

San Diego Coastkeeper 2012-2015 Strategic Plan



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ONE ORGANIZATION PROTECTING 100% OF THE COAST

INTRODUCTION

San Diego Coastkeeper aims to protect and restore fishable, swimmable and drinkable waters in San Diego County. Our team seeks always (and in all ways) to be impactful, thoughtful, courageous, transparent, innovative, collaborative, passionate and exemplary.

In its most recent (2008-2010) federally mandated assessment of water quality data, California identified more than 1000 waterways impaired by pollution of one or more types. The good news is that the state has gotten better at monitoring our water. The sad news is that improved monitoring confirms the severity of California's water quality problems. According to a [recent report by the EPA](#), listings throughout the state are up dramatically for the number of waters suffering from toxic pollution, unsafe bacterial levels, trash, pesticides, and fish that are unsafe to eat.

This information underscores the importance of San Diego Coastkeeper's efforts to protect and restore the waters in our own backyard. Our three-year strategy will reduce water pollution and protect habitat in San Diego County by focusing intensely on the [Waterkeeper Alliance's core mission](#) of ensuring enforcement of laws that protect and restore fishable, swimmable and drinkable waters.

As part of California's thin green line of environmental enforcement, we assert the fundamental right to clean water on behalf of the community. We will emphasize measurable results gauged by our ability to find and fix water pollution problems and to generate changes in community behavior, attitudes, conditions and knowledge.

In 2012 – 2015, our Legal Clinic, laboratory, high-tech committee and education activities will drive San Diego Coastkeeper. We aim to assemble and train effective teams to collect evidence and take appropriate actions to realize the goals of the Clean Water Act and other laws that protect San Diego County's water.

Critical to our success in 2012 – 2015 is our ability to:

- Engage the community and use internal mechanisms to find and fix six or more significant water quality problems in San Diego County.
- Build a coalition and create an enforcement framework for marine protected areas.
- Reduce sewage discharge into the ocean by supporting wastewater recycling in the City of San Diego.
- Fund our programs fully and build at least a three-month cash reserve.

To address these issues, we will develop a community-based model to collect and analyze evidence to help us target polluters. We will selectively engage the traditional tools of advocacy—lobbying, litigation, education, public relations and restoration—while keeping a sharp eye on available resources. We will proactively integrate into our work technology, science, engineering and management tools to fulfill our mission and expand our opportunities for financial stability and growth. Our work as a one-of-a-kind watchdog organization will avoid duplicating efforts of other organizations. And, in true community spirit, we will continue our collaboration with businesses, governments, academic institutions, non-governmental organizations and community groups.

We understand that as a transparent organization, our accountability and consistency are essential to our long-term effectiveness and will act according to the values, beliefs, and principles we have embraced.

MISSION

To protect and restore swimmable, fishable and drinkable waters in San Diego County

VISION

Swimmable, fishable and drinkable waters in San Diego County

VALUES

In striving to achieve our mission, the San Diego Coastkeeper team seeks always (and in all ways) to be:

- **Impactful:** Addressing the root issues affecting our inland and coastal waters with a solutions-oriented approach that recognizes the connections between people and the natural world
- **Thoughtful:** Basing our decisions and actions on the best available scientific, legal and public policy rationale, while being respectful of those who disagree with our views
- **Courageous:** Being a zealous advocate for those positions we believe are right and necessary, even when unpopular
- **Transparent:** Providing the public with the rationale for our decisions and actions in a straightforward fashion to help raise the level of public discourse about the important issues in which we engage
- **Innovative:** Harnessing the power of San Diego's high tech and academic communities to develop and implement novel solutions to environmental problems
- **Collaborative:** Engaging broad-based coalitions in our work to enhance effectiveness while empowering local communities to steward our shared environment
- **Passionate:** Caring about the work we do and the waters we protect, ensuring that generations to come will be able to better enjoy the region's resources
- **Exemplary:** Serving as role models for protecting the environment in both our personal and professional lives

GOALS 2012 - 2015

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OBJECTIVES

Engage the community and use internal mechanisms to find and fix six or more significant water quality problems in San Diego County.

I. Find

- a. Characterize water quality in San Diego County
- b. Characterize trash removed during San Diego cleanups
- c. Identify solvable water quality problems through pollution patrol events
- d. Interact with community groups to identify and solve water quality problems

II. Fix

- a. Provide water stewardship education resources to teachers in SDUSD/OUSD
- b. Utilize cleanup data to advocate for policies that reduce trash in our waters
- c. Improve and defend laws to protect San Diego water quality
- d. Use regulatory and legal processes to achieve compliance
- e. Fix identified stormwater problems
- f. Analyze and follow up on pollution patrol data
- g. Support low impact development

Build a coalition and create an enforcement framework for marine protected areas.

- I. Build coalition and create an enforcement framework for marine protected areas

Reduce sewage discharge into the ocean by supporting wastewater recycling in the City of San Diego.

- I. Increase local water supply and reduce sewage discharge to the ocean.
- II. Manage Water Reliability Coalition website and social media

Internal Support

- I. Generate resources to build organizational capacity
- II. Optimize organizational performance through sound financial management
- III. Foster a productive and inspiring work environment
- IV. Improve the community's environmentally responsible decision making through education and volunteerism
- V. Build Legal Clinic capacity