

CALIFORNIA COASTAL COMMISSION

45 FREMONT, SUITE 2000
SAN FRANCISCO, CA 94105-2219
VOICE (415) 904-5200
FAX (415) 904-5400
TDD (415) 597-5885

**W6g**

May 2, 2014

TO: California Coastal Commissioners and Interested Persons

FROM: Charles Lester, Executive Director
Susan Hansch, Chief Deputy Director
Michelle Jespersen, Federal Programs Manager

SUBJECT: 2013 – 2018 Strategic Plan Implementation Update – Discussion Item Only

I. Summary

This staff report presents a status and update on Commission staff progress in implementing the Coastal Commission's 2013 – 2018 Strategic Plan (Plan). The summary report is followed by Exhibit 1, which includes a dashboard for all of the action items for each of the Plan's seven goals. The first year of implementing the Coastal Commission 2013 – 2018 has been very successful, with some action items complete and many action items in progress and underway. Major highlights include implementing the Local Coastal Program (LCP) augmentation funding to accelerate work on Goal 4, releasing the Draft Sea-level Rise Policy Guidance (3.1.1) and roll-out of the new Coastal Data Management System (Objective 6.1). Additional details on these items and other accomplishments of the first year of the Plan's implementation are discussed in Section III. The report concludes with brief discussion on next steps and areas of focus for the next year of implementing the Plan.

II. Background

The Strategic Plan was recommended by staff and presented to the Commission at two public hearings¹. Significant public testimony and comments were received and considered by the Commission, and the Commission unanimously adopted the Strategic Plan on April 12, 2013. The Plan covers a five year period and contemplates an update process beginning in 2017 for the next five years. In addition to this Year 1 report, staff intends to continue to provide periodic Plan implementation updates to the Commission, both through the Executive Director's report at regular scheduled Commission meetings (for individual action items, when relevant) and on an annual basis (full Plan report).

¹ See, <http://documents.coastal.ca.gov/reports/2013/1/W4.5a-1-2013.pdf>; and <http://documents.coastal.ca.gov/reports/2013/4/F9a-4-2013.pdf>.

The adoption of the Strategic Plan addressed a longstanding need for the Commission to update its Strategic Plan (last approved in 1997). It also was a requirement from the National Oceanic and Atmospheric Administration (NOAA) – the federal agency that administers the federal Coastal Zone Management Act components of the Commission’s program – pursuant to NOAA’s last evaluation of the Commission’s program². The Plan contains a discussion of the agency’s background and legal mandates, vision and mission statements, core values, and seven program goals with associated objectives and actions. Appendix A of the Plan presents an implementation schedule for each action, and an indication of whether additional funding would be required to implement each action. In conjunction with the Commission’s intention to update the plan in five years, NOAA supports the Commission’s approach to tracking and reporting progress on Plan implementation.

The ultimate purpose of the Plan is to “strengthen the agency’s implementation of the Coastal Act.” It was developed as an overarching “roadmap” for strategic action to enhance implementation of the Commission’s core statutory work, to which most of the Commission’s limited staff resources will continue to be allocated. The Plan also recognizes that each of the goals and actions are important, but that certain objectives and actions are of higher priority. Appendix A of the Plan thus presents a general relative ordering and scheduling of implementation priority for each of the actions (near, mid, longer term). The Plan (and Appendix A) also specifically acknowledges that implementation of many of the actions is contingent on securing additional funding. In this sense, the Plan provides a “menu of actions for which funding is needed.”

III. Highlights of Accomplishments in Year 1

The Commission has made significant progress with Strategic Plan implementation in Year 1. The status of all Plan actions is summarized in Exhibit 1 (the “dashboard”) and posted on the Commission’s Strategic Plan [webpage](#). This section summarizes the major accomplishments of Year 1, many of which were directly related to the Commission’s FY 2013-14 LCP budget augmentation. As summarized in the table, many actions have been completed or have entailed completion of major actions but are also on-going (“completed/in progress”). Many actions also are “in progress” but major objectives are yet to be completed. There are also some actions that have “not started,” but that are anticipated to start according to plan. Finally, many actions are “deferred” because they occur in later plan years and/or the Commission does not have the resources necessary to undertake them. A few actions have had some related action, but are essentially deferred (“In progress/Deferred”).

² <http://coastalmanagement.noaa.gov/mystate/docs/californiacmp2010.pdf>, p. 16.

Action Status		Number
Complete		14
Complete	In Progress	35
In Progress		56
Not Started		24
In Progress	Deferred	5
Deferred		29
TOTAL Actions		163

Goal 4: Enhancing the LCP Program

In early and mid-2013 Commission staff provided information on the importance of Local Coastal Programs to the Administration and the Legislature and the need for increased funding for the LCP program (Actions 4.4.6, 7.4.1, 7.4.3, 7.6.1). Significantly, the Commission’s FY 2013-14 budget was augmented with an additional \$3 million for LCP planning work and \$1 million to support LCP planning grants for local government. The increased funding immediately raised the priority and profile of many of the action items within Goal 4, the success of which is in part a function of available resources. Objectives 4.1, 4.2, and 4.3 address the completion, update and amendment of LCPs. The additional funding for LCP staff work and local assistance grants enabled and necessitated early attention to the actions within these objectives that identify the need for evaluating uncertified LCPs, Areas of Deferred Certification (ADCs), and the update status of certified LCPs. To support the new local assistance grant program, and focus new LCP staff capacity, the Commission:

- Evaluated uncertified LCP Jurisdictions and ADCs (Action 4.1.1)
- In conjunction with LCP grant requests, conducted outreach and analysis of LCP certification options (4.1.2)
- Accelerated implementation of an LCP certification strategy (4.1.3)
- Identified and evaluated specific LCP update needs (4.2.1, 4.2.2)

The Commission also spent considerable staff time implementing the FY 2013-14 budget augmentation to hire, organize, and train new and existing staff in support of the LCP program and coastal program generally (Actions 4.2.4, 7.7.2, 7.7.3, 7.7.4). The budget augmentation was structured to support the hiring of 25 limited term staff in various civil service categories. The work necessary to implementing this augmentation placed significant additional demands on existing senior and Human Resources staff. The Commission conducted many new civil service exams to update the qualifying pool of potential applicants; conducted outreach and interviewing (more than 100 interviews statewide) in nearly every unit of the agency, and by January 1 had filled 20 of the new limited term positions, including various promotions of existing staff, and hired additional staff to backfill vacancies created by promotions. To date, the following new positions have been filled:

- 10 limited term Coastal Program Analysts distributed in each of six districts and Statewide Planning as follows: Statewide Planning (1); North Coast (1); North Central (1); Central (2); South Central (2); South Coast (2); San Diego (1);
- 3 limited term managers: North Central (1); South Coast (1) San Diego (1);
- 4 limited term supervisors: North Coast (1); North Central (1); Central (1); San Diego (1)
- 2 limited term staff attorneys (SF)
- 1 limited term Information Systems Analyst

Additional hiring is still underway, including filling a Climate Change manager position and new Deputy Director to focus on LCPs and Statewide Planning. In support of the new hiring the Commission management staff completed initial trainings for all of the new Coastal Program Analyst staff. In addition, in conjunction with various supervisory promotions and in general support of the need to improve staff capacity, the Commission management staff hired an approved State of California Human Resources trainer and organized and completed a required training for all supervisors and managers.

The other major Strategic Plan accomplishment of the year in association with the budget augmentation was the creation and implementation of a new LCP grant program to support new LCPs, LCP updates, and LCP planning related to climate change.³ In August of 2013, after a public hearing, the Commission adopted [priorities and criteria](#) for eligibility and allocation of the new grant monies. Based on this action, the staff released a request for proposals in the first week of September. Twenty-eight local governments applied for funding totaling over \$5.2 million. In January of 2014, the Commission voted to award 11 [LCP grants](#) totaling the \$1 million available under the augmentation.

Through the remainder of 2013 and into early 2014 Commission staff also worked closely with the Department of Finance (DOF) in support of extending the budget augmentation for LCP planning work. This effort culminated in the submittal of a Budget Change Proposal (BCP) (Action 7.4.2) that was recently supported in a DOF Spring Finance letter. If eventually included in the signed FY 2014-15 Commission budget, the BCP would extend the LCP limited term staff funding for two more years, enabling continuing concentrated effort on the LCP program. One more year of local assistance funding is already included in the FY 2014-15 State budget, under which the call for grant applications recently was [announced](#). More detail on the Commission's budget is available [here](#).

In addition to the accomplishments related to staffing, funding and implementation of LCP certification and update strategies, the Commission also made progress on strategic plan actions that support LCP planning work, including:

- Substantially updating online [LCP Policy Guidance](#) (4.2.3, 4.4.5)
- Completing phase 1 of the digital LCP project (4.3.1)
- Initiating the Pilot Project for the digital LCP (4.3.2)
- Initiating an update of the Commission's LCP Regulations (5.1.1, 5.1.2, 5.1.3)

³ See, generally: <http://www.coastal.ca.gov/lcp/lcpgrantprogram.html>.

Finally, and perhaps most significant, the Commission has been able to make new progress on Objective 4.4 to improve communication and coordination with local government related to LCP planning. The primary benefit of increased funding for the LCP program is the enhancement of staff capacity to work with local government and the public on LCP planning in a more intensive and regular basis in ultimate support of improved LCP work. Through prior workshops and coordination with the Local Government Working Group, Commission staff has developed the guidance: “[Tips/Best Practices for Processing LCP amendments](#)”. This guidance highlights ways that local government and the Commission can work collaboratively, early and through all phases of LCP planning, to improve LCP amendment work and outcomes (4.4.5).

Over the last several years the Commission has been redirecting staff resources as feasible to early LCP planning and coordination. The budget augmentation, though, has significantly increased the Commission’s capacity to do this work, and over the last year the benefits of this investment are beginning to be realized (4.4.2). Commission staff have initiated or conducted regular coordination meetings with more than 40 jurisdictions.⁴ These meetings allow for enhanced identification of mutual planning and resource management concerns, setting of LCP planning priorities, and solving of on-going management issues related to both planning and regulatory matters.

Staff has also concentrated more on early participation in specific pending LCP amendments (4.4.3). This includes identification and tracking of LCP amendments (currently there are 177 specific pending LCP amendments identified by the Commission (121 pending locally), as well as participating in more coordination meetings on LCP amendments prior to submittal to the Commission. This increased collaboration facilitates problem-solving, reduces conflict, and increases the likelihood of successful LCP planning outcomes.

For example, Commission staff has been working closely with Los Angeles County on the certification of the LCP for the Santa Monica Mountains. Over the last year the County and the Commission conducted dozens of meetings, at all levels, to identify, analyze, and solve resource management and policy issues. As a result, Commission and County staff were in agreement on all but one policy by the time the staff presented its recommendation to the Commission. This broad based agreement facilitated the Commission’s historic approval of the Land Use Plan in April of 2014, with much of the discussion focusing on the one remaining area of disagreement.

⁴ This coordination includes: City of Arcata, City of Eureka, Sonoma County, Marin County, San Francisco City/County, San Mateo County, City of Daly City, City of Pacifica, City of Half Moon Bay, Santa Cruz County, Monterey County, San Luis Obispo County, City of Santa Cruz, City of Capitola, City of Morro Bay, City of Pismo Beach, City of Grover Beach, UCSC, City of Seaside, Santa Barbara County, Ventura County, LA County, City of Santa Barbara, City of Malibu, City of Carpinteria, UCSB, Rancho Palos Verdes, Hermosa Beach, Marina del Rey, Long Beach, Newport Beach, San Clemente, Laguna Beach, City of San Diego, Carlsbad, Encinitas, Solana Beach, Del Mar, Chula Vista, Imperial Beach, Oceanside, Port of San Diego.

Significant LCP work will continue, including work in the nearer term on:

- Santa Monica Mountains Implementation Plan and LCP Certification
- Marin County LCP Comprehensive Update
- North Coast Corridor I-5/LOSSAN Public Works Plan/LCP Amendments
- Solana Beach Implementation Plan and LCP Certification
- Ventura County LCP Phase II Update
- UCSB Long Range Development Plan Update
- City of Santa Barbara LCP Update
- City of Goleta LCP Certification
- City of Hermosa Beach LCP Certification
- City of Los Angeles, Venice LCP segment Certification
- Huntington Beach Sunset Beach LCP segment Certification
- Laguna Beach Oceanfront Development Regulations and Coastal Major Remodel LCPA
- Newport Beach IP and LCP Certification
- San Clemente LCP Certification
- Sonoma County LCP Comprehensive Update
- City of Half Moon Bay Comprehensive Update
- City of Pacific Grove LCP Certification
- City of Trinidad Vacation Dwelling Unit Ordinance
- County of Mendocino Childcare Ordinance

In addition to the enhancement of this specific LCP work, the LCP budget increase has increased the Commission's overall effectiveness. As discussed with the Commission recently, early monitoring shows an improvement both in the reduction of the LCP planning "backlog" and a decrease in LCP amendment processing time.⁵

Goal 3: Addressing Climate Change

The Commission has made significant progress on objectives and actions under Goal 3— "Addressing Climate Change through LCP Planning, Coastal Permitting, Inter-Agency Collaboration, and Public Education." Most notable, the Commission is nearing completion of a comprehensive guidance document for local government, applicants, and the public on addressing Sea Level Rise (3.1.1). The Commission is currently reviewing and addressing public comments received on the [draft guidance document](#), which was released on October 14, 2013. At the present time Commission staff anticipates bringing a revised document back to the Commission for potential action in July or August of 2014. In addition to the Commission's increased capacity to do climate change work due to the LCP budget augmentation, it should be noted that the ability of the agency to do climate change related work also has been significantly supported and increased by the availability of fellows through NOAA's Coastal Management Fellowship Program and federal/state Sea Grant Fellowship Programs (7.6.4). The Commission

⁵ <http://documents.coastal.ca.gov/reports/2014/3/W5a-3-2014.pdf>. Beginning page 4.

currently has three superb fellows on staff (one NOAA Coastal Management Fellow, one Sea Grant Fellow and one Sea Grant Extension Fellow).

The Commission has made progress on other climate change actions anticipated in Years 1 and 2, including:

- Working with the state’s Coast and Ocean [Climate Action Team](#) (CO-CAT) on the Safeguarding California Plan (3.1.5).
- Collaborating with the Ocean Protection Council (OPC), State Coastal Conservancy, State Lands Commission, and BCDC through the State Coastal Leaders Partnership for Sea Level Rise.⁶ (3.1.5, 3.1.6, 3.1.7, 7.8.3)
- Providing public information through presentations including to the [Little Hoover Commission](#) and the [Assembly Select Committee on Sea Level Rise](#) (3.1.4)
- Completed Action 3.2.6 to implement a grant [program](#) working with the OPC and State Coastal Conservancy to support LCP updates. With additional funding through the Commission’s budget augmentation, the Commission staff has been able to continue working with the OCP and SCC to coordinate additional LCP grant funding, including the most recent joint [announcement](#) for the next grant round in FY 2014-15.

Goal 6: Enhancing Information Management and E-Government

The Commission has made substantial progress on objectives and actions designed to enhance information management by the Commission (6.1 – 6.4). Specifically, staff has completed a number of significant tasks associated with the upgrade of the commission’s data systems, including the design and deployment of the Coastal Data Management System (CDMS). This project was formulated to meet the Commission’s needs for tracking and reporting on the regulatory and planning activities of the Commission, and was designed to meet a clear set of objectives including: the consolidation and integration of 14 separate databases (Permit Tracking System (PTS), Energy PTS, Enforcement, Appeals, Federal Consistency, Recorded Documents, Easements and Public Access, and Litigation databases) into a single database suitable for use across the Commission’s network (6.1.1, 6.1.2); provide GIS integration and spatial analysis within the system (6.2.1); provide access to records and key documents for all of the Commission’s regulatory actions (6.1.3, 6.4.3); improve database QA/QC and enforce data consistency and completeness (6.1.1, 6.1.4); capture necessary program, permit and other regulatory data necessary to comply with the federal program reporting requirements (6.1.1, 6.1.2); improve capacity to produce routine permit and related documents directly from the new database system (6.1.1, 6.1.4, 6.2.3); improve ability to query and analyze data and create output reports (6.1.1, 6.1.3, 6.1.4, 6.2.3, 6.2.4); include data and tracking of Planning activities (Local Coastal Plans, Public Works Plans, UC- Long-Range Development Plans, Port Master Plans) and provide future public access to permit and planning information via the internet (6.1.5, 6.1.6, 6.4.1).

⁶ See for example, item 4, <http://www.cal-span.org/cgi-bin/archive.php?owner=COPC&date=2014-02-26>.

The CDMS is now fully operational, and has met the objectives described above, including:

- Commission staff has received training on the operation and use of the CDMS and related GIS systems, and additional training and support activities will continue as staff further refines and streamlines its use and operation.
- Approximately 52 templates for reports, notices, and forms can now be generated directly from the CDMS.
- Historic information from the Commission’s paper based CDPs and Planning records have been entered as back as far as 1998 and more than 6,000 related documents have been added to the CDMS.

Staff anticipates completing the entry of Planning records from 1992-current, and CDPs from 1981-current (including related staff reports and available documents) into the CDMS by spring of 2015. Staff is currently working with the Natural Resources Agency Data Center to build and deploy the website infrastructure to provide for public access to the planning and permitting data within the CDMS. Staff anticipates providing this public access web interface in early 2015.

Goal 1: Maximize Public Access and Recreation

The Commission continues to work on multiple fronts to pursue maximum public access and recreation. Specific highlights related to the Strategic Plan include:

- Working closely with California State Parks to reach agreement on a framework⁷ for addressing statewide shoreline access issues, including parking management, at state parks (1.1.3).
- Completing the 7th edition comprehensive update of the Coastal Access [Guidebook](#) (1.3.1) with publication of hard copy and e-book anticipated in the fall of 2014.

Goal 2: Protect Coastal Resources

The Commission made progress in various areas of Goal 2 concerning the protection of coastal resources. Highlights include:

- Completed Action 2.2.2 to support development of the California Portal for Ocean and Marine Geospatial Information (see <http://portal.gis.ca.gov/geoportal/catalog/OPC/OPC.page>). Commission staff provided oversight and review of the Coastal Geoportal project from its scoping stage through to its launch in the fall of 2013. The portal is an ongoing effort and staff will continue to participate in monthly meetings of the Working Group and contribute to the portal’s evolution, including providing any updated coastal zone management map data.
- Completed Action 2.3.1 to provide public educational materials concerning oil spill prevention and response (<http://www.coastal.ca.gov/oilspill/OilSpillGuidance.pdf>).

⁷ See Exhibit 4 in <http://documents.coastal.ca.gov/reports/2013/6/F17a-6-2013.pdf>

- Completed Action 2.4.2 to provide updated Water Quality Protection guidance.
- Completed Action 2.5.3 to conduct a [workshop](#) on coastal agriculture. The [background report](#) for the workshop provides policy information and guidance for understanding the Coastal Act agricultural protection policies and permit streamlining issues of agricultural development. This information supports ongoing LCP planning work (4.2.3). Commission staff has since identified through the FY 2014 NOAA CZM grant to assist in the development of statewide guidance (2.5.2).
- The Commission took strong action in support of Action 7.2.7 to address the protection of cultural resources. See the [Press Release](#).
- The Commission responded to the unanticipated issue of Hydraulic Fracking, with background research, close on-going coordination with other state agencies, and a Commission [briefing](#). This work addresses the protection of the marine environment, including MPAs (2.4.4), water quality (2.4.3), and intergovernmental coordination (7.8.3).

Goal 5: Improve the Regulatory Process, Compliance, and Enforcement

Significant work is on-going under Goal 5, though some of the actions in this goal are also deferred until such time as additional resources may be available. Completed and on-going work includes:

- Supported by the LCP budget augmentation, work has commenced to update the Commission's LCP regulations (5.1.1, 5.1.2, 5.1.3). Staff anticipates initiating a formal public review process for proposed changes to the LCP regulations in the fall (2014).
- Staff has begun updating the Commission's website, with a completion target of fall of 2014 (5.2.1).
- Significant staff time and effort was allocated in support of the passage of AB 976, a bill introduced to give the Commission administrative enforcement penalty authority (5.4.1, 5.4.5). The bill is still pending in the legislature in conference committee.
- Public information brochures on the Enforcement program have been prepared (5.4.2, 5.4.3). One brochure "When Do You Need A Coastal Permit?" describes the essential permit requirements of the Coastal Act, to encourage landowners and other members of the public to seek permits before they might commit violations, and the second "Protecting California's Coastline And Upholding The California Coastal Act - How You Can Help: Recognizing And Reporting Violations" is designed to help public citizens identify what a Coastal Act violation looks like and how to report it to the Commission or a local government.

Goal 7: Build Agency Capacity

Goal 7 addresses various agency capacity actions, many of which are cross-cutting with other goals. Highlights of Strategic Plan implementation in the first year include:

- Using existing staff resources, the Commission has made an effort to increase proactive work with the media to improve public relations, including preparation of more press releases concerning significant Commission actions (7.1.3).⁸
- Participated in the [Assembly Select Committee](#) on Coastal Protection related to address fracking and marine debris (7.2.6).
- Prioritized evaluation and identification of additional funding for LCP program work (7.4.1); completed a BCP for this funding (7.4.2); and increased staffing for LCP work (7.4.3) (see above, Goal 4).
- Created updated public information fact sheets addressing Climate Change and the LCP Program, and the Commission’s responsibilities under the CZMA.
- Implemented Action 7.4.6 to promote the Whale Tail License Plate program, including implementation of a new tax check-off [program](#).
- Developed staff training materials for new staff; implemented required training for all supervisors and managers (7.7.2, 7.7.3, 7.7.4).

In addition to these highlights and other on-going work summarized in the dashboard, the Commission has continued to emphasize inter-agency coordination on a variety of policy fronts. Interagency coordination is an important part of the Commission’s program, including as circumscribed by Chapter 5 of the Coastal Act concerning “State Agencies.” The Commission routinely coordinates with multiple state agencies on pending permit and planning matters, too numerous to list. The table below, though, summarizes some of the higher level coordination that has taken place over the last year in support of Action 7.8.3.

⁸ See, for example, <http://www.coastal.ca.gov/legal/SignalLandmarkPressReleaseFinal.pdf>;
<http://www.coastal.ca.gov/Budget%20LCP%20Augmentation%20Press%20Release.pdf>;
http://www.coastal.ca.gov/PressMalibuBeachApp_AB976Atkins.pdf.

Table 1. Illustrative Coastal Commission Interagency Coordination

Partner Agency(ies)	Issue(s)	Outcome
California State Parks (CSP)	Public access/Parking	Coordination Framework; Hwy 1 design guidelines; CCT plans (multiple locations)
CSP/San Luis Obispo County Air Pollution Control District	Air Quality/Oceano Dunes	Emergency Permit and CDP application
OPC/California Natural Resources Agency(CNRA)/BCDC/Conservancy/State Lands Commission	Climate Change/SLR	Coastal Leaders Partnership; Safeguarding California Plan; SLR Guidance
Department of Fish and Wildlife	Aquaculture, MPAs, Oceano Dunes HCP	Permits
State Historic Preservation Office	Cultural and Archeological Resources	Agreement on SHPO input during CCC review of CDPs
State Water Resources Control Board	Desalination, Nonpoint source 6 Year Plan	Draft Desal Policy (release pending)
Regional Water Quality Control Boards	Low impact development (LID) Outreach (R1); WQ Policies and LCPs (R3), Dredging project reviews (all)	On-going interagency coordination
State Coastal Conservancy	Public Access, Lower-cost visitor serving amenities; CCT Planning; Climate Change	On-going interagency coordination
Department of Conservation and State Lands Commission	Fracking	Briefing/on-going interagency coordination
South Coast Air Quality Management District	Air Quality and Public Access	On-going interagency coordination
22 nd Agricultural District Assn	Wetlands protection; fairgrounds development	Consent Orders and Permit
Caltrans	Multiple project including: I-5/LOSSAN - Corridor, Eureka-Arcata corridor, Piedras Blancas and Gleason's beach, Hwy 1 Realignments, Sea-Level Rise Guidance	Review and CCC action on Caltrans projects including: multi-modal project designs, PWPs, addressing SLR, training programs, Hwy 1 design guidelines for repairs for Marin Co.
State Lands Commission (SLC)	Oil and Gas projects	Participated in Multi-agency Joint Review Panels under CEQA
CA Energy Commission	Coastal Power Plant Repowers	Reviewing projects – will go to CCC in 2014-2015.
CNRA (data center)	Data Center/web hosting coordination	CDMS Installation; new Website infrastructure
Monterey Bay National Marine Sanctuary	Sediment Management	On-going interagency coordination
USFWS	Oceano Dunes HCP	On-going interagency coordination
NOAA	Habitat Blueprint – Russian River	TBD
Big Sur Multi-Agency Council	Public Access, coastal resource management	On-going interagency coordination

IV. Conclusion/Implementation in Years 2-5

The Commission has made strong progress in Year 1 of the Strategic Plan. Commission staff will continue to adhere generally to the implementation schedule of Appendix A, also provided in the dashboard, with a focus on funded actions in the short-term (Years 1-2) and some in the mid-term (Years 2-3).

As for priority, the Commission will continue to place a very high priority on Goal 4 objectives and actions to enhance the LCP program. As discussed, the budget augmentation to support LCP work is currently being proposed for extension for two more years by the Governor. If this becomes the case, this funding will support continued focus on high priority LCP certifications, updates and LCP amendments generally, with a priority focus on addressing climate change.

This includes prioritizing collaborative planning around the LCP Grants that have been awarded, as well as working on the second round of grants and work supported through those (4.1.3, 4.4.3). As discussed in the staff's March report on the LCP program, the Commission has a significant LCP amendment workload, including at least 177 LCP amendments pending as of this writing. Significant LCP certification work remains to be done also.⁹ Work will continue also on the "Digital LCP" (4.3), which is funded under the Commission's federal grant. The effort to update the LCP regulations will be a major undertaking in the coming year (5.1). Finally, Commission staff is currently working the Local Government Working Group to identify options for future LCP workshops (4.4.1).

The Commission staff will also seek to complete the comprehensive Sea Level Rise Guidance and schedule the revised guidance for the Commission's consideration in the summer of 2014 (3.1.1). Staff will continue working with its state agency partners to address climate change (3.1.5-7). In addition, staff will initiate work on action 3.1.2 to develop specific coastal hazards policy guidance, building on the completed SLR guidance, and using funds from a recently awarded federal grant. Climate change work will also be connected back to LCP work through a specific focus on climate change adaptation planning related to specific LCP updates and amendments.

Goal 6 objectives and actions related to Information Management and E-Government also will continue as a priority focus. The new data management system will continue to be refined and augmented, including with a focus on providing a public web-based interface to the system. This work is considered to be critical "infrastructure" for the Commission's program, and it will support coastal management and analysis, monitoring and reporting, permit and planning streamlining, and public accessibility to the program.

Other relative priorities in the next year include actions to: develop mitigation strategies for beach recreational impacts (1.2.1); increase public access and outreach (1.3.3); address human resource needs including recruitment, staff training and development, and succession planning (7.5-7); and increasing the Commission's public communications capacity, including potentially through the use of social media (7.1). However, the Commission will need to continue to manage

⁹ See <http://documents.coastal.ca.gov/reports/2014/3/W5a-3-2014.pdf>. Beginning page 4.

its workload carefully and with flexibility, and the rate and breadth of progress on these actions will depend directly on other pending core program work (LCP, appeals, permits, enforcement, etc.), the availability of critical staff for various actions, and other intangibles, such as unanticipated and emerging coastal management issues.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard

Objective/Actions	2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Public Access 1.1. Updated Assessment							
1.1.1				\$\$	Deferred	Updated inventory	Additional funding/staff required
1.1.2				\$	In progress	Updated Guidance materials	Coordination with local government in progress (see also 4.2.3)
1.1.3	✓				Complete/In Progress	Coordination	Framework for Access issues completed (5/20/13 letter)
1.1.4				\$	In progress	OTDs Accepted and Opened	Background: http://documents.coastal.ca.gov/reports/2012/1/Th5-1-2012.pdf ; Highlight: Devil's Slide Opening, March, 2014
1.1.5				\$\$	Deferred	Vulnerability Assessment	Additional funding required
Public Access 1.2. Implement Mitigation Strategies							
1.2.1				\$	In progress	New Guidance	NOAA funding project; final product due 6/30/2015
1.2.2				\$\$	In progress	In lieu projects identified and completed	Summary report on in-lieu fees, page 9: http://documents.coastal.ca.gov/reports/2014/2/W5a-2-2014.pdf ; Progress contingent on funding/staffing
1.2.3				\$\$	Deferred	Enhanced Planning and Programs	On-going coordination with Coastal Sediment Management Working Group; additional funding required
Public Access 1.3. Improve Public Information on CCT							
1.3.1.	✓				Complete	Update Complete	Hard copy and e-book publication est. for Fall 2014, http://www.ucpress.edu/book.php?isbn=9780520278172
1.3.2				\$\$	Not started	New County Guide Maps	One map funded by CIAP Maps & Publications Project
1.3.3				\$	In progress	Mobile application and web-based tools available	Mobile app development underway (Parker settlement); coordinating with Conservancy on web-based tool in development; mobile access website nearing completion
1.3.4				\$\$	In progress	Increased Outreach	Outreach, education for underserved comm- http://documents.coastal.ca.gov/reports/2013/12/Th17c-12-2013.pdf ; New inland counties in CCD; Whale Tail grants for coast trips from inland
1.3.5					In progress	Access Inventory integrated into CDMS	Access inventory and data is in CDMS. Data cleanup underway.
1.3.6					In progress	Signage guidance for LCP and Permit actions	Applied improved signage conditions in recent enforcement cases (Bacara, Ventana Inn); new MOU with SCC in place

*General estimation, \$ = some additional funding or staffing, \$\$ = one or more new staff required; \$\$\$ = multiple additional staff would be needed to fully implement the action.

Objective/Actions	2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links	
Public Access 1.4. Expand the California Coastal Trail System								
1.4.1	Evaluate/Update LCP CCT Planning and Policies					\$	In progress	# of LCPAs/Public Access Components Updated San Mateo County mid-coast LCP update CCT policies serve as model; Marin Co LCP update recommendation includes updated CCT policies
1.4.2	Enhance the Joint Coastal Access Program with the Conservancy						In progress	Program Enhancements (TBD) Current coordination on project by project basis
1.4.3	Enhance Inter-agency Coordination						In progress	Enhanced Coordination Coordination on project by project basis; Testified at Assembly oversight hearing on CCT: http://calchannel.granicus.com/MediaPlayer.php?view_id=7&clip_id=1269
1.4.4	Conduct CCT Vulnerability Assessment (also 1.1.5; 3.2.1)					\$	Deferred	Vulnerability Assessment Completed Additional funding required
Coastal Resources 2.1. Provided Updated ESHA & Wetlands Protection Guidance								
2.1.1	Develop Coastal Habitats Compendium					\$	Not started	Compendium
2.1.2	Collaborate with DFW and USFWS on Mitigation Methodologies					\$	Deferred	Improved Mitigation Methodologies Additional funding required
2.1.3	Update ESHA LCP Guidance						Complete/In Progress	LUP Guide Updated (see 4.2.3) http://www.coastal.ca.gov/lcp/LUPUpdate/LUPGuidePartI_4_ESHA_July2013.pdf
2.1.4	Provide Wetland Protection Guidance						Not Started	Provide Guidance
2.1.5	Develop Guidance to Facilitate Restoration Projects					\$	Not Started	Develop Guidance
2.1.6	Identify Priority Restoration Projects/Opportunities					\$	In progress/Deferred	Identify and pursue restoration opportunities Add'l funding required; mitigation directed to Pacific Shores, http://documents.coastal.ca.gov/reports/2013/9/Th9b-9-2013.pdf
Coastal Resources 2.2. Protect Marine and Ocean Resources								
2.2.1	Develop Guidance for Desal, Renewable Energy, Aquaculture					\$	Deferred	New Guidance Information presented by staff on aquaculture, desalination and marine renewable projects and CDP/FC review at meetings/workshops
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					\$	In progress	Participation and development of policy Staff participating in meeting and policy drafting with SWRCB
2.2.4	Participate in Implementation of SWRCB OTC Policy					\$	In progress	Participation Reviewed draft SWRCB documents

Objective/Actions		2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
2.2.5	Assist NMFS with Development of Eelgrass Mitigation Policy					In progress	Participation and development of policy	Draft Policy Release expected summer 2014
2.2.6	Participate as Member of OPC Work Groups					In progress	Participation	Participation related to 2.2.2
2.2.7	Participate in CDFW Aquaculture Development Committee (ADC)				\$\$	In progress	Participation	Presented information on Coastal Act and CCC role in reviewing aquaculture at ADC meeting 6/12/13
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				\$\$	Deferred	Participation	OPC lead. See related item: 2.2.2.
2.2.10	Participate in WCGA Marine Debris and Climate Change Work Groups					In progress	Participation	CCC staff continues to co-lead Marine Debris Work Group; Marine Debris database now complete; West Coast Marine Debris coalition formed
2.2.11	Develop Guidance to Address Marine Protected Areas				\$\$	In progress	Guidance	Coordination with DFW; briefing scheduled for CCC May, 2014 meeting
2.2.12	Develop Guidance to Address Beach Management & Dredging				\$\$	Deferred	Guidance	
Coastal Resources 2.3. Improve Oil Spill Prevention and Response								
2.3.1	Provide Public Education Materials	✓				Complete	New Education materials	Policy guidance: http://www.coastal.ca.gov/oilspill/OilSpillGuidance.pdf . Educational videos produced
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 efforts
Coastal Resources 2.4. Improve Water Quality Protection and Impact Mitigation								
2.4.1	Evaluate Effectiveness of Permit Conditions and LCP Amds					In progress	Evaluation and guidance	CIAP Water Quality Grant funding this work
2.4.2	Update LCP Water Quality Protection Guidance					Complete/In Progress	Updated Guidance	http://www.coastal.ca.gov/la/lcp.html
2.4.3	Promote WQ Protection Policies and Practices					In progress	Meetings and workshop participation	Participated in Monterey Bay Sanctuary's Conference on Water Quality, February 5, 2014; see also page 3, http://documents.coastal.ca.gov/reports/2014/2/W5a-2-2014.pdf
2.4.4	Develop tools and policies to track and address MPA impacts				\$\$	Not Started	New tools and policies	Funding secured for Critical Coastal Area mapping to begin in Fall 2014

Objective/Actions	2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Coastal Resources 2.5. Protect and Maximize Agriculture							
2.5.1	Update Agriculture LCP Guidance				In progress	Updated Guidance	http://www.coastal.ca.gov/lcp/LPUUpdate/LUPGuidePartI_5_AgriRes_July2013.pdf ; see 2.5.3 also
2.5.2	Explore Options for Expedited Permit Review for Agriculture			\$\$	In progress	Implement options for expedited review	Federal funds through CZMA 309 grant secured; streamling recommended in Marin Co LCP update
2.5.3	Conduct Agricultural Workshop	✓			Complete	Workshop	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 Guidance				In progress	Final SLR Guidance Published	Expected Summer 2014; Draft SLR - http://www.coastal.ca.gov/climate/SLRguidance.html
3.1.2	Develop Coastal Hazards LCP & Permitting Guidance			\$\$	Not started	Shoreline Assessment/typology developed; Policy guidance and model ordinance language	Funds secured through FY 2014 NOAA Project of Special Merit to start October 2014
3.1.3	Develop Climate Change LCP and Permitting Guidance			\$\$	Not Started	Guidance	
3.1.4	Provide Public Information on Adaptation Planning			\$\$	In progress	Outreach materials	Outreach conducted through release of draft SLR guidance
3.1.5	Participate in Climate Action Team	✓		\$	Complete/In Progress	Participation	On-going interagency coordination; input to draft policy documents, sharing data and information
3.1.6	Coordinate with NRA/OPR/CEMA re Hazard Mitigation Plans			\$\$	In progress	Coordination	On-going interagency coordination
3.1.7	Coordinate with State Lands Commission re SLR & Public Trust			\$\$	In progress	Coordination	On-going interagency coordination; testified at Senate budget hearing with Coastal Leaders Partnership
Climate Change 3.2. Assess Coastal Resource Vulnerabilities							
3.2.1	Conduct Assessment of Urban/Rural Areas			\$\$	Deferred	Vulnerability Assessment Completed	additional funding required
3.2.2	Work with Partners to Assess Transportation Infrastructure			\$\$	Deferred	Vulnerability Assessment Completed	additional funding required
3.2.3	Work with DWR/SWRCB to Assess Water/Wastewater Infrastructure			\$\$\$	Deferred	Vulnerability Assessment Completed	additional funding required

Objective/Actions		2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
3.2.4	Work with Partners to Assess Natural Resources				\$\$\$	Deferred	Vulnerability Assessment Completed	additional funding required
3.2.5	Work with Coastal Observing System re Monitoring Baseline				\$	Deferred	Improved climate change monitoring	
3.2.6	Implement Grant Program with SCC/OPC to support LCP Updates	✓				Complete/In Progress	Implementation of grant programs	See Goal 4
Climate Change 3.3. Reduce Greenhouse Gas Emissions								
3.3.1	Evaluate Policy Options to Promote Smart/Sustainable Growth				\$\$	Deferred	Policy evaluation	additional funding required
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				\$\$	Deferred	Public information	additional funding required
3.3.4	Reduce GHG Footprint of Commission's Operations					Not started	GHG emission reductions	
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.
4.1.2	Conduct Outreach/Feasibility Analysis for LCP Certification	✓				Complete/In Progress	Feasibility Analysis	Additional CCC & local assistance funding in FY13-14 budget. Commission awarded 11 LCP grants (http://documents.coastal.ca.gov/reports/2014/1/W5c-1-2014.pdf).
4.1.3	Implement LCP Certification Strategy				\$\$\$	In progress	Number of LCP segments or ADCs submitted to CCC for certification/certified	Additional funding for LCP work in FY13-14 budget. BCP for 2 yr extension of funding supported in Spring Finance Letter; See page 4, http://documents.coastal.ca.gov/reports/2014/3/W5a-3-2014.pdf .
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.
4.2.2	Evaluate Feasibility of Updates	✓				Complete/In Progress	Updated Priorities.	Additional CCC & local assistance funding in FY13-14 budget. Commission awarded 11 LCP grants (http://documents.coastal.ca.gov/reports/2014/1/W5c-1-2014.pdf).
4.2.3	Update Online LCP Guidance	✓				Complete/In Progress	Completed Guidance	Updated LUP Guidance Complete: http://www.coastal.ca.gov/la/landx.html ; see also related action 3.1.1, 3.1.2, 2.1.3, 2.1.4, 2.5.1
4.2.4	Implement Staff Management Strategies to Support LCP work	✓				Complete/In Progress	Staffing Strategies Implemented	20 limited-term positions filled (1/1/14) under budget augmentation; staff reorganization and assignments made to support LCP work

Objective/Actions		2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
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 available June 30, 2014
4.3.2	Implement Pilot Project					In progress	Completed Pilot	Grant deliverable due June 30, 2015
4.3.3	Implement Digital LCP Acquisition Strategy				\$\$	In progress	Digital LCPs Available	Current federal grant provides for no more than 12
4.3.4	Integrate Digital LCPs with Data Management System				\$\$	In progress	Digital LCPs integrated with CDMS	Current federal grant provides for no more than 12
Local Coastal Programs 4.4. Improve Local Government Communication								
4.4.1	Conduct Periodic Local Government Workshops				\$	In progress	Workshop	
4.4.2	Convene District-level Coordination Meetings	✓			\$\$\$	Complete/In Progress	Coordination meetings with local jurisdictions	See Commission May, 2014 agenda item W6a
4.4.3	Conduct Early Coordination on Major LCP Amds/Updates	✓			\$\$\$	Complete/In Progress	Coordination meetings with local jurisdictions	See Commission May, 2014 agenda item W6a
4.4.4	Provide LCP Amendment Status Information Online				\$\$	Deferred	Information posted/updated on website	See related actions 5.2.4, 6.1.6, continued funding needed
4.4.5	Increase LCP Training/coordination for Local Government				\$\$\$	Deferred	Increased Training	Additional funding required
4.4.6	Pursue Joint LCP Funding Strategy with Local Government	✓				Complete/In Progress	Implementation of funding strategies	FY 13-14 LCP budget augmentation approved; FY 14-15 Spring Finance Letter proposes two year extension.
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					In progress	FLANs posted on website	
4.5.3	Provide Training on Post-certification Monitoring					In progress	Training conducted	Provided through new staff training (Jan/Feb 2014)
4.5.4	Evaluate Feasibility of Implementing LCP Periodic Reviews				\$\$\$	Deferred	Periodic Reviews	Additional funding required

Objective/Actions		2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
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	Focus on update of LCP regs as part of LCP Program funding augmentation
5.1.3	Initiate Update of Regulations				\$\$	In progress	Revised regulations submitted to OAL; LCP regulations approved by OAL	Revisions to LCP regulations under internal review; formal public review to begin Fall 2014
Regulatory Programs 5.2. Improve Public Information and Service								
5.2.1	Update Commission Website				\$\$	In progress	Website Updated	Transition to new State template and host server underway, expect completion fall 2014; revision to content on-going
5.2.2	Develop Online Permit Application System				\$\$	Not started	Online application system available	
5.2.3	Conduct Stakeholder Surveys on Public Services				\$\$	Not started	Survey designed and conducted; Number of survey respondents	
5.2.4	Provide Permit/LCP Status Information Online				\$\$	Not started	CDP/LCP Online status available	Update of Commission website and transfer to new host server must happen first (underway)
Regulatory Programs 5.3. Ensure Condition Compliance with Permit Conditions								
5.3.1	Evaluate Status of Condition Compliance				\$\$	In progress	Special Conditions Compendium, Admin Guidance	FY 14-15 NOAA grant funding available for part of task
5.3.2	Improve Condition Compliance Monitoring				\$\$	Deferred	Improved condition compliance monitoring	
5.3.3	Evaluate Options to Streamline Recorded Documents Protocols				\$	Not started	Identify options for streamlining	
Regulatory Programs 5.4. Increase Compliance With and Enforcement of Coastal Act								
5.4.1	Evaluate Enforcement Options to Reduce Unpermitted Development				\$\$	In progress	Evaluation and implementation	See also 5.4.5, 5.4.6
5.4.2	Develop Enforcement Public Information Outreach Strategy				\$\$	In progress	Outreach Strategy and staffing	Informational brochures produced; see also 5.4.3
5.4.3	Enhance Enforcement Tools for Public Outreach				\$\$	Complete/In Progress	Public Outreach Tools	Brochures; press releases, see 7.1.3
5.4.4	Establish Interagency Enforcement Task Forces				\$\$\$	Deferred	Task Forces established	Staff participation in existing Santa Monica Mtns & North Coast Enforcement Task Force when possible

Objective/Actions		2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
5.4.5	Secure Administrative Penalty Authority to address Violations					In progress	Administrative penalty authority granted	Significant work on legislation (AB 976)
5.4.6	Seek Program Changes to address Violations through Permitting					In progress	Legislation granting authority approved	AB 203 to be addressed in next State legislative session
5.4.7	Seek Increased Staffing for Enforcement Program					In progress	New enforcement staff position(s)	Filled vacant positions
5.4.8	Enhance Enforcement Program through Cross-cutting strategies					Not started	Strategies Implemented	New staff and supervisory training occurred; see also 5.4.2 & 5.4.3
Regulatory Programs 5.5. Improve Federal Consistency Program								
5.5.1	Update List of Federal Permits					In progress	Updated list of federal permits	
5.5.2	Develop Geographic Location Descriptions (GDL) for Federal Activities				\$\$	Not started	GLDs approved by NOAA	
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. On-going training available
6.1.5	Deploy Public web interface for CDMS				\$	Not started	Web Access active	
6.1.6	Provide CDMS Permit and LCP Data to Public via Internet				\$	Not started	Permit/LCP data available online	
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					In progress	Digital post-cert jurisdiction maps produced; Digital data layers made available to local govt.	Completed City of Redondo(1) and City of Santa Cruz (2) - (1) http://documents.coastal.ca.gov/reports/2013/4/W35b-4-2013.pdf ; (2) http://documents.coastal.ca.gov/reports/2013/4/W35c4-2013.pdf

Objective/Actions		2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
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				\$	Deferred	GIS field tools made available	Mobile GIS tools available through CDMS software provider
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				\$	Not started	Regular IT meetings with Districts	Additional funding required
Information & E-Government 6.4. Implement E-Govt Systems								
6.4.1	Update Commission's Website				\$	In progress	Website Updated	Website update underway
6.4.2	Implement Online Permit Application System					Not started	Online Permit Application System	see 5.2.2
6.4.3	Complete Digital Archive of Commission Actions				\$	In progress	Digital Archive	Data acquisition started, completion contingent on continued funding
6.4.4	Implement Digital Meeting Materials	✓				Complete/In Progress	Meeting Materials Online	See http://www.coastal.ca.gov/mtgcurr.html
6.4.5	Standardize Staff Report Templates	✓				Complete/In Progress	Templates	Core template established; additional specific templates required
6.4.6	Develop Online Violation Reporting System					In progress	Improve ability for public to report violations using on line resources	Updating enforcement staff contact information online; information on how to report violations made available
Information & E-Government 6.5. Improve Business Services Information Systems								
6.5.1	Assess Business Services Data Management Needs				\$	Not started	New Software deployed	
6.5.2	Implement Online Timesheet and Reporting System				\$	Deferred	Online timesheet form	

Objective/Actions		2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
6.5.3	Develop and Maintain Online in-house staff directory					In progress	Online internal staff directory	
Agency Capacity 7.1. Improve Public Relations								
7.1.1	Establish Public Information Officer Position				\$\$	Not started	PIO Hired	
7.1.2	Establish Social Media Task Force & Develop Public Outreach/Education Strategy					In progress	Task force established; outreach strategy	Webmaster position filled
7.1.3	Develop Press Protocol and Outreach Strategy				\$\$	In progress	Press release protocol	Increased press releases
Agency Capacity 7.2. Program Evaluation and Promotion								
7.2.1	Prepare Program Report				\$\$	Deferred	Report Published	
7.2.2	Evaluate Feasibility of Bi-annual Program Assessment					Not started	Evaluate feasibility; strategy for producing assessment	
7.2.3	Identify Strategies to Streamline/integrate Reporting					Not started	Reporting integration options identified and implemented if feasible	
7.2.4	Implement Communication Strategy for Commission Activities				\$\$	In progress/Deferred	Increased communication (e.g. newsletters, workshops)	Partially contingent on funding for PIO; Summary report on LCP status included in monthly ED report
7.2.5	Raise Awareness about Coastal Commission Programs (PE)				\$\$\$	In progress	Number of events, number of participants; Outreach material developed	Additional funds secured for FY 2014-15 and 2015-16 to support Coastal Clean-up Day.
7.2.6	Participate in the Select Committee on Coastal Protection	✓				Complete/In Progress	Participation/testimony	Participated in April 11, 2014 Fracking hearing in Santa Barbara and Marine Debris Panel
7.2.7	Enhance Protection of Cultural Resources and Consultation	✓				Complete/In Progress	Actions to protect cultural resources	See Commission May, 2014 agenda item W6a
Agency Capacity 7.3. Expand Public Education Programs								
7.3.1	Increase Public Participation in PE Programs				\$	In progress/Deferred	Increased Participation	New geographic areas recruited for Coastal Clean-up Day
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 2013, 1/3 of Cleanup participants brought reusable items; 50,000 fewer plastic trash bag ordered for 2013 clean-up
7.3.3	Update Resources for Educators					In progress	New curriculum; Updates to Waves, Wetlands and Watershed	New curriculum for middle and high school students underway

Objective/Actions		2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Agency Capacity 7.4. Increase Program Funding								
7.4.1	Evaluate Funding Opportunities and Strategies	✓				Complete/In Progress	Evaluation of Funding Strategies	See Commission Budget Report. http://documents.coastal.ca.gov/reports/2014/4/W6b-4-2014.pdf . Commission FY13-14 budget augmented for LCP work.
7.4.2	Prepare BCP to support LCP Planning	✓				Complete	BCP Submitted	BCP approved. Spring Finance Letter for FY 14-15 proposes 2 year extension of LCP funding. See http://documents.coastal.ca.gov/reports/2014/4/W6b-4-2014.pdf
7.4.3	Pursue Increased staffing in Core Program	✓				Complete/In Progress	Increased Staffing	+25 limited-term positions for LCP work, see 7.4.1, 7.4.2
7.4.4	Update Commission "Fact Sheets"	✓				Complete/In Progress	Updated Fact Sheets	LCPs and Climate Change fact sheet; CZMA CCC program fact sheet; completed
7.4.5	Research Technical Assistance Opportunities					In progress	Research conducted	FY 2014 NOAA Project of Special Merit Award (to begin October 2014)
7.4.6	Continue Promoting Whale Tail Program and Seek More Funding	✓				Complete/In Progress	Whale Tail Promotion and increased funding	Tax check-box campaign legislation adopted. Pro bono promotion of check-box completed (http://www.coastal.ca.gov/publiced/checkthecoast/index.html)
Agency Capacity 7.5. Develop Succession Plan								
7.5.1	Evaluate Retirement Projections and Program Impacts					In progress	Evaluation	
7.5.2	Implement Succession Planning Strategies					In progress	Succession planning/implementation	
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
7.6.2	Improve Staff Recruitment				\$\$	In progress/Deferred	New recruitment/outreach programs	Significant HR work completed for budget augmentation hiring. Broad recruitment for civil service testing and open positions currently underway
7.6.3	Expand Commission Internship Program				\$	Deferred	Expanded use of interns	Enforcement intern program continues
7.6.4	Continue NOAA, Sea Grant, and other fellow programs	✓				Complete/In Progress	Number of Fellows	3 new NOAA and Sea Grant fellows on staff
Agency Capacity 7.7. Strengthen Staff Capacity								
7.7.1	Develop Mentoring Program					Not started	Mentoring established	
7.7.2	Develop Staff Training and Professional Development Program				\$	In progress	Program Developed	

Objective/Actions		2013-14	2014-15	2016-17	Funding Needed?	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
7.7.3	Conduct Regular Staff Training	✓			\$\$	Complete/In Progress	Training sessions	Hiring for LCP program enabled early implementation of new training for new hires and all supervisors/managers
7.7.4	Update Staff Training Materials	✓			\$	Complete/In Progress	Material Updated	Hiring for LCP program enabled early implementation of updated materials
7.7.5	Pursue Establishing Senior Coastal Analyst Position				\$	Deferred	Position Established	
7.7.6	Pursue Structural Salary Increases				\$	Deferred	Structural salary increase	
7.7.7	Establish Staff Recognition Program					Not Started	Program established	
Agency Capacity 7.8. Improve Communication, Coordination, and Collaboration								
7.8.1	Establish new internal communication mechanisms					In progress	New communication mechanisms	Instituted monthly staff briefings
7.8.2	Consider establishing new intra-agency task forces					Complete/In Progress	New task forces	Agriculture Task Force established
7.8.3	Enhance Inter-agency Coordination and Communication	✓			\$	Complete/In Progress	Enhanced Coordination	See Commission May, 2014 agenda item W6a
7.8.4	Coordinate with Ocean Science Trust and Academic Institutions				\$\$	In progress/Deferred	Coordination with OST/Academia	Initial coordination with OST; increased staffing required