

Memo to: SCC Board and Oversight Members

From: Sam Schuchat, EO

RE: Strategic Planning

Date: 3/21/12

Huzzah! It is time to produce a new strategic plan for the California State Coastal Conservancy. In this memo I will lay out a proposed process and timeline for doing so, describe a proposed structure for the plan, and discuss some of the key issues the plan will need to address. The 2007 strategic plan was essentially just an update of the 2002 plan. For a variety of reasons, our next plan will need to be more than just an update. Most notably, our funding is declining, and our financial future is uncertain to say the least. The Legislature has asked us to provide them with a plan for our financial survival over the next ten years absent any more bond money; this is due January of 2013. Clearly, this should be part of our strategic plan.

Process

I have attached to this memorandum a timeline for the consideration and production of our strategic plan. You will note that we expect to have two board meetings at which to discuss draft plans, and a third meeting for adoption. We expect to do a great deal of outreach to stakeholders in the process of drafting this plan; I have attached a list of potential stakeholders after the timeline. You will notice that this is a very long list; some entities will get one-on-one conversations, others will be done in group meetings or regional context, and others will be kept informed via email and a website. The draft plan will be posted on the website to solicit general public comments in addition to our targeted outreach efforts.

Issues and Content

This strategic plan will necessarily be quite different from the earlier plan in content. Although we intend to use the same hierarchy of goals, objectives, strategies, and metrics that we have used previously (and likely a similar layout) there are a number of new issues that must be explicitly addressed, including (but not limited to):

- Sea level rise and climate change: how should they factor into our acquisition, restoration, and access decisions?
- How will the Conservancy survive in the absence of bond money, and how will we fulfill our statutory obligations in this scenario?
- What would we do if there was a bond with money for us in 2014?
- Are there new and different constituencies for us to work with?

The financial questions suggest that we will need to plan for two scenarios: one with additional bond funding and one without. Of course, as we go through the process outline below, we may well develop other questions and issues to address. I look forward to your thoughts and comments as we proceed.

2012 Strategic Plan Timeline

<u>When</u>	<u>What</u>	<u>Who</u>
Feb	Finish working outline	Sam
	Create timeline	Sam
	Compile list of interviews	Sr. Staff
Mar	Gather Data	Everyone
Mar 22	Memo to Board	Sam
Mar 29	Discuss at board meeting	Board
Apr	Interview Constituents	Staff
	Gather Data	Staff
	Hold internal meetings	Staff
	Choose which revenue ideas to pursue	Staff
May	Finish final outline	Sam
	Assign writing tasks	Sam
June	Write the plan	Various
July	Write the plan	Various
July 27	First draft out to Board	Board
	Post for public comment	Public
Aug 2	Board meeting discussion	Board
Oct 12	Next Draft to board	Mary
Oct 18	Board meeting and discussion	Board
Nov 1	Plan back out for public comment	Public
Dec 6	Board meeting, final adoption	Board

SCC Strategic Plan Outreach List

DFG
CCC
BCDC
DPR
DPR – district reps
TPL
TNC
State Parks Foundation
Ducks Unlimited
USFS
NPS
Save the Redwoods League
Moore, Packard Foundation
Sustainable Conservation
CA Rangeland Trust
Point Reyes Bird Observatory
UC Natural Reserve System
BEACON
The Conservation Fund
Trout Unlimited
Cal Trout
PCFFA
BLM
Point Reyes National Seashore
GGNRA
Tribe Representatives
GGNPC
NOAA Sanctuary Program
Access Northern California
PCJV
Surfrider Foundation

U.S. Congress

Congressman Sam Farr
Congresswoman Janice Hahn
Congresswoman Lois Capps

Sacramento

Assy. Alejo
Assy. Monning
Assy. Williams
Sen. Cannella
Sen. Evans
Sen. Simitian

Assy. Huffman
Assy. Chesbro
Sen. Vargas
Assm. Hueso
Assm. Diane Harkey
Assm. Toni Atkins
Sen. Lieu
Sen. Lowenthal
Assm. Betsy Butler
Assm. Brownley
Sen Fran Pavley

North Coast

Del Norte County

Martha McClure – County Supervisor
Jay Sarina – County Administrator
Smith River Alliance
Crescent City harbor district
Tolowa Dunes Stewards
Del Norte RCD
Chamber of commerce

Humboldt County

Jimmy Smith – County Supervisor
Mark Lovelace – County Supervisor
David Tyson – Eureka City Manager
Humboldt County Public Works Dept.
Arcata Environmental Services Division
RCAA
Mattole Restoration Council
Friends of the Dunes
Redwood Region Audubon
Northcoast Regional Land Trust
Humboldt RCD

Mendocino

Kendall Smith – County Supervisor
Linda Ruffing – Fort Bragg City Manager
Mendo Land Trust
Coastal Land Trust
Redwood Coast Land Conservancy
Mendo RCD

Sonoma

Efrain Carillo – Sonoma County Supervisor
Sonoma Land Trust
Wildlands
Landpaths
Sonoma County Parks
SCAPOS
Sotoyome RCD
Goldridge RCD

Marin

Steve Kinsey – Marin County Supervisor
Marin Open Space District
Marin County Public Works Dept
Tomales Bay Watershed Council
MALT
Marin RCD

SF Bay Regional

BAOSC
SFBJV
SF Bay Trail
Ridge Trail
SF Estuary Partnership
Save The Bay
SF Bay National Wildlife Refuge Complex

North Bay

Napa County Open Space District
Land Trust of Napa County
Laguna de Santa Rosa Foundation
Solano Land Trust

East Bay

Save Mt Diablo
Muir Heritage Land Trust
EBRPD
Urban Creeks Council
City of Oakland
Brentwood Ag Land Trust

South Bay/Peninsula/SF

Santa Clara County Open Space Authority
MidPen Regional Open Space District
POST
Santa Clara Valley Water District

Port of SF

Central Coast

San Mateo County

San Mateo County Resource Conservation
District
County Supervisor Don Horsley
San Mateo County Division of Parks
City of Pacifica
City of Half Moon Bay
Pacifica Land Trust
Sempervirens Fund

Santa Cruz County

County Supervisors
City of Santa Cruz
City of Watsonville
City of Capitola
Regional Transportation Commission
Santa Cruz County (Planning, Parks, Env.
Health)
RCD of Santa Cruz County
Land Trust of Santa Cruz County
Santa Cruz Port District

Monterey County

Big Sur Land Trust
Elkhorn Slough Foundation
Monterey Regional Park District
County of Monterey planning
County Supervisor Potter and Calgano
Monterey County Transportation Agency
Monterey County Resource Conservation
District
City of Monterey
City of Pacific Grove
City of Carmel by the Sea
City of Marina
City of Seaside
City of Sand City

San Luis Obispo County

SLOCOG
SLO Land Conservancy
Morro Bay NEP
Supervisors Gibson and Hill

SLO County Parks
Morro Bay and Port San Luis Harbor
districts
RCD
City of Morro Bay
City of Pismo
City of Grover
City of Oceano
City of Arroyo Grande
City of Guadalupe

Santa Barbara County

Land Trust for SB County
UCSB (Alissa Hummer)
SB County Supervisors
SB County - Parks, Planning, PW, Gen. Svc.
City of Santa Barbara – Parks, Airport
City of Carpinteria
City of Goleta
City of Santa Maria
City of Guadalupe
Cachuma Resource Conservation District
SB Trails Council
Gaviota Coast Conservancy
Goleta Valley Land Trust
So Coast Habitat Restoration

Southern California

San Diego:

SWIA
TRNERR
SANDAG
Port of San Diego
San Diego River Conservancy
San Diego Maritime Museum
Lagoon foundations:
 Batiquitos,
 Los Penasquitos,
 Buena Vista,
 San Elijo Lagoon Conservancy
Supervisor Cox
Supervisor Slater-Price (or her replacement)
Ocean Discovery Institute
Access San Diego
San Diego Fishermen's Association
City of San Diego (Storm Water Dept etc.)

City of Imperial Beach
Audubon/Friends of Famosa Slough
WildCoast?
San Diego Foundation
San Diego County Dept. of Parks and
Recreation
California State Parks / San Diego Coast
District

Orange:

Friends Harbors, Beaches, and Parks
Huntington Beach Wetlands Conservancy
Laguna Canyon Foundation
Orange County Watersheds and Parks
departments
City of Laguna Beach
City of Newport Beach
Orange County Coastkeeper
Santa Ana River Trail advocates
SAWPA
Wildlands Conservancy
SCCWRP
Orange County Coastal Coalition
UCI Natural Reserve
Bolsa Chica Land Trust
Orange Coast River Park nonprofit
Newport Bay Conservancy

Los Angeles:

Santa Monica Bay Restoration Commission
City of LA
City of Long Beach
City of Santa Monica
Los Angeles County Beaches and Harbors
Supervisor Yaroslavsky
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Councilmember Ed Reyes City of LA
MRCA
Santa Monica Mountains Conservancy
Baldwin Hills Conservancy
Rivers and Mountains Conservancy
Los Cerritos Wetlands Stewards
The River Project

Friends of the LA River
Community Conservation Solutions
Council for Watershed Health
Port of Long Beach
Port of LA
Heal the Bay
RCD of the Santa Monica Mountains
Malibu Foundation
LA Urban Rangers
LA Harbor-Watts EDC Corp.
LA Neighborhood Land Conservancy
Harbor Comm. Benefit Fnd.

Ventura:
Ojai Valley Land Conservancy
City of Ventura
City of Oxnard
Casitas Water District
Supervisor Steve Bennett
Supervisor Linda Parks
Ventura County Department of Public
Works
Matilija Coalition
Ventura Surfrider
Ventura County Watershed Protection
District
Friends of the Ventura River

SCC Strategic Plan Outline

1. Mission, vision, etc
 - a. What are our core job(s)
 - b. How do we do these things, e.g. nonregulatory
 - c. What do we need to be able to accomplish a and b above
 - d. How and why this plan is different from previous plans
2. Statutory and Other Considerations
 - a. Authorities and Programs
 - b. Funding sources and uses
 - c. Relationships to other entities
3. Projects and Programs:
 - a. General Framing and categories of work
 - i. Planning for climate change
 - ii. SLR in particular
 - iii. What this means for wetland restoration
 1. Question: are all of the wetland areas we are currently working on equally viable? Do we stop working on some?
 - iv. Land acquisition
 1. Keep buying the same stuff? Buy different stuff? Buy more, restore less? Buy things for their value in the future rather than now?
 - v. Coastal Access
 - b. The Coastal Trail
 - i. Reframe in terms of completing heavily used segments
 - ii. Generate more publicity for through signage
 - iii. Develop better web mapping/mobile device presence
 - c. Things we have to do but haven't been paid to do
 - i. Accept and open OTDs
 - ii. Monitor things forever
 - iii. Endless reports...
 - iv. Other things...
 - d. Building new constituencies
 - i. Health
 - ii. Tourism
 - iii. jobs
 - iv. Others?
4. Goals and Objectives by Region
 - a. For each region, précis of what is different and special about region
 - b. Scenario 1: More money (but not before 2014)
 - c. Scenario 2: No more money
5. Organizational
 - a. Surviving without bonds
 - i. Mitigation \$ - In-lieu fee programs
 - ii. More federal \$
 - iii. Fee for service

1. What services could we offer?
 - iv. Providing services to other conservancies
 - v. Regional transportation money
 - vi. JPA's
 - vii. SFBRA
 - viii. Carbon \$
 - ix. Private donations
 - x. Other things...
- b. Reducing costs
 - i. Target for size of staff?
- c. Getting more credit
 - i. Public relations plan generally
 - ii. Invite more electeds to ribbon cuttings
 - iii. Make grantees give us more credit
 - iv. Better web presence
 - v. Social media?
 - vi. Other things...
- d. Cultural or operational changes necessary to accomplish the above?