charged with protecting California's coastal resources and providing for priority coastal land uses. Through LCP planning, implementation oversight, and coastal development permitting, the Commission assures that the Coastal Act resource protection policies are effectively implemented statewide. The Commission fully embraces the Legislative findings of the Coastal Act, and applies the precautionary principle in the face of scientific uncertainty to avoid irreparable harm to the environment. Through education and outreach, the Commission fosters public stewardship of coastal resources.
- **Rule of Law:** The Commission follows and applies the law fairly and consistently in each matter before it. The Coastal Act, certified LCPs, and Commission regulations govern the Commission's decisions. The Commission abides by all applicable state and federal laws, administrative procedures, and constitutional requirements, including providing due process under the law.
- **Science/Objectivity:** The Commission applies the scientific method and reasoned analysis in its daily work. The Commission identifies facts, uses the best available science, and produces objective evaluations. The Commission strives to be dispassionate in its analysis of impacts and consideration of alternatives.
- **Maximum Public Participation:** The Coastal Act mandates the right of the people to understand and participate in the coastal program. The Commission welcomes public input into our daily work and we strive to provide complete and useful information about our program. The Commission believes its procedures for participation are fair to all participants.
- **Excellence:** Commission staff members are professionals seeking to be effective and efficient. We treat each other with respect as professional colleagues, work hard, and strive for excellence in our relationships and all of our work products, recognizing the responsibility to use public funds effectively and wisely.
- **Teamwork:** The Commission embraces teamwork within the agency and with outside entities, recognizing that teamwork is essential to producing excellent work. The Commission strives to take full advantage of the diverse expertise and experience of our staff and other organizations. We support each other and acknowledge

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the critical role that each unit of the agency plays in achieving the Commission's mission.

embrace flexibility to support the need for professional and personal balance.

- **Integrity:** The Commission adheres to the highest ethical standards for interpersonal and civil service behavior. The Commission recognizes the humanity of all persons, and treats individuals with respect, fairness, and compassion. We are patient, honest and forthright with each other and the public.
- **Problem-Solving:** The Commission uses common sense and seeks practical solutions to the planning and regulatory challenges we face and listens carefully to find positive alternatives. We avoid rigid bureaucratic response and embrace the role that learning, discovery, and creativity play in the Commission's daily work.
- **Diversity:** The Commission values diversity at all levels of the organization and is committed to fostering an environment in which employees from a variety of backgrounds, cultures, and personal experiences are welcomed and can thrive. We believe the diversity of our employees and their unique ideas inspire innovative solutions to further our mission of protecting and enhancing California's coast and ocean for present and future generations.
- **Balance:** The Commission seeks balance between our personal and professional lives. We recognize that a productive workplace requires healthy minds and bodies, and that the Commission's work suffers without sufficient personal and family time and relaxation. Commission staff members communicate openly with supervisors and managers about maintaining balance and identifying priorities. We

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III. Goals, Objectives, and Actions

The Strategic Plan provides a framework of goals, objectives, and actions to set agency priorities and guide performance for the next five years. It frames out an integrated set of goals, objectives and actions that are mutually-supportive and that ultimately support the objective of effective implementation of the Coastal Act to protect the coast for present and future generations. The objectives and actions in this Plan have been determined to be of the highest priority over the next 5 years.

The goals, objectives, and actions below are **not** listed in order of priority. These are all items that the Commission intends to complete within the next 5 years, provided that adequate staffing capacity and funding are available. Many of these actions can be undertaken simultaneously during this timeframe, as the tasks will be carried out by the relevant staff in the Commission's program departments and district offices. However, while some actions are funded as part of the Commission's regular course of business, some actions may require additional funding or other resources in order to be implemented.

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

Actions will be tracked and reported to the Commission and the public on an annual basis for the 5-year timeframe.

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

A. Internal Agency Capacity and Effectiveness

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

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

Strategies to improve the Commission's workforce are critical to ensuring that the staffing priorities of the agency are met and that staff is compensated commensurate with the prevailing market of professionals with similar knowledge, skills, and abilities ([Objective 1.1](#)). Additionally,

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the ability to implement measures that will increase staff satisfaction and retention is of great importance and critical to maintaining our talented and experienced staff ([Objective 1.2](#)).

Objective 1.2 lays out potential opportunities to increase staff satisfaction through flexible work schedules, staff recognition, and team building. Another measure to maintain an effective and efficient workforce is to increase training and professional development opportunities for staff ([Objective 1.3](#)), which may also serve to enhance staff satisfaction and retention.

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

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

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

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

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

1.1.4 Continue to broaden and find new ways for notification and advertisement of exams and open positions.

1.1.5 Make Commission employment opportunities more accessible to a more diverse and greater number of qualified applicants through outreach and education on the exam process and by providing greater flexibility in exam locations (see also [Environmental Justice Action 5.4.1](#)).

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

Objective 1.2 Increase Staff Satisfaction and Retention.

1.2.1 Establish guidelines for flexible work schedules and other alternative work-place options.

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

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

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

1.2.5 Conduct regular performance evaluations.

Objective 1.3 Standardize Trainings and Support Professional Development Opportunities.

1.3.1 Complete and implement a training program as described in the Commission 2016 - 2020 309 Strategy to provide training resources to staff online and support local governments in Local Coastal Program planning.

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

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

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

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

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

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

B. Public Access

Goal 2 Maximize Public Access and Recreation for All

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

The Strategic Plan focuses on several areas for achieving the goal of maximizing public access and recreation. First, there is an on-going need to ensure that public access easements and

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other public accessways are open and available to the public ([Objective 2.1](#)) and to protect all other existing public access and recreational opportunities ([Objective 2.2](#)).

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

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

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

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

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

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

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

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

Objective 2.2 Protect and Enforce Existing Public Access and Recreational Opportunities.

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

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

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

2.2.4 Work with agency partners (e.g. California State Parks, State Coastal Conservancy, Caltrans, local agencies) on addressing increased demand for access-related facilities, including for parking, restrooms, and waste management, at state parks and along California Highway 1 and other coastal roadways.

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

Objective 2.3 Remove Barriers to Public Access and Develop Programs to Bring More People to the Coast (see also Objective 5.3).

2.3.1 Work with agency partners, local governments and others to support efforts to bring more people to the coast, including through improved public transit and multi-modal transportation opportunities.

2.3.2 Develop guidance to use in LCP planning that supports local governments to identify and reduce barriers to coastal access in their local jurisdictions.

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

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

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

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

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

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

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

2.5.3 Continue to work with the State Coastal Conservancy to enhance and

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expand CCT opportunities through the joint MOU for in-lieu mitigation fees.

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

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

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

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

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

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

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

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

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

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

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

C. Coastal Resources

Goal 3 Protect and Enhance Coastal Resources

The Commission implements strong Coastal Act policies to protect and restore environmentally sensitive habitats (“ESHA”), wetlands, and the marine environment along the coast. The Coastal

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Act also protects public access and recreation (see [Goal 2: Public Access](#)), coastal agriculture, scenic and cultural resources, and priority coastal dependent and related land uses.

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

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

The actions of this goal also identify high priority actions for continuing the Commission's work in the areas of oil spill prevention and response ([Objective 3.7](#)). The Commission has responsibilities to support coordination and other work to prevent oil spills that could adversely affect coastal resources.

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

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

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

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

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

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Objective 3.2 Advance Mitigation Strategies to Meet Coastal Protection Goals.

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

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

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

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

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

Objective 3.3 Protect Coastal Agriculture and Maximize Agriculture Production on Prime Agricultural Lands.

3.3.1 Update LCP guidance on coastal agriculture to address emerging and core issues such as cannabis operations in the coastal zone, changes in coastal agricultural economies, development pressures, sustainable and modern carbon-neutral agricultural practices, and climate change impacts on coastal farms.

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

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

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

3.4.1 Develop guidance for intertidal and subtidal aquaculture applicants/interested parties describing applicable Coastal Act policies, necessary information for project review, appropriate impact avoidance and mitigation approaches, examples of permitted projects, and lessons learned.

3.4.2 Work with the California Department of Fish and Wildlife (CDFW) and the Fish and Game Commission staff to develop best management practices for marine aquaculture and participate on the CDFW Aquaculture Development

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Committee. (See also [Public Partnership Action 8.1.1](#))

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

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

Objective 3.5 Reduce Plastic Pollution and All Other Marine Debris.

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

3.5.2 Provide guidance for coastal development permits, LCPs, and other relevant documents to incorporate marine debris reduction measures into permits and plans.

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

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

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

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

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

3.6.2 Identify locations or opportunities where sediment management programs may be used to improve or expand public access and support ecosystem function to inform coastal permitting and LCP development.

3.6.3 Continue to develop and strengthen interagency planning efforts on sediment management and beach replenishment projects, including through the California Coastal Sediment Management Workgroup (CSMW), the Southern California Dredged Material Management Team (DMMT) and the Contaminated Sediments Task Force. (See also [Appendix B](#) and [Public Partnership Action 8.1.1](#))

3.6.4 Continue to work with Caltrans and local Public Works agencies so that plans and activities associated with transportation operations are approached in ways that expand the beneficial disposal and reuse of sediments in cooperation

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with other entities through the implementation of Coastal Regional Sediment Management Plans.

Objective 3.7 Improve Oil Spill Prevention and Response.

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

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

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

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

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

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

D. Climate Change and Sea Level Rise

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

Global sea level rise is accelerating and extreme storm events are increasing in intensity, both of which are exacerbating coastal shoreline hazards like coastal erosion and flooding that the Commission must address in planning and permitting. Public beaches and public access will be placed at increased risk in urban areas where there may be significant coastal armoring and little opportunity for natural landward migration of the beach. Wetland protection and restoration decisions will need to account for changes in sea level rise. Coastal terrestrial and marine habitats are already changing with shifts in climate patterns. Hazards related to the frequency and severity of storms, floods, and wild fires will also change and increase as the climate

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continues to warm. More than any other topic, these actions cross cut many of the Commission's overarching goals and objectives.

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

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

While the immediate implications of climate change cannot be reversed, the Strategic Plan also outlines actions to implement smart growth and other sustainable development strategies to reduce greenhouse gas emissions to slow climate change over the long term ([Objective 4.5](#)).

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

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

4.1.1 Complete certifications of LCPs and other LCP hazard updates funded by the LCP Grant Program, working closely with local governments and the public.

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

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

4.1.4 Work with local governments, stakeholders and the public and through regional climate collaboratives to address regional and local sea level rise vulnerabilities in updates to LCPs. (See also [Appendix B](#))

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4.1.5 Continue to collaborate with Caltrans to ensure that Caltrans' coastal districts' adaptation and corridor plans reflect the best available science on the range of climate impacts and are consistent with the State of California Sea Level Rise Guidance (Ocean Protection Council, 2018), the Coastal Commission's Sea Level Rise Policy Guidance (updated 2018) and certified Local Coastal Programs.

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

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

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

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

4.2.4 Support and monitor Caltrans' efforts required under Coastal Development Permits to develop long-term adaptation plans and projects for transportation corridors that are vulnerable to sea level rise.

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

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

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

4.3.3 Support the Commission through continued training on climate change and sea level rise science information and on communicating with the public about climate change.

4.3.4 Provide policy guidance and other forms of technical assistance to Commission staff and local governments in support of updating LCPs to

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address climate impacts, such as on sea level rise, increased risk of wildfire, droughts, seawater intrusion and ocean acidification.

4.3.5 Develop policy guidance for evaluating shoreline management adaptation options in light of sea level rise including sediment management, beach nourishment, shoreline armoring, sand retention structures and living shorelines. (See also [Coastal Resources Action 3.6.1](#))

4.3.6 Provide policy guidance that supports phased approaches to moving development out of vulnerable areas, such as transfer of development rights programs, changing zoning densities, phasing out non-conforming uses, and other approaches.

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

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

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

4.4.3 Continue to incorporate economic data and valuation methods into development of appropriate mitigation for unavoidable impacts of permitting shoreline armoring on sand supply, public access/recreation and habitat/ecological function.

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

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

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

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

4.5.3 Develop policy guidance for local governments on developing new or updating LCPs to reduce greenhouse gas emissions, including through smart growth, complete streets, public transportation, electric vehicle infrastructure, mixed use development, affordable housing, and increased housing density.

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

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

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

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

E. Environmental Justice, Diversity and Tribal Relations

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

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

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

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

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

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

- 5.1.1 Develop guidance for staff to identify and address environmental justice issues in permit review.
- 5.1.2 Develop a guidance memo for staff and local governments to assist with the incorporation of environmental justice policies into Local Coastal Programs.
- 5.1.3 Update Coastal Commission planning and guidance materials to include discussion of environmental justice concepts and issues.

Objective 5.2 Reduce Barriers to Public Participation by Increasing Meeting Accessibility

- 5.2.1 Make Commission meetings more geographically accessible to underserved communities by adopting an annual meeting calendar that includes at least three Commission meetings per year in more inland areas accessible by public transit. Explore ways to increase meeting accessibility through technology and adjusting meeting times.
- 5.2.2 Develop criteria to guide and disseminate informational materials in relevant languages specifically for disadvantaged communities relating to upcoming Commission actions that are likely to impact or be of interest to those communities.
- 5.2.3 Update notification procedures for upcoming regulatory, planning and enforcement actions in a way that reaches a broader, more diverse audience. (See also [Information Management Action 9.5.4](#))
- 5.2.4 Update Commission meeting protocols and materials related to public hearings and testimony to further facilitate and simplify the public participation process. (See also [Information Management Action 9.5.3](#))
- 5.2.5 Develop a phased Commission hearing process for complex regulatory and planning items to enhance and improve public participation.

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

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

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

5.3.3 Invite broader public participation by conducting or attending community workshops on relevant coastal-related issues as staff time and resources allow.

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

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

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

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

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

5.4.3 Create a racial equity onboarding packet and welcoming protocol/committee in each office for new employees.

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

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

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

5.5.2 Implement the agency-wide Racial Equity Action Plan to serve as a roadmap for increasing workplace diversity and conducting a more inclusive public participation process. (See also [Agency Capacity Action 1.1.5](#), actions under [Environmental Justice Objective 5.2](#), and [Information Management Actions 9.5.3](#) and [9.5.4](#))

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

5.5.4 Host a public workshop with the Commission and Environmental Justice leaders to discuss environmental justice concepts, priorities and challenges as

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they apply to the coastal zone.

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

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

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

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

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

F. Coastal Planning and Permitting

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

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

To address these challenges, the Strategic Plan focuses on a few key areas to achieve the goal of enhancing and expanding the LCP Program. First, it is critical to continue the Commission's on-going efforts to improve communication and collaboration with local governments on LCP implementation as well as key coastal planning concerns ([Objective 6.1](#)). Additional actions are proposed in Goal 9, Information Management and E-Government, related to online access and electronic posting of LCP information that complement the actions below for improved communications (See [Information Management Actions 9.5.5](#) and [9.5.6](#)).

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

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directly tied to the state-local partnership and the program's ability to keep LCPs current and responsive to on-going and emerging resource management challenges.

In addition to LCP planning, the Commission retains authority for direct permit planning in portions of the coastal zone and implements a federal consistency review process for projects that are undertaken on federal lands or that are federally-funded. Administration of these core regulatory functions requires periodic improvements to improve efficiencies within the permitting process and to modernize and address issues related to development review and implementation ([Objective 6.3](#)).

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

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

6.1.2 Establish collaboration expectations for LCP Amendment pre-submittal coordination work with local government partners.

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

6.1.4 Increase training and information on the LCP program and key coastal policy issues for local staff and officials.

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

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

6.2.1 Provide guidance to local governments to support the development and certification of new LCPs and LCP Updates and to integrate Areas of Deferred Certification (ADCs) into existing LCPs.

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

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

6.2.4 Seek additional funding from various state and federal sources to continue and expand the local assistance funding for the LCP Grant Program and for technical assistance to local governments.

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

6.3.1 Update CDP application materials for improved clarity, including more focused information requests, and to support timely application processing (e.g., related to processing minor items such as CDP waivers, CDP immaterial amendments, etc.).

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

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

6.3.4 Initiate substantive update of regulations with the Office of Administrative Law (OAL).

G. Enforcement

Goal 7 Expand and Enhance the Enforcement Program

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

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

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

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Objective 7.1 Provide New Enforcement Mechanisms And Strategies To Increase Program Efficiency.

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

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

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

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

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

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

Objective 7.2 Facilitate Resolution of Coastal Act Violations.

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

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

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

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

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

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

7.3.2 Based on the evaluation, seek funding and staff positions to establish a permit compliance program that improves condition compliance and resolves

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permit compliance violations by collecting relevant data, setting priorities, conducting enforcement investigations and working with property owners and local governments to resolve the violation.

Objective 7.4 Increase Focus on Use of the Violation Remediation Account (VRA) for Property Acquisition.

7.4.1 Consistent with the MOU, continue the partnership with the State Coastal Conservancy as it supports projects with funding from the Violation Remediation Account.

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

Objective 7.5 Increase Public Understanding of Commission Enforcement Efforts.

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

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

H. Public Presence and Partnerships

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

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

Moreover, this goal supports communication with the public about the Commission's program, including its accomplishments and challenges ([Objective 8.3](#)). This includes priorities for the Commission's Public Education Program that will engage new audiences and build program capacity in support of efforts to foster coastal awareness and stewardship ([Objective 8.3](#), [Objective 8.4](#)).

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

8.1.1 Continue to participate in interagency coordination efforts that advance

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the goals of the Coastal Act, including coastal working groups, task forces, panels, workshops, and advisory committees. (See also [Appendix B](#))

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

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

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

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

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

8.1.7 Continue to use interagency agreements with Caltrans to ensure that state transportation plans, projects and associated actions are consistent with, and meet the requirements of, the California Coastal Act and the federal Coastal Zone Management Act.

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

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

8.2.2 Expand media presence to reach a diverse audience.

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

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

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

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

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

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

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

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

I. Information Management and E-Government

Goal 9 Enhance Information Management and E-Government

Information management and e-government are critically-important to improving the Commission's implementation of the Coastal Act. The Commission seeks to maximize its use of digital technologies in support of program implementation. Strategies outlined under this goal include modernizing the Commission's network and computer systems ([Objective 9.1](#)), providing information technology support services ([Objective 9.2](#)), and maintaining easy access to resources and information ([Objective 9.3](#)). Additionally, the strategies support digital delivery and archiving of Commission staff reports ([Objective 9.3](#)) and enhancements to the Coastal Data Management System (CDMS) ([Objective 9.4](#)). Further, this goal includes actions intended to improve the Commission's integration and use of geospatial mapping tools and protocols to support the Commission's regulatory work ([Objective 9.6](#)).

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

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

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

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

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

9.1.4 Modernize agency equipment, communication protocols and processes

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including enhanced capability for video conferencing, webinar access, wifi, off-site data access and project management.

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

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

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

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

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

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

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

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

Objective 9.4 Enhance Functionality of the Coastal Data Management System.

9.4.1 Create and deploy an online web-interface to support public access to the CDMS.

9.4.2 Pursue refinements and updates to the CDMS that can simplify data entry and retrieval and address new reporting needs. (See also [Coastal Resources Action 3.2.5](#))

Objective 9.5 Develop and Implement E-Government Systems.

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

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

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developing protocols to receive CDP application submittals in electronic formats that facilitate application processing.

9.5.3 Explore opportunities to use new technologies to facilitate virtual staff presentations and attendance and maximize public participation at Commission hearings.

9.5.4 Simplify Commission hearing noticing protocols (e.g., postcard noticing, messaging on notices, etc.), including as it relates to electronic noticing.

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

9.5.6 Develop a tool to provide information regarding the status of LCP Amendments online.

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

9.6.1 Build a comprehensive set of authoritative geospatial data and tools that will enhance the Commission's decision making process.

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

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

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

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Appendix A. Coastal Commission Strategic Plan Action List

The list below provides an abbreviated form of each of the Objectives and Actions in the 2020 Strategic Plan. The abbreviated form will be used for future reporting summaries and does not substitute for the detailed language in the full version in the 2020 Strategic Plan. Refer to the full version of the Objective or Action for important details and implementation.

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

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

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

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Objective/Action	
Climate Change and Sea Level Rise	
Integrate Climate Change Risks in Planning and Permitting	
4.1.1	Certify Coastal Hazard LCP Updates
4.1.2	Collaborate with Providers of Key Infrastructure Assets
4.1.3	Coordinate Adaptation Planning for State Infrastructure
4.1.4	Collaborate to Address Sea Level Rise Vulnerabilities
4.1.5	Proactively Integrate Climate Change Science into Transportation Plans
Support Local Adaptation Projects	
4.2.1	Research Adaptation Funding Opportunities
4.2.2	Align Planning Documents
4.2.3	Collaborate on Coastal Adaptation Strategies
4.2.4	Track Caltrans Adaptation Plans and Projects
Enhance Capacity to Address Climate Change	
4.3.1	Complete Coastal Adaptation Policy Guidance for Residential and Critical Infrastructure Types
4.3.2	Develop a Shoreline Armoring Inventory
4.3.3	Provide Sea Level Rise-Related Staff Training
4.3.4	Provide LCP Guidance on Climate Change
4.3.5	Evaluate Shoreline Management Options
4.3.6	Provide Policy Guidance Related to Vulnerability Planning
Protect Coastal Resources as Sea Level Rises	
4.4.1	Coordinate with State Lands Commission on Public Trust
4.4.2	Provide Guidance that Addresses Coastal Habitat Migration
4.4.3	Develop Shoreline Protection Mitigation Strategies
4.4.4	Maintain Beaches and Other Public Access Amenities
Reduce Greenhouse Gas (GHG) Emissions	
4.5.1	Implement Agency Sustainable Practices
4.5.2	Encourage Greenhouse Gas Reduction Strategies in LCPs and CDPs
4.5.3	Develop LCP Policy Guidance to Reduce GHGs
4.5.4	Coordinate with Caltrans to Implement Multi-Modal Transportation
Raise Awareness of Climate Change Issues	
4.6.1	Develop Public Education Materials on Climate Change
4.6.2	Provide Public Information on Adaptation Planning
Environmental Justice, Equity, Diversity and Tribal Relations	
Consider Environmental Justice in Planning and Permitting	
5.1.1	Provide Environmental Justice Guidance for Permits

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Objective/Action	
5.1.2	Provide LCP Guidance on Environmental Justice
5.1.3	Integrate Environmental Justice Concepts in Commission Documents
Improve Commission Hearing Participation	
5.2.1	Increase Commission Hearing Accessibility
5.2.2	Develop Language-Appropriate Materials
5.2.3	Broaden Notification Procedures
5.2.4	Modify Hearing Protocols and Materials to Facilitate Public Participation
5.2.5	Modify Hearing Process for Complex Hearing Items
Promote Equity and Inclusion	
5.3.1	Develop Educational Materials for Multiple Audiences
5.3.2	Provide Language Translation Services as Feasible
5.3.3	Attend Local Government & Community Meetings
5.3.4	Diversify Engagement in Public Access Programs
5.3.5	Respect Equity and Inclusion in WHALE TAIL Grant Program
Increase Staff Diversity	
5.4.1	Broaden the Recruitment Pool
5.4.2	Update Duty Statements to Highlight Racial Equity
5.4.3	Create an On-Boarding Program For New Staff
5.4.4	Pursue Funding for Diversity Internship Program
Raise Awareness of Social Justice and Racial Equity	
5.5.1	Expand Training Related to Social Justice and Racial Equity
5.5.2	Implement the Racial Equity Action Plan
5.5.3	Conduct Training on Unconscious Bias
5.5.4	Hold an Environmental Justice Workshop
Strengthen Tribal Relations	
5.6.1	Seek Legislative Changes to Address Cultural Resources
5.6.2	Provide Training on Tribal Consultation Policy
5.6.3	Establish Regular Communication Between Staff and Tribal Representatives
5.6.4	Identify Opportunities and Joint Approaches to Tribal Consultation
Coastal Planning and Permitting	
Improve Planning with Local Government Partners	
6.1.1	Conduct Routine Coordination with Local Governments
6.1.2	Address the LCP Amendment Presubmittal Process
6.1.3	Participate In the Local Planning Process
6.1.4	Provide LCP Training and Information to Local Governments
6.1.5	Work with CSAC and League of Cities On Local Issues

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Objective/Action	
Facilitate New LCPs and Updates	
6.2.1	Provide Guidance and Materials to Local Governments
6.2.2	Consider Legislative Incentives to Certify and Update LCPs
6.2.3	Enhance Staff Capacity to Support Development of LCP Assistance
6.2.4	Expand Local Assistance Funding
Improve Permitting and Federal Consistency Processes	
6.3.1	Update CDP Application Materials
6.3.2	Improve the Recorded Documents Process
6.3.3	Update Federal Consistency Program Information and Training
6.3.4	Pursue Substantive Updates to the Commission's Regulations
Enforcement	
Enhance Enforcement Program Strategies	
7.1.1	Expand the Administrative Penalty Ability to All Violation Types
7.1.2	Pursue Compliance-First Policies
7.1.3	Pursue Information Gathering Authority
7.1.4	Obtain and Utilize Modern Enforcement Tools
7.1.5	Coordinate with Local Agencies on Enforcement Actions
7.1.6	Enhance Staff Capacity to Address Enforcement Backlog
Resolve Coastal Act Violations	
7.2.1	Investigate Wide-Spread Violation Types
7.2.2	Prioritize Enforcement Actions on Issues of Special Attention
7.2.3	Prioritize Enforcement Actions on Public Access Violations
7.2.4	Participate on Local Task Forces to Advance Enforcement Efforts
Pursue Funding for a Permit Compliance Program	
7.3.1	Evaluate Permit Compliance and Outcomes
7.3.2	Obtain Funding to Create a Permit Compliance Program
Focus Use of Violation Remediation Account (VRA) Funds	
7.4.1	Partner with the State Coastal Conservancy to Make Decisions on VRA Funds
7.4.2	Acquire Properties with VRA Funds to Mitigate Damage from Violations
Increase Public Understanding of the Enforcement Program	
7.5.1	Improve Distribution and Information on the Enforcement Program
7.5.2	Distribute Press Releases for Relevant Enforcement Items
Public Presence and Partnerships	
Create and Maintain and Partnership	
8.1.1	Participate in Coastal Working Groups to Advance the Coastal Program

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Objective/Action	
8.1.2	Enhance Staff Capacity to Expand Participation in Coastal Working Groups
8.1.3	Seek Technical Assistance from our Partner Agencies
8.1.4	Enhance Coordination with Legislative Offices
8.1.5	Collaborate with Academic Institutes on Best Available Science
8.1.6	Work with NGOs on Relevant Coastal Issues
8.1.7	Continue to Implement Interagency Agreement with Caltrans
Enhance Media Relations	
8.2.1	Enhance Agency Relationship with the Press
8.2.2	Expand Media Presence
Raise Awareness of Coastal Resource Issues	
8.3.1	Develop Additional Public Educational Materials
8.3.2	Communicate the Benefits of the Commission's Coastal Program
8.3.3	Use Digital Tools to Improve Delivery of Coastal Program Messages
Expand Public Education Programs	
8.4.1	Increase Public Participation in Commission Stewardship Programs
8.4.2	Recognize Members of the Public for Contributions to the Coast
8.4.3	Seek Additional Funding Sources and Partners to Expand Public Education and Stewardship Programs
Information Management and E-Government	
Maintain Commission's Computer System	
9.1.1	Modernize the Commission's Computer Technology
9.1.2	Expand Use of Cloud-Based Storage
9.1.3	Improve Network Capacity and Security
9.1.4	Upgrade Communication Platforms
Provide IT Support Services	
9.2.1	Train Staff On Commission Technologies
9.2.2	Expand ISU Staff Capacity
9.2.3	Expand and Maintain Staff Resources on the Intranet Site
Prepare Digital Records	
9.3.1	Continue to Prepare the Agency's Digital Records
9.3.2	Meet SRC Digital Record Requirements
9.3.3	Seek Resources to Convert Agency Records to ADA Accessible Formats
Enhance the Coastal Data Management System	
9.4.1	Modify CDMS to Create a Public Interface
9.4.2	Simplify CDMS Related to Input and Retrieval

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Objective/Action	
Develop E-Government Systems	
9.5.1	Develop Processes to Receive Planning and Permitting Information Electronically
9.5.2	Enhance and Expand Online Permit Review Applications
9.5.3	Provide Remote Hearing Participation
9.5.4	Develop Procedures and Formats for Electronic Hearing Notices
9.5.5	Develop and Maintain the Digital LCP Library
9.5.6	Develop an Online Tool for the Status of LCP Amendments
Improve Mapping Resources	
9.6.1	Provide a Comprehensive Set of Mapping Tools
9.6.2	Develop Detailed Jurisdiction-Related Maps
9.6.3	Advance the Commission's Digital Archives
9.6.4	Establish Data-Sharing with Other Agencies

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Appendix B. Commission Staff Participation in Interagency Working Groups

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

Climate Change and Sea Level Rise

California Coastal Sediment Management Working (CSMW) Group

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

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

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

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

Safeguarding California Climate Action Team (SafeCAT)

State Agency Sea Level Rise Leadership Team

State Lands Commission and Coastal Commission Public Trust Coordination Group

Coastal Hazards and Sediment Management

California Geological Survey Tsunami Policy Working Group

California Geological Survey Tsunami Technical Advisory Panel (TsuTAP)

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

Southern California Dredged Material Management Team (DMMT)

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

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Coastal Zone Management - State and National Scale

Coastal States Organization Ex-Officio Representatives

Tijuana River National Estuarine Research Reserve (NERR) Advisory Committee

USC Sea Grant Advisory Board

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

Ecological and Biological Resources

Arana Gulch Adaptive Management Working Group

Beach Ecology Coalition

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

California Natural Resource Agency Sea Grant Advisory Panel (RASGAP)

California Natural Resources Agency (CNRA) Statewide Monitoring Coordination Group

California Wetlands Monitoring Group

Caltrans Advanced Mitigation Team

Caltrans Last Chance Grade Biological Working Group

Contaminated Sediments Task Force

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

Goleta Slough Management Committee

Integrated Watershed Restoration Program Technical Advisory Committee (TAC)

Interagency Review Teams (IRT) for Wetland Mitigation Banking

Loma Alta Slough Wetlands Enhancement Technical Advisory Committee

Los Cerritos Wetlands Technical Advisory Committee

Ormond Beach Restoration Committee

Pescadero Marsh Technical Advisory Group

Scotts Creek Technical Advisory Group

Seabird Protection Network

Southern California Wetlands Recovery Group

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Southern California Wetlands Recovery Project Wetlands Managers Group

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

Wetlands Recovery Project Wetlands Managers Group

Enforcement

Del Norte Environmental Crimes Task Force

Humboldt County Code Compliance Working Group

Humboldt County Environmental Crimes Task Force

Mendocino County Environmental Crimes Task Force

Santa Monica Mountains Enforcement Task Force

Energy and Ocean Resources

California Department of Fish and Wildlife Aquaculture Development Committee

California Intergovernmental Renewable Energy Task Force

Channel Islands National Marine Sanctuary Advisory Group

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

Diablo Canyon Independent Peer Review Panel

Interagency Oil & Gas Platform Decommissioning Working Group (IDWG)

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

Monterey Bay National Marine Sanctuary Advisory Council (SAC)

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

Southern California Coastal Ocean Observing System (SCCOOS)

Statewide Advisory Committee on Cooling Water Intake Structures

Statewide Marine Protected Area Leadership Team

Project-Specific Working Groups

Broad Beach Restoration Project Technical Advisory Committee

Oceano Dunes SVRA Technical Review Team (TRT)

Oceano Dunes SVRA Technical Review Team (TRT) Scientific Subcommittee

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Surfers Beach Technical Advisory Group (TAG)

Public Access and Recreation

Barriers to Coastal Access Working Group

Big Sur Multi-Agency Advisory Council

California Coastal Trail Working Group

Caltrans Integrated Planning Team (IPT) Public Access Working Group

Lower-Cost Visitor Serving Working Group

Public Education

California Environmental Education Interagency Network

Pacific Oil Spill Prevention Education Team (POSPET)

Water Quality

California's Critical Coastal Areas Program Interagency Working Group

California Nonpoint Pollution Control Program Interagency Coordinating Committee

Marina Interagency Coordinating Committee and Antifouling Strategies Workgroup

Marinas and Recreational Boating Interagency Coordination Committee

Ocean Protection Council Marine Debris Steering Committee

West Coast Marine Debris Alliance

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