

Attachment B

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CHAPTER 6 IMPLEMENTATION

Implementation of the Coast Highway Management Plan will entail efforts along separate but interrelated tracks. The first track moves towards initiating the proposed actions themselves: prioritizing them, matching actions to specific sites, obtaining commitments from responsible parties, and preparing to effect the actions. The second track addresses design of a program for accomplishing the action program over time: forming an organizational structure, assuring adequate funding, and providing for tracking, evaluation, and plan updates.

6.1 Getting Started

More than 85 distinct actions are identified in the Action Plan. For the most part, actions are not geographically specific. In addition, specific measures for accountability by each of the responsible parties have not yet been identified. These two matters are important to stakeholders and work is underway to address them.

Concurrent with the design of a corridor management and coordination program described in 6.2 below, the CHMP Steering Committee and planning team are initiating the process of profiling the corridor to assign and prioritize actions for each of the segments.

Not all the actions have location parameters. Examples of these actions include investing in technological research and innovations and conducting annual reviews of highway emergency response protocols. Some actions are already underway; others will be addressed through the program described below. Preparing corridor segment profiles and identifying needs and priorities within these segments will make aspects of the CHMP more tangible while progress proceeds into future phases of implementation.

The Action Plan identifies responsible parties for each of the actions. In most cases, these assignments are based upon the purviews and jurisdictional responsibilities that exist along the corridor. The responsibility party must identify needs for funding, internal work programs, or partnerships that are necessary to succeed. This framework will become a tool for ensuring accountability in implementing the CHMP.

- E-1.1 Prepare corridor segment profiles showing incidence of conditions to be targeted by actions in implementation phase (Caltrans, Short-term).
- E-1.2 Assign and prioritize actions by corridor segments (Caltrans, Short-term).
- E-1.3 Determine specific institutional needs for full implementation, such as supplemental support for the highway Maintenance program (e.g., personnel, equipment, facilities) (Caltrans, Long-term).

6.2 Ongoing Corridor Management and Coordination Program

For the majority of recommended actions, Caltrans has been identified as the entity with primary responsibility. However, accepting primary responsibility for accomplishing individual actions is not the same thing as accepting responsibility for implementing the CHMP. The latter function will entail management of the entire process.

Carrying out the recommended actions and making appropriate adjustments will be needed over time. As has been the case in all phases of the CHMP to date, implementing the strategies and actions will entail consultation with stakeholder representatives and coordination among multiple agencies. The actions will also require prioritizing, scheduling, tracking and evaluation. Clearly, an ongoing corridor management and coordination program will be essential for plan implementation. Key elements in the management and coordination program include the organizational structure, acquisition and management of funds, and updating the CHMP. (On various occasions throughout the CHMP process the Steering Committee and the Plan Implementation Working Group considered and discussed the role, authority and structure of a successor organization. Summaries of these discussions are included in Appendix G.)

Implementation Structure

Four entities were involved in preparing the CHMP: the Steering Committee, technical Working Groups, a planning team led by Caltrans, and interested members of the public. Implementation of the CHMP will require a functional equivalent of these forums.

“Byway Organization”

A successor to the broad-based Steering Committee would be comprised to represent diverse stakeholder interests, work closely with the community and involve the public in the spirit of cooperation and collaboration to implement the CHMP. This group would recommend priorities among the actions; clarify issues and provide direction; provide a forum for all stakeholders to be heard and to represent and interpret the CHMP to the public. Responsibility for these larger functions would be assumed by this successor organization.

In addition, with the recent extension of the All-American Road designation south to San Luis Obispo, coordination with stakeholders across the county line will be even more important.

In deliberations to date concerning its successor, the CHMP Steering Committee has indicated a preference for operating under an Interagency Agreement or a Memorandum of Understanding among key partners. There was general concurrence that a partnership among existing organizations is preferred to creating a new organization, even a non-profit organization at this time. At the same time, the new organization or partnership should be motivated by the particular vision of the CHMP to seek balance among interests in maintaining the highway in good repair; protecting and enhancing corridor resources; and providing safe, human-scale travel along the Big Sur coast. Elements of a proposed charter were drafted; the Steering Committee agreed to receive input on the proposal during circulation of the draft CHMP document(s) for public review and comment. The successor organization is generically referred to as “the byway organization”.

The current Big Sur Multi-Agency Advisory Committee will guide the formation and makeup of the future organization.

Implementation Management Team

A successor to the Planning Team and the CHMP Project Manager will be needed to track actions; monitor and track the implementation process; disseminate information; receive feedback on implementation and emerging issues (satisfaction survey); maintain records and account for certain funds. While Caltrans provided project management during the planning process, another entity with a major stake in the process could lead the Implementation Management Team. Caltrans will have major responsibility for many strategies and actions. Therefore, whether or not Caltrans continues in a leadership role for the overall management, Caltrans continue to have a long-term responsibility for coordinating and tracking its activities and for providing a liaison function to the broader stakeholder group.

Caltrans may serve as interim Implementation Manager following adoption of the CHMP until the role of manager or coordinator is more fully specified by the byway organization.

In addition to a leader, two important roles must be filled: a fiscal agent and staff to coordinate activities of the new organization including reporting and following up on actions. The fiscal agent will hold and disburse any funds that are not directed to an implementing agency. This role should be filled by a neutral organization that is eligible to receive funds from private foundations and government sources. The non-profit affiliate of the Association of Monterey Bay Area Governments, Regional Analysis & Planning Services, Inc (RAPS) has volunteered to act as Fiscal Agent for the new organization. This arrangement could avail staff for grant writing and administration as well as expertise in the field of transportation.

A number of Programmatic Agreements and/or Memoranda of Understanding may be proposed for execution between agencies. The Implementation Manager would facilitate and track the preparation of such agreements.

Technical Working Group

A group to review and input to ongoing activities and technical information will provide a forum as-needed basis to accomplish actions requiring specific kinds of expertise, or interests.

Public Involvement

As its development, implementation of the CHMP must continue as an open public process.

6.3 Funding

Caltrans has received two Scenic Byways seed grants to initiate the formation and development of a byways organization for the Big Sur Coast. The seed grants must be used for this purpose.

Caltrans will undertake many of the recommended actions as modifications to the way it has undertaken its construction, maintenance, public information and environmental compliance activities in the past. Other agencies such as Monterey County, Transportation Agency for Monterey County, California Department of Parks & Recreation and the USDA Forest Service similarly will be modify existing procedures to implement actions in the CHMP. While these agencies will be expected to apply their own funding to undertake the recommended actions, they may be eligible to receive special funding to support their efforts.

A number of funding sources may be appropriate for activities contemplated with the CHMP. The Implementation Manager would maintain a database of grant programs and other funding sources and would collect sources of matching funds often necessary to receive grant funds.

6.4 Next Steps

As the Implementation Phase is undertaken, several initial steps will be taken³⁸:

1. A charter for the successor to the Steering Committee will be written and accepted by member organizations. (See proposed charter, above.)
2. The new byway organization will identify its preferences for membership, participation and leadership on the Implementation Management Team, including appointment of a Fiscal Agent. (Caltrans may serve as interim Implementation Manager until this step has been completed).
3. The recommended actions will be sorted by corridor section, responsible agency and timeframe and then prioritized for initiation or assigned to a task group for addressing unresolved issues.
4. A method for tracking progress and measuring outcomes will be created and effectuated.
5. The modes and frequency of communicating with the public and reporting to other agencies will be considered. A process for modifying/revising actions or procedures and a formal communication plan for disseminating that information to affected persons will be created.
6. A process for updating the CHMP to reflect modifications to actions or procedures will be designed and implemented.
7. Other matters such as coordinating with member agencies, involvement with planning for Corridor Management Plans for adjacent roadway segments will be addressed.

6.5 Updating the CHMP

As stated among the objectives: the CHMP provides a process for effective corridor management and resolution of corridor issues. This objective requires the CHMP to be a *living* document that is continually updated to accommodate changed conditions, new resource information and new regulations, technologies and organizational mandates.

The Implementation Manager will be the “keeper of the plan” who tracks minor changes to actions or procedures. These changes will be disseminated to affected persons as they are made. Annually in the new byway organization’s first quarterly meeting of the calendar year, the Implementation Manager will present a “State of the Corridor” report which will also be made available to the public and other agencies according to the

³⁸ Where no primary actor has been identified for completing the step, the Implementation Manager will propose alternatives for consideration/direction/adoption by the new byway organization.

communication plan identified in 6.4.5, above. The “State of the Corridor” will address the following topics:

1. Summary of activities and events in the corridor over the past year: maintenance and construction work on the corridor, significant weather-related events; significant traffic-related events; new multi-modal services in the corridor.
2. Progress in completing recommended CHMP actions over the past year.
3. Progress in completing major studies, negotiations and related MOUs or agreements.
4. Results of a satisfaction survey of Council members and the public.
5. Changes in the institutional context for corridor decision-making (i.e., updates to other agencies’ management plans, new legislation or regulations affecting member agencies’ operations).
6. Issues/concerns raised by agencies or the public and proposals for addressing them.
7. The year’s accumulated modifications to actions and procedures.
8. New funding opportunities or constraints.
9. Text of any proposed annual amendment to the CHMP.

Upon consideration of the information in the State of the Corridor report and discussion by Council Members, the Council will direct the Implementation manager to prepare and disseminate information about the annual amendment.

The annual review of progress and modifications to the CHMP will accommodate a limited scope of change within the framework of these documents and current institutional arrangements. The CHMP should be formally reviewed, evaluated and updated periodically to reflect fundamental changes in the context of planning for the corridor and to reaffirm commitment to the effort. While details of the update will properly be decided by the byway organization and the Implementation Manager, a three-year interval for such an update is recommended with the first to be completed in the spring of 2007.

Potential Funding Opportunities

Appendix H provides a list of sources for potential funding opportunities that might be available for activities in the corridor. Interested parties should contact administering agency or organization for more specific eligibility criteria and application requirements.

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