Coastal Commission Strategic Plan Action Implementation Dashboard - Year 5 - Updated as of January 2019

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need $?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Public Access 1.1. Updated Assessment									
1.1.1 Document and Assess Existing Access Resources			✓			$$	Complete/In Progress	Updated inventory	Report completed: "Status of Vertical Accessways for N. California, 1973 - 2015" (2016). Enforcement actions removed additional access impediments.
1.1.2 Prepare Public Access Management LCP Guidance						$	In progress	Updated Guidance materials	Coordination with local government in progress (see also 4.2.3). Guidance letter on short term rentals sent to local gov'ts, 12/2016.
1.1.3 Coordinate with California State Parks (CSP)	✓	✓	✓				Complete/In Progress	Coordination/MOUs	Ongoing coordination re: LCVS accommodations, fees and access, regular meetings with SP District Superintendents. Highlights: Draft MOU for Pfeiffer cabin project, Sonoma coastal access/parking program, and Crystal Cove.
1.1.4 Assess and Open Unsecured OTDs		✓	✓			$	Complete/In Progress	OTDs Accepted and Opened	Highlights: New public accessways opened: 1) Carbon Beach (2015); 2) Malibu Beach East (2016); 3) Escondido Beach (2016); 4) Oceanaire (2018). Related ongoing: Malibu Beach Inn, Lent easements; Malibu PWP w/MRCA and SCC.
1.1.5 Conduct PA Vulnerability Assessment (also 1.4.4; 3.2.1)				✓		$$	Complete/In Progress	Vulnerability Assessment	Synthesis of vulnerable public access assets in county "Snapshots" and Statewide Vulnerability Synthesis report (posted 2017). LCP Grants completed vul assess and Caltrans work includes addressing public access vulnerabilities.
Public Access 1.2. Implement Mitigation Strategies									
1.2.1 Develop Beach Rec and Eco. Guidance			✓			$	Complete/In Progress	New Guidance	Completed NOAA-funded *Improved Valuation of Impacts to Recreation, Public Access and Beach Ecology from Shoreline Armoring Admin Draft* (2015). Efforts ongoing thru LCP updates (Solana Beach), public trust w/SLC, & workshops.
1.2.2 Identify In Lieu Fee Mitigation Projects				✓	✓	$$	Complete/In Progress	In lieu projects identified and completed	Status report on in-lieu fees (7/2016); 3 LCVS Workshops completed; Completed MOUs with SCC and SP on in lieu fees. Work w/SCC on list of pot LCVS overnight accomodations, memo review + AB 250 implementation.
1.2.3 Enhance Sediment Management Planning and Programs						$$	In progress	Enhanced Planning, Programs, Guidance	On-going coordination with Coastal Sediment Management Working Group; coordination w/Caltrans on sediment management for possible beneficial reuse strategies along Hwy 1 in Ventura Co, Malibu shoreline.
Public Access 1.3. Improve Public Information on CCT									
1.3.1. Update Coastal Access Guide	✓						Complete	Update Complete	Hard copy and e-book published September 2014, http://www.ucpress.edu/book.php?isbn=9780520278172. See also 1.3.3.
1.3.2 Create County Access Guide Maps				✓		$$	Complete	New County Guide Maps	100,000 LA County maps produced/published in Spanish and English (12/2016); 12-month distribution (2017).
1.3.3 Develop Web/Mobile Public Access Mapping Resources and Tools			✓			$	Complete/In Progress	Mobile application and web-based tools available	Mobile access website, YourCoast.org launched (7/2015); mobile app launched (12/2018), iPhone only; seeking $ for Android. Working w/SCC on web-based tool, w/Caltrans, SCC on CCT GIS mapping for 15 coastal counties.
1.3.4 Increase Outreach/Access to Inland/Underserved Communities		✓	✓	✓	✓	$$	Complete/In Progress	Increased Outreach	Funded 20 videos to promote CCT segments (2015-18). Expanded beach wheelchairs: +17 new chairs = 67 chairs state-wide. 33,691 inland youth to the beach (Whale Tail Grants). Webinar for inland + EJ communities (9/2018).
1.3.5 Integrate Access Inventory into new Data Management System			✓				Complete/In Progress	Access Inventory integrated into CDMS	Access inventory and data is in CDMS; Staff developing improved user interface for internal use.
1.3.6 Develop Signage Guidance for CCC-related Projects							In progress	Signage guidance for LCP and Permit actions	Developed and implemented new public access signage with MRCA (2015), LA County for the Malibu area (2016). Enforcement and other actions resulting in new accessways has signage that acknowledges CCC role.

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Public Access 1.4. Expand the California Coastal Trail System										
1.4.1	Evaluate/Update LCP CCT Planning and Policies		✓	✓	✓		$$	Complete/In Progress	# of LCPAs/Public Access Components Updated	San Mateo, Marin, Santa Barbara Co. + City of Carpinteria Updates addressed CCT policies; Staff working with Sonoma Co to enhance CCT in LCP Updates. Caltrans project to assess & evaluate CCT in coastal areas still underway.
1.4.2	Enhance the Joint Coastal Access Program with Conservancy (SCC), State Parks and local governments							In progress	Program Enhancements	MOU with State Parks on LCVS in-lieu fees; MOU w/SCC for VRA funds and other in-lieu fees, inc. implementing CCT in lieu fees from Caltrans. Ongoing coordination w/SCC, SP, SLC, SMMtns. (See also 1.2.2)
1.4.3	Enhance Inter-agency Coordination		✓					Complete/In Progress	Enhanced Coordination	Caltrans Improved Agency Partnering Agreement (2016); substantial access components built into Caltrans projects, including CCT in North San Diego Co, Santa Barbara Co (Carpinteria to City of SB), Eureka/Arcata 101 corridor.
1.4.4	Conduct CCT Vulnerability Assessment (also 1.1.5; 3.2.1)						$$	In progress	Vulnerability Assessment Completed	Additional funding required; see also 1.1.5. The Round 3 LCP Grants specifically require vulnerability assessments to evaluate sea level rise vulnerability of existing and planned segments of the CCT.
Coastal Resources 2.1. Provided Updated ESHA & Wetlands Protection Guidance										
2.1.1	Develop Coastal Habitats Compendium						$	Deferred	Compendium	
2.1.2	Collaborate with DFW and USFWS on Mitigation Methodologies						$$	In progress/ Deferred	Improved Mitigation Methodologies	Add'l funding required; staff provided "BMPs" for protecting Western Snowy Plover at USFWS/DFW beach management symposium; enforcement actions underway with USFWS/DFW to protect other sensitive birds species.
2.1.3	Update ESHA LCP Guidance	✓						Complete	LUP Guide Updated (see 4.2.3)	https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/LUPGuidePartI_4_ESHA_July2013.pdf
2.1.4	Provide Wetland Protection Guidance							Deferred	Provide Guidance	Related: CCC Wetland Workshop, April 2016.
2.1.5	Develop Guidance to Facilitate Restoration Projects						$	Deferred	Develop Guidance	
2.1.6	Identify Priority Restoration Projects/Opportunities						$$	In progress	Identify and pursue restoration opportunities	Ongoing work in permits and enforcement, including thru SCWRP, Huntington Wetlands Conservancy, and the San Elijo Lagoon, UCSB, Los Cerritos, Ballona, Ormond Beach wetland restoration projects.
Coastal Resources 2.2. Protect Marine and Ocean Resources										
2.2.1	Develop Guidance for Desal, Renewable Energy, Aquaculture						$$	In progress	New Guidance	Staff continue to present information on aquaculture, desalination and marine renewables at multi-agency and public meetings. Cont'd staff participation in BOEM-CA Intergovernmental Renewable Energy Task Force.
2.2.2	Support Development of CA Ocean & Marine Data Portal	✓					$	Complete	Participation in CA Coastal and Marine Geospatial Work Group process	http://portal.gis.ca.gov/geoportal/catalog/OPC/OPC.page
2.2.3	Participate in Development of SWRCB Desalination Policy		✓				$$	Complete	Participation and development of policy	Staff participating in meetings and policy drafting with SWRCB. The SWRCB adopted the Desalination Amendment to the Ocean Plan in May 2015.
2.2.4	Participate in Implementation of SWRCB OTC Policy						$$	In progress	Participation	Participation in OPC interagency working group and the Statewide Advisory Committee on Cooling Water Intake Structures (SACCWIS).
2.2.5	Assist NMFS with Development of Eelgrass Mitigation Policy	✓						Complete	Participation and development of policy	Worked with NMFS staff on policy implementation following public release of the final plan.

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2.2.6 Participate as Member of OPC Work Groups		✓	✓	✓	✓		Complete/In Progress	Participation	Staff participation in various working groups: 1) CO-CAT, updated to State Sea Level Rise Guidance (2018); 2) Alternative Energy and Once-Through Cooling; 3) Marine Debris, Marine Debris Strategy Update (2018).
2.2.7 Participate in CDFW Aquaculture Development Committee (ADC)						$$	In progress	Participation	Continued participation in meetings of the ADC and California Shellfish Initiative; contributed to the completion of an online Aquaculture Permitting Guide and virtual permit counter.
2.2.8 Participate in Development of NOAA Aquaculture Plan	✓						Complete	Participation and development of plan	Complete
2.2.9 Participate in WCGA Work Groups/Marine Spatial Planning						$$	In progress	Participation	OPC + State Lands Commission (SLC) lead for CA in West Coast Regional Ocean Planning Body; no CCC staff participation in 2017, 2018.
2.2.10 Participate in WCGA Marine Debris and Climate Change Work Groups		✓	✓	✓			Complete/In Progress	Participation	Co-led Marine Debris Work Group; evaluated efficacy of west coast marine debris policy; assessed usability of NOAAs Marine Debris Tracker app. Transitioned work group to "West Coast Marine Debris Alliance" (2017).
2.2.11 Develop Guidance to Address Marine Protected Areas (MPAs)		✓	✓			$$	Complete	Guidance/MOU	CA MPA Statewide Leadership Team Work Plan endorsed by OPC. Finalized MOU between state agencies, non-profits, and federal partners signed to support implementation of the MLPA and CA MPA network.
2.2.12 Develop Guidance to Address Beach Management & Dredging						$$	In progress	Guidance	Developing beach nourishment guidance and memo regarding beach evaluation for shoreline armoring. No work on dredging.
Coastal Resources 2.3. Improve Oil Spill Prevention and Response									
2.3.1 Provide Public Education Materials	✓			✓	✓		Complete/In Progress	New Education materials	Policy guidance: http://www.coastal.ca.gov/oilspill/OilSpillGuidance.pdf; Educational videos produced. Launched statewide on-line Clean Boating Quiz (2017, 2018); on-going. Annual update to Marinas and Yacht Clubs Spill Response Communication Packet: https://calspillwatch.dfg.ca.gov/Marinas-and-Yacht-Clubs
2.3.2 Facilitate Improved Communication among Responders	✓	✓	✓	✓	✓		Complete/In Progress	Participation in meetings and oil spill response drills	On-going; includes Boating Clean and Green education, Marinas/Yacht Clubs Spill Response Communication Packet for boating facilities, workshops for marinas/yacht clubs on oil spill response, oil spill boom deployment training.
Coastal Resources 2.4. Improve Water Quality Protection and Impact Mitigation									
2.4.1 Evaluate Effectiveness of Permit Conditions and LCP Amds		✓					Complete	Evaluation	CIAP Water Quality Grant funded this work. Evaluation complete.
2.4.2 Update LCP Water Quality Protection Guidance		✓					Complete	Updated Guidance	https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/LUP_Guide_Update_3_Water_Quality_Final_May_2014.pdf
2.4.3 Promote WQ Protection Policies and Practices			✓				Complete/In Progress	Meetings and workshop participation	Updated Memorandum of Agreement (MOA) w/Monterey Bay National Marine Sanctuary to protect water quality in adjacent watersheds (2016). Non-Point Source Program coordination meetings ongoing.
2.4.4 Develop tools and policies to track and address MPA impacts				✓		$$	Complete	New tools and policies	Critical Coastal Area updates and mapping completed (2017).
Coastal Resources 2.5. Protect and Maximize Agriculture									
2.5.1 Update Agriculture LCP Guidance					✓		Complete/In Progress	Updated Guidance	Guidance completed for 2014 NOAA grant (See 2.5.2). Case study Humboldt Bay in progress. Updated guidance in LCP Update Guide, Chap. 5, Agricultural Resources. https://www.coastal.ca.gov/rflg/lcp-planning.html.
2.5.2 Explore Options for Expedited Permit Review for Agriculture					✓	$$	Complete	Implement options for expedited review	Ag Development guide complete; permit flow chart and coastal access information provided. See: Ag Develop Guide posted at: https://www.coastal.ca.gov/agriculture/

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2.5.3 Conduct Agricultural Workshop	✓				✓		Complete	Workshop	Webinar (2017); workshops (2017, 2013). See http://documents.coastal.ca.gov/reports/2013/5/W3-5-2013.pdf; Related item: 2.5.2
2.5.4 Explore use of Agricultural land protection mechanisms						$$	Deferred	Identify new mechanisms	
Climate Change 3.1. Develop LCP & Permitting Guidance									
3.1.1 Adopt LCP & Permitting Sea Level Rise (SLR) Guidance			✓		✓		Complete	Final SLR Guidance Published	Final Guidance adopted in August 2015; updated with latest sea level rise projections (11/2018). https://www.coastal.ca.gov/climate/slrguidance.html
3.1.2 Develop Coastal Hazards LCP & Permitting Guidance				✓	✓	$$	Complete/In Progress	Shoreline Assessment developed; Policy guidance and model ordinance language	Draft Residential Adaptation Policy Guidance (March 2018); ongoing work through LCP updates and regulatory work; SLR Analysis Tools created for vulnerability assessments, filing letters (2017); FEMA-CalOES coordination.
3.1.3 Develop Climate Change LCP and Permitting Guidance (other impacts)						$$	In progress	Work Program; policy papers on specific climate-related issues (water supply, wildfire, etc.)	Ongoing work through LCP updates and regulatory work; completion of draft policy papers on specific climate-related issues: water supply, wildfire, and GHG emissions.
3.1.4 Provide Public Information on Adaptation Planning			✓	✓	✓	$$	Complete/In Progress	Outreach materials	Ongoing outreach on SLR Guidance, Res Guide, FEMA workshops, others; updates to CCC website; State-wide Synthesis of Vulnerability presented CCC hearing (2017) ; ongoing work w/local govts thru LCP updates.
3.1.5 Participate in Climate Action Team	✓	✓	✓	✓	✓	$	Complete/In Progress	Participation	On-going interagency coordination, including input to updates on state sea level rise guidance (OPC-led), sharing data and information; and implementation of and updates to Safeguarding California Plan.
3.1.6 Coordinate with CNRA/OPR/FEMA re Hazard Mitigation Plans					✓	$$	Complete/In Progress	Coordination	Multiple workshops held (2016 - 2018) w/SCC, NOAA, Sea Grant, USGS, and FEMA to align SLR planning with hazard mitigation planning. Provided input to completed tool to assist othes with alignment, "Coastal Hazard Resilience Planning in CA" (2018).
3.1.7 Coordinate with State Lands Commission re SLR & Public Trust						$$	In progress	Coordination/MOU	Staff work on multi-year effort with State Lands Commission to improve interagency coordination for protection of public trust land resources in light of sea level rise with multiple years of federal grant funding (2016 - 2020).
Climate Change 3.2. Assess Coastal Resource Vulnerabilities									
3.2.1 Conduct Assessment of Urban/Rural Areas				✓		$$	Complete/In Progress	Vulnerability Assessment Completed	Statewide synthesis vulnerability report, coastal co. "Snapshots" complete. Participate in local and regional VAs thru LCP Grant work, Caltrans. See: https://www.coastal.ca.gov/climate/slr/vulnerability-adaptation/vulnerability
3.2.2 Work with Partners to Assess Transportation Infrastructure						$$	In progress	Vulnerability Assessment Completed	Cont'd participation in plans for Gleason Beach, Surfers Beach, Ventura Co. Hwy 1, San Diego N. Coast PWP; cont'd statewide Integrated Planning Team. Review vul asses for D4,7,12; dev'd guidance for vul assess and SLR info.
3.2.3 Work with DWR/SWRCB to Assess Water/Wastewater Infrastructure						$$$	In progress	Vulnerability Assessment Completed	Funding secured through FY 2017 Project of Special Merit on Critical Infrastructure; started initial interagency coordinoation with DWR, water boards, and water associations.
3.2.4 Work with Partners to Assess Natural Resources						$$$	In progress	Vulnerability Assessment Completed	Using habitat vulnerability assessment completed by SCC & TNC (2018). LCP grants for vulnerability assessments address natural resources/wetlands. See also 3.2.1 Vulnerability Synthesis Report.
3.2.5 Work with Coastal Observing System re Monitoring Baseline						$	Deferred	Improved climate change monitoring	

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3.2.6 Implement Grant Program with SCC/OPC to support LCP Updates	✓	✓	✓	✓	✓		**Complete**	Implementation of grant program	All OPC-funded grant work complete. 3 of 7 LCP grant work programs funded by OPC & CCC still underway using CCC local assistance funds. See also Goal 4 for CCC-funded LCP Grants.
Climate Change 3.3. Reduce GHG Emissions through Smart Growth, Other Mitigation Strategies and Public Education									
3.3.1 Evaluate Policy Options to Promote Smart/Sustainable Growth						$$	**In progress**	Policy evaluation	Focus on addressing climate mitigation, GHG reductions policies in LCPs and CDPs consistent with Coastal Act through use of GGRF funding.
3.3.2 Develop Policy Guidance to Expedite Alternative Energy						$	**Deferred**	New Guidance	Additional funding required.
3.3.3 Provide Public Information re GHG Reduction		✓	✓			$$	**Complete/In Progress**	Public information	Special Whale Tail grant climate change category established in 2014 - 4 climate grants in 2015, 2 climate grants in 2016. Informational bookmarks printed with climate change information and GHG reduction tips in 2015.
3.3.4 Reduce GHG Footprint of Commission's Operations							**In progress**	GHG emission reductions	Electric vehicle purchased (2016); follow DGS requirements for leasing hybrid or electric vehicles for replacements. On-going efforts to reduce use of paper thru electronic distribution of agenda materials and notifications.
Local Coastal Programs 4.1. Pursue LCP Certification									
4.1.1 Evaluate Uncertified Jurisdictions & ADCs	✓						**Complete**	Evaluation of Uncertified Areas	Background: http://documents.coastal.ca.gov/reports/2014/3/W5a-3-2014.pdf, p. 4. Related item: currently mapping ADC at parcel scale.
4.1.2 Conduct Outreach/Feasibility Analysis for LCP Certification	✓	✓	✓	✓	✓		**Complete/In Progress**	Feasibility Analysis	5 Rounds Local Assistance LCP Grant funding (totalling $5.75 million) provided to date: additional round planned using 2018-19 appropriation of GGRF funding.
4.1.3 Implement LCP Certification Strategy		✓	✓	✓		$$$	**Complete/In Progress**	Number of LCP segments or ADCs submitted to CCC for certification/certified	See 4.1.3; New LCP certifications: City of Newport Beach (2017).
Local Coastal Programs 4.2 Update LCPs									
4.2.1 Identify Priority LCP Update Needs	✓						**Complete**	Identify priorities	Background: http://documents.coastal.ca.gov/reports/2014/3/W5a-3-2014.pdf, p. 4. New updates: San Degio Co LUP (2017); San Clemente LUP (2018). See also 4.2.2.
4.2.2 Evaluate Feasibility of Updates	✓	✓	✓	✓	✓		**Complete/In Progress**	Updated priorities	See 4.1.2; To date, a total of 37 jurisdictions have received funding for LCP updates or new LCPs.
4.2.3 Update Online LCP Guidance	✓	✓	✓	✓	✓		**Complete/In Progress**	Completed Guidance	Updated LUP Guidance: https://www.coastal.ca.gov/rflg/lcp-planning.html. See also related guidance action items 3.1.1, 3.1.2, 2.1.3, 2.1.4, 2.5.1 (for SLR, agriculture); cannibas, short-term rental guidance also provided.
4.2.4 Implement Staff Management Strategies to Support LCP work	✓	✓			✓		**Complete/In Progress**	Staffing Strategies Implemented	Staff assignments support LCP work and LCP grant funded-projects; CEA for LCP work (filled 2015). FY 2016-17 budget increase made + 25 LCP Program positions perm. Add'l funds from GGRF in 2017, 2018 support staff LCP work.
Local Coastal Programs 4.3. Develop "Digital" LCPs									
4.3.1 Develop Strategy to Provide Digital LCPs	✓						**Complete**	Completed Needs and Assessment Report	Final Report completed June 30, 2014.
4.3.2 Implement Pilot Project		✓					**Complete**	Completed Pilot	Protocols and procedural guidance for building and maintaining Digital LCP Library completed June 30, 2015.
4.3.3 Implement Digital LCP Acquisition Strategy					✓	$$	**Complete/In Progress**	Digital LCPs Available	Acquisition Strategy complete (2018); additional LCPs added to the Digital LCP Library, confirming baseline "as certified" LCP version ongoing.

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4.3.4	Integrate Digital LCPs with Data Management System					✓	$$	Complete	Digital LCPs integrated with CDMS	Created procedures to ensure completed digital LCPs are maintained over time & that all LCP documents are correctly incorporated into the CDMS.
Local Coastal Programs 4.4. Improve Local Government Communication										
4.4.1	Conduct Periodic Local Government Workshops			✓			$	Complete/In Progress	Workshop	Local Govt workshop held November 2015; additional workshop planned for 2019. Ongoing work with League of Cities and California State Association of Counties to hold periodic workshops.
4.4.2	Convene District-level Coordination Meetings	✓	✓	✓	✓	✓	$$$	Complete/In Progress	Coordination meetings with local jurisdictions	Regular/ongoing monthly or quarterly coordination meetings continue to occur with a majority of our local government partners; regular ongoing coordination meetings with our LCP Grant recipients.
4.4.3	Conduct Early Coordination on Major LCP Amds/Updates	✓	✓	✓	✓	✓	$$$	Complete/In Progress	Coordination meetings with local jurisdictions	Regular/ongoing monthly or quarterly coordination meetings continue to occur with a majority of our local government partners; regular ongoing coordination meetings with our LCP Grant recipients.
4.4.4	Provide LCP Amendment Status Information Online						$$	In progress	Information posted/updated on website	Information will be provided through new CDMS Public Web Portal; see 6.1.5 and 6.1.6. Monthly LCP Status Reports in Executive Director's report, including status of LCP Grant work.
4.4.5	Increase LCP Training/coordination for Local Government						$$$	In progress	Increased Training	Federal fund for developing and implementing LCP Training Program (2016 - 2020); progress underway. Training provided on cannibas; SLR outreach/training for local governments through LCP Grants, SLR guidance.
4.4.6	Pursue Joint LCP Funding Strategy with Local Government	✓		✓	✓			Complete/In Progress	Implementation of funding strategies	FY 2016-17 budget makes the additional $3 million and 25 staff positions for the "pilot" LCP Enhancement program a permanent part of the Commission's baseline budget.
Local Coastal Programs 4.5. Improve LCP Implementation										
4.5.1	Evaluate and Improve Post-certification Monitoring						$$	Deferred	Evaluation/improvements implemented	Additional funding required
4.5.2	Implement Online Posting of Final Local Action Notices		✓					Complete	FLANs posted on website	Statewide Appealable Projects report is available on the Commission website, updated daily: https://documents.coastal.ca.gov/assets/appeal-projects/Statewide_Appealable_Projects_Report.pdf.
4.5.3	Provide Training on Post-certification Monitoring							In progress	Training conducted	Regular coordination meetings with local governments have improved post-certification monitoring. Started efforts to update post-cert guide.
4.5.4	Evaluate Feasibility of Implementing LCP Periodic Reviews						$$$	Deferred	Periodic Reviews	Additional funding required.
Regulatory Programs 5.1. Update Code of Regulations										
5.1.1	Assess Feasibility of Update	✓						Complete/In Progress	Feasibility report complete	See 5.1.2.
5.1.2	Identify Priority Regulation Updates		✓				$	Complete/In Progress	Update of LCP regulations	Priorities for updates to regulations identified; however, revisions to significant LCP regulations on hold. See 5.1.3.
5.1.3	Initiate Update of Regulations						$$	In progress	Revised regulations submitted to OAL; LCP regulations approved by OAL	Submitted package to OAL for minor revisions qualifying under Rule 100 (12/2018). Add'l work on LCP regulations on hold due to staffing shortfalls.
Regulatory Programs 5.2. Improve Public Information and Service										
5.2.1	Update Commission Website		✓	✓			$$	Complete/In Progress	Website Updated	Revision to content ongoing.
5.2.2	Develop Online Permit Application System						$$	Deferred	Online application system available	Add'l funding/resources required.

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5.2.3 Conduct Stakeholder Surveys on Public Services						$$	Deferred	Survey designed and conducted; Number of survey respondents	
5.2.4 Provide Permit/LCP Status Information Online	✔	✔	✔	✔	✔	$$	Complete/In Progress	CDP/LCP Online status available	LCP Status Report updated and available on website. See also 6.1.5 and 6.1.6.
Regulatory Programs 5.3. Ensure Condition Compliance with Permit Conditions									
5.3.1 Evaluate Status of Condition Compliance			✔			$$	Complete/In Progress	Special Conditions Compendium, Admin Guidance	Update to Special Conditions Compendium (2015). Staff continues to monitor permit condition compliance and take action through enforcement orders, to ensure compliance within existing resources constraints.
5.3.2 Improve Condition Compliance Monitoring						$$	Deferred	Improved condition compliance monitoring	Additional funding required.
5.3.3 Evaluate Options to Streamline Recorded Documents Protocols						$	In progress	Identify options for streamlining	Updated guidance provided to CCC staff about processing recorded documents to improve efficiency (2015). Developing record documents training module for public access and open space easements (2018).
Regulatory Programs 5.4. Increase Compliance With and Enforcement of Coastal Act									
5.4.1 Evaluate Enforcement Options to Reduce Unpermitted Development		✔				$$	Complete/In Progress	Evaluation and implementation	Secured new administrative penalty authority for access cases (2014) - implmentation of authority underway. See also 5.4.5, 5.4.6
5.4.2 Develop Enforcement Public Information Outreach Strategy			✔			$$	Complete/In Progress	Outreach Strategy and staffing	Informational brochures produced; press releases on significant decisions/major enforcement cases; website updated regularly; respond to media inquiries, interviews, news casts, results: increased media coverage.
5.4.3 Enhance Enforcement Tools for Public Outreach		✔				$$	Complete/In Progress	Public Outreach Tools	Staff developed a public access survey, posted to CCC website and Facebook, and shared w/media in conjunction with enforcement efforts to address a public access issues at Lunada Bay, Palos Verdes Estates and Martins Beach.
5.4.4 Establish Interagency Enforcement Task Forces					✔	$$$	Complete/In Progress	Task Forces established	W/partners established Del Norte County Environmental Crimes Task Force, inc. CDFW, State Parks, Cal Fire, others; ongoing participation in other enforcement task forces (i.e. Santa Monica Mtns)
5.4.5 Secure Administrative Penalty Authority to address Violations		✔	✔			$$	Complete/In Progress	Administrative penalty authority granted	Secured administrative penalty authority - public access violations only. Admin penalties for public access violations issued for Oceanaire (4/18), 11 Lagunitas (8/18), Rosalera (10/18), Lent and Malibu Beach Inn (12/16).
5.4.6 Seek Program Changes to address Violations through Permitting							In progress/ Deferred	Legislation granting authority approved	In 2013, bill introduced, AB 203, addressed this but failed passage in the Senate. No new legislative efforts in 2014 - 2018.
5.4.7 Seek Increased Staffing for Enforcement Program					✔		Complete/In Progress	New enforcement staff position(s)	Filled vacant positions and transferred position to the North Coast District Office to fill a longstanding need (2015). Obtained +2 Enforcement positions temporary authorized 7/2017 - 6/2020. Ongoing staff needs.
5.4.8 Enhance Enforcement Program through Cross-cutting strategies							In progress/ Deferred	Strategies Implemented	See also 5.4.2, 5.4.3, 7.1.3 and 7.1.2.
Regulatory Programs 5.5. Improve Federal Consistency Program									
5.5.1 Update List of Federal Permits		✔					Complete	Updated list of federal permits	Updated list of federal permits approved by NOAA in May 2015 and incorporated into the CCMP.
5.5.2 Develop Geographic Location Descriptions (GDL) for Federal Activities						$$	In progress/ Deferred	GLDs approved by NOAA	Staff evaluating whether developing GDL for federal activities is needed.

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Information & E-Government 6.1. Integrate Databases									
6.1.1 Consolidate/integrate Commission Databases	✓						Complete	Databases Integrated	Post transfer data clean-up underway
6.1.2 Develop web interface for CDMS	✓						Complete	Web interface complete	
6.1.3 Move Historical Data into CDMS	✓						Complete	Data Transferred	See also 6.4.3
6.1.4 Train Commission Staff to use CDMS	✓						Complete/In Progress	Training conducted	Initial and refresher training completed; ongoing training conducted.
6.1.5 Deploy Public web interface for CDMS						$	In progress	Web Access active	New Public Web Portal is under development. Software updates and required systems upgrades are ongoing. Continued cleanup of historic data ongoing.
6.1.6 Provide CDMS Permit and LCP Data to Public via Internet						$	In progress	Permit/LCP data available online	New Public Web Portal is under development. Software updates and required systems upgrades are ongoing. Continued cleanup of historic data ongoing. See also 5.2.4.
Information & E-Government 6.2. Integrate GIS into Planning and Permitting									
6.2.1 Integrate GIS with CDMS	✓						Complete	CDMS GIS active	Complete
6.2.2 Develop digital CCC boundary maps	✓	✓	✓	✓	✓		Complete/In Progress	Digital post-cert jurisdiction maps produced; Digital data layers made available to local govt.	Digital cadastral scale maps certification by the Commission continues; 8 county coastal zone boundary maps posted to CCC website following Commission approval from 2013 - 2018.
6.2.3 Enhance GIS tools to support staff reports and presentations		✓					Complete/In Progress	GIS tools; training	Completed tool development; Initial training complete; Ongoing training and support as needed.
6.2.4 Provide Staff Training on GIS Analysis		✓					Complete/In Progress	Training provided	Initial training provided; Ongoing training and support as needed.
6.2.5 Acquire Photo Data of Inland Coastal Zone Areas	✓					$$	Complete	Aerial photo data acquired	Full aerial coverage available through BING map product; Other data sources available.
6.2.6 Implement GIS Field Tools						$$	In progress/ Deferred	GIS field tools made available	Mobile GIS tools are available using CDMS software; however, resources are unavailable to support deployment for use by staff.
Information & E-Government 6.3. Strengthen IT Support in District Offices									
6.3.1 Conduct Ongoing Training on Information Systems	✓						Complete/In Progress	Training conducted.	CDMS trainings include other information systems; See also 6.1.4
6.3.2 Establish Regular Regional IT Training Sessions	✓	✓	✓	✓	✓	$$	Complete/In Progress	Regular IT meetings with Districts	
Information & E-Government 6.4. Implement E-Govt Systems									
6.4.1 Update Commission's Website		✓				$$	Complete/In Progress	Website Updated	Website update underway.
6.4.2 Implement Online Permit Application System							Deferred	Online Permit Application System	see 5.2.2.
6.4.3 Complete Digital Archive of Commission Actions						$$	In progress	Digital Archive	Completed linking scanned meeting documents to agendas on Commission's public website for 11/1995 – 11/2016. Staff reports 1981-present scanned, added to CDMS. Conversion of historic data ongoing, contingent on funding.
6.4.4 Implement Digital Meeting Materials	✓						Complete/In Progress	Meeting Materials Online	See http://www.coastal.ca.gov/mtgcurr.html

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need $?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
6.4.5	Standardize Staff Report Templates	✓						Complete/In Progress	Templates	Core template established; Updates of additional specific templates continues.
6.4.6	Develop Online Violation Reporting System		✓					Complete/In Progress	Improve ability for public to report violations using on line resources	On-line reporting raises legal concerns. Instead, updated enforcement webpage provide enforcement staff contact info online. Info on reporting vios available online, pamphlets (statewide distro), in media/press releases.
Information & E-Government 6.5. Improve Business Services Information Systems										
6.5.1	Assess Business Services Data Management Needs						$	Deferred	New Software deployed	Deferred due to transition to FI$Cal.
6.5.2	Implement Online Timesheet and Reporting System						$$	In progress/ Deferred	Online timesheet form	Online timesheet integration delayed due to ongoing integration issues with FI$Cal systems.
6.5.3	Develop and Maintain Online in-house staff directory		✓					Complete	Online internal staff directory	Internal staff directory available on Commission's internal network.
Agency Capacity 7.1. Improve Public Relations										
7.1.1	Establish Public Information Officer Position		✓				$$	Complete	PIO Hired	PIO hired and started June 1, 2015.
7.1.2	Establish Social Media Task Force & Develop Public Outreach/Education Strategy				✓			Complete/In Progress	Task force established; outreach strategy	Staff input on social media program led to internal protocols for social media strategy. Commission online social media integrated with Public Education media efforts on Facebook, Instagram, Twitter. CCT videos on YouTube.
7.1.3	Develop Press Protocol and Outreach Strategy						$$	In progress	Press release protocol	Increased number of press releases and press availability. Draft press policy procedural guidance developed. Significant press coverage of major CCC actions (i.e. Mavericks, Martins Beach, CEMEX, Yourcoast app)
Agency Capacity 7.2. Program Evaluation and Promotion										
7.2.1	Prepare Program Report for 40th Anniversary of Coastal Act				✓	✓	$$	Complete	Report Published	40th Anniversary Coastal Act conference hosted by Stanford and Berkeley Law Schools (2016), proceedings available to view on-line from CCC website. 10 years of accomplishment highlighted for federal 312 evaluation.
7.2.2	Evaluate Feasibility of Bi-annual Program Assessment			✓	✓	✓		Complete/In Progress	Evaluate feasibility; strategy for producing assessment	Year in Review reports published for 2015, 2016, 2017. 2018 report delivered February 2019.
7.2.3	Identify Strategies to Streamline/integrate Reporting							Deferred	Reporting integration options identified and implemented if feasible	
7.2.4	Implement Communication Strategy for Commission Activities						$$	In progress	Increased communication (e.g. newsletters, workshops)	Updated Commission website improves communication with public; press releases and communication with public via social media. Public Education newsletter (on-going).
7.2.5	Raise Awareness about Coastal Commission Programs (PE)						$$$	In progress	Number of events, number of participants; Outreach material developed	Add'l funds secured 2013-2018 for Coastal Clean-up Day; outreach materials in English and Spanish. ~ 70,000 participants annually. Tabled ~18 fairs and events/year (2,500 to 5,000 interactions). See PE Annual Update (11/2018).
7.2.6	Participate in the Select Committee on Coastal Protection	✓	✓	✓				Complete/In Progress	Participation/testimony	Participated in 6/2015 hearing, Sea Level Rise: Resilience and Adaptation in the Coastal Zone and 10/2015 hearing, Expanding Access to California's Natural Resources. No new presentations since 2015.

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need $?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
7.2.7 Enhance Protection of Cultural Resources and Consultation	✓	✓	✓	✓	✓		Complete/In Progress	Actions to protect cultural resources	CCC approved tribal consultation policy (2018); implementation underway + dev process for coord w/Caltrans. Participated in "Strategic Planning, Organizing for CA Native Nations" conference (2018). Enforcement (i.e. Bixby).
Agency Capacity 7.3. Expand Public Education Programs									
7.3.1 Increase Public Participation in PE Programs	✓	✓	✓	✓	✓	$	Complete/In Progress	Increased Participation	Increased participation in coastal cleanup programs, over 70,000 in 2018. Geographic expansion over planning period, 953 sites in 2018. 15,500 students participated in Schoolyard Cleanup Program from 2014 - 2018.
7.3.2 Expand "Bring your own" and other resource reduction programs		✓	✓	✓	✓	$	Complete/In Progress	Number of events; number of people bringing reusable supplies; reduction of cleanup supplies	In 2014-2018, 50% of Clean-up participants brought reusable items. Several sites host "zero waste" cleanups each year; many provide buckets. Between 2014 and 2018, 250,000 fewer plastic trash bags ordered.
7.3.3 Update Resources for Educators			✓	✓	✓		Complete/In progress	New curriculum; Updates to Waves, Wetlands and Watershed	New curriculum for middle and high school students completed in 2017. Waves, Wetlands, and Watershed alignments to Next Generation Science Standards completed in 2016. Teacher trainings held in 2017 and 2018.
Agency Capacity 7.4. Increase Program Funding									
7.4.1 Evaluate Funding Opportunities and Strategies	✓	✓		✓	✓		Complete/In Progress	Evaluation of Funding Strategies	See CCC budget reports (2016 -2018). Carlsbad/SANDAG Agreement extended for 1 CPA II position to expedite review of LCP, coastal permits thru 2019. GGRF $ for addressing climate change/SLR in 2017, 2018 (see 7.4.2).
7.4.2 Prepare BCP to support LCP Planning	✓	✓	✓		✓		Complete/In Progress	BCP Submitted	BCP approved (2016-17) for +$3 million and +25 positions for LCP Program (now permanent/baseline budget); $3 million for LCP Grant Program (2015-16). $1.5 million GGRF for staff/operations & LCP Grants (2017-18, 2018-19).
7.4.3 Pursue Increased staffing in Core Program	✓		✓				Complete/In Progress	Increased Staffing	FY 2016-17 budget retained 25 positions for LCP program (now permanent). New CEA position filled (5/2015). + 2 Enforcement positions w/temporary funding (2017). GGRF funds allow add'l temp positions. See also 7.6.1.
7.4.4 Update Commission "Fact Sheets"	✓	✓	✓	✓	✓		Complete/In Progress	Updated Fact Sheets	Updates to LCPs and Climate Change fact sheet completed; CZMA/CA Coastal Program fact sheet completed updated anually (2013 - 2018).
7.4.5 Research Technical Assistance Opportunities					✓		Complete/In Progress	Research conducted	Identified potential NOAA Digital Coast or Coastal Training Program trainings for LCP Technical Assistance and Training Program task; evaluating implementation.
7.4.6 Continue Promoting Whale Tail Program and Seek More Funding	✓	✓	✓	✓	✓		Complete/In Progress	Whale Tail (WT), tax check-off promotion and increased funding	Pro bono marketing of tax check-box, 2014 - 2018 ("Check the Coast"); minimum funding goals exceeded each year. Launched "Do the Whale Tail" (8/2016). Add'l funding for marketing WT plates provided 2018-19, 2019-20.
Agency Capacity 7.5. Develop Succession Plan									
7.5.1 Evaluate Retirement Projections and Program Impacts		✓					Complete/In Progress	Evaluation	Survey of all staff of retirement age complete; retirement cost projections completed and updated each fiscal year.
7.5.2 Implement Succession Planning Strategies							In progress	Succession planning/implementation	On-going by senior management through trainings to prepare staff for new opportunities. See also 7.6.4.

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need $?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Agency Capacity 7.6. Develop Staff Recruitment Strategy									
7.6.1 Identify and Pursue Critical Staffing Needs	✓				✓	$	**Complete/In Progress**	Staff Needs Assessment	Core needs related to LCP program identified; budget augmentation received. See 7.4.1-3; add'l positions for enforcement, business services & accounting added w/temporary funding (2017-18); ongoing work to enhance staffing.
7.6.2 Improve Staff Recruitment						$$	**In progress**	New recruitment/outreach programs	Significant effort to hire 25 LCP positions (2013-14). Recruitment for exams and open positions at networking/job fairs/internships/fellowships. Add'l actions developed thru GARE (Yr 1) Racial Equity Plan.
7.6.3 Expand Commission Internship Program			✓	✓	✓	$	**Complete/In Progress**	Expanded use of interns	Enforcement Intern program continues. Environmental Services Interns from 2015-2018; hired many as CPAs. Added ecology graduate student interns in SF Office in 2017, 2018 (also in Ventura Office since 2010).
7.6.4 Continue NOAA, Sea Grant, and other fellow programs	✓	✓	✓	✓	✓		**Complete/In Progress**	Number of Fellows	Secured NOAA Coastal Management Fellow for 2016 - 2018; 2018-2020; Sea Grant Fellows secured all 5 years. 7 past Sea Grant Fellows and last 2 NOAA Coastal Fellows on staff. UC Davis Law fellow on staff.
Agency Capacity 7.7. Strengthen Staff Capacity									
7.7.1 Develop Mentoring Program							**Deferred**	Mentoring established	
7.7.2 Develop Staff Training and Professional Development Program						$	**In progress**	Program Developed	Job analysis project by CPS HR Consulting completed in January 2016 to support updated duty statements and professional development. Communication & leadership training (2017,18). See also 7.7.3, 7.7.4.
7.7.3 Conduct Regular Staff Training	✓	✓	✓		✓	$$	**Complete/In Progress**	Training sessions	All staff in person train w/sea level rise focus (12/2015); communications training (2017-18); GARE-year 1,2 for 15-20 staff (2018, 19); environmental justice (2018); CDMS/records mngt (ongoing). Add'l training dev underway.
7.7.4 Update Staff Training Materials	✓			✓	✓	$	**Complete/In Progress**	Material Updated; Staff training materials available online	Federal funding for LCP Training and Technical Assistance program underway to provide online training resources for staff and local governments; some modules complete not yet launched. See Goal 3, 4 re: guidance/training.
7.7.5 Pursue Establishing Senior Coastal Analyst Position						$	**Deferred**	Position Established	Deferred due to CalHR consolidation initiative - not accepting new classification requests due to consolidation.
7.7.6 Pursue Structural Salary Increases						$	**In progress**	Structural salary increase	Job analysis project completed inc. salary study for the Coastal Program Analyst series (2016); submitted a salary adjustment request to CalHR for CPA series (2016). Coastal agencies letter to Gov requesting geo pay (1/2019).
7.7.7 Establish Staff Recognition Program							**In progress**	Program established	Started work on designing a recognition certificate and determining the milestones to be recognized.

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need $?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Agency Capacity 7.8. Improve Communication, Coordination, and Collaboration										
7.8.1	Establish new internal communication mechanisms		✓					Complete/In Progress	New communication mechanisms	Instituted monthly staff briefings and monthly district manager coordination meetings.
7.8.2	Consider establishing new intra-agency task forces		✓	✓				Complete/In Progress	New task forces	Agriculture Task Force established for federal funded ag project; Sea Level Rise (SLR) Team (established 2016) conduct outreach for SLR; supports District staff with SLR analysis need in LCPs and reviewing CDP projects.
7.8.3	Enhance Inter-agency Coordination and Communication	✓	✓	✓	✓	✓	$	Complete/In Progress	Enhanced Coordination	Caltrans Improved Partnering Agrmnt (12/2016); State Parks MOU on In-lieu fees; 309 project w/State Lands public trust; SANDAG, Coastal Working Group of the CA League of Cities/CSAC; CO-CAT & State SLR Leadership Group
7.8.4	Coordinate with Ocean Science Trust and Academic Institutions						$$	In progress	Coordination with OST/Academia	Ongoing work between technical services staff and academic institutions on key scientific/technical issues; contract with academics for beach evaluation project (2013 - 2015). No coord with OST.