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**W6b**

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TO: California Coastal Commission and Interested Persons

FROM: Charles Lester, Executive Director
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SUBJECT: 2013 – 2018 Strategic Plan Implementation Update – Year 2
Discussion Item Only

I. Summary

This staff report presents a status and update on the Commission's 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 two years of implementing the Plan have been very successful, with some action items complete and many more action items in progress and underway. In the second year of implementation, major highlights include acquiring an additional year of Local Coastal Program (LCP) augmentation funding to accelerate work on Goal 4, securing a new administrative penalty tool to help enforce the public access policies of the Coastal Act, and continuing work on the Commission's Sea Level Rise Guidance. Additional details on these items and other accomplishments of the second year of the Plan's implementation are discussed in Section III. The report concludes with a 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 hearings.¹ 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 May 2014, staff provided the Commission with a Year 1 update report.² The report highlighted the achievements of May 2013 to May 2014, which included obtaining and implementing the first year of LCP augmentation funding (7.4.1 through 7.4.3), releasing the Draft Sea-Level Rise Guidance (3.1.1) and deploying the new Coastal Data Management System (Objective 6.1). Staff also provided periodic Plan implementation updates to the Commission

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>.

² See: <http://documents.coastal.ca.gov/reports/2014/5/W6g-5-2014.pdf>

throughout the year in the Executive Director’s report at regularly scheduled Commission meetings. Staff intends to continue providing these periodic updates, in addition to full updates on an annual basis.

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 program.³ 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 2

The Commission made significant progress with Strategic Plan implementation in Year 2. The status of all Plan actions is summarized in Exhibit 1 (the “dashboard”) and posted on the Commission’s Strategic Plan webpage.⁴ This section summarizes the major accomplishments of Year 2. 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”). Numerous actions were initiated in Year 2 and are now “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 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”).

³ <http://coastalmanagement.noaa.gov/mystate/docs/californiacmp2010.pdf>, p. 16.

⁴ <http://www.coastal.ca.gov/strategicplan/spindex.html>

Action Status	At End of Year 1	At End of Year 2
Complete	14	16
Complete In Progress	35	51
In Progress	56	66
Not Started	24	11
In Progress Deferred	5	5
Deferred	29	14
TOTAL Actions	163	163

Goal 4: Strengthen the LCP Planning Program

In 2014, the Legislature and the Brown Administration continued their support for the LCP program by extending the budget augmentation for additional Commission staff and planning grants to local government. Specifically, the Spring Finance Letter of April 2014 added two additional years (FY 14-15 and FY 15-16) of state operations funding of \$3 million for 25 limited term positions and operating expenses to the Coastal Commission’s enacted budget for FY 14-15. The Governor’s Budget for FY 15-16 also calls for the additional \$3 million. However, to extend the augmented LCP staff funding after FY 15-16, the Commission will need to submit a Budget Change Proposal in September 2015 to seek Administration and Legislative approval for funding for FY 16-17 and thereafter. In addition to the \$3 million for 25 limited term positions and operating expenses, the enacted budget for FY 14-15 also includes \$1 million for LCP Local Assistance Grants to local governments. This \$1 million increase is also proposed for FY 15-16, FY 16-17 and FY 17-18 through the Governor’s FY 15-16 budget.

This sustained funding has allowed the Commission to build on the efforts that began in Year 1 of the Strategic Plan implementation, continuing the focus on enhancing coordination with local governments, facilitating completion of LCPs for uncertified areas and comprehensive updates of certified LCPs, and implementing the local assistance grant program.

Local Coordination

In Year 2, the Commission has continued efforts related to 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 on a more intensive and regular basis in ultimate support of improved LCP work.

Commission staff have been conducting regular coordination meetings with more than 45 jurisdictions.⁵ Meetings are held with additional jurisdictions on an as needed basis. These

⁵ This coordination includes: Humboldt County, City of Arcata, City of Eureka, City of Trinidad, City of Fort Bragg, Mendocino County, 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, City of Pacific Grove, San Luis Obispo County, City of Santa Cruz, City of Capitola, City of Morro Bay, City of Pismo Beach, City of Grover Beach, UCSC, 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.

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 (4.4.2).

Staff has also concentrated more on early participation in specific pending LCP amendments (4.4.3). This includes identifying and tracking LCP amendments (currently there are 172 specific pending LCP amendments identified by the Commission (122 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.

The Commission staff continues to hold Local Government Working Groups coordination calls with representatives of local government officials and has scheduled the next Joint CCC /Local Government workshop for November 2015 (4.4.1). The support of local coastal governments helped the Commission successfully obtain grant funding and other staff resources in past budgets; ideally this support will continue in future budget actions to ensure continued resources. (4.4.6).

Staff has begun a project to work with the Commission's webmaster to update the content on the Resources for Local Government webpage to improve and update background and policy information (4.4.5) and (5.2.1). Further, Commission staff conducted all day staff trainings with both Mendocino County (regarding Coastal Act requirements and LCP implementation), and Monterey County staff (regarding wetlands and ESHA protection). (4.4.5)

Overall, staff's efforts to increase coordination with local governments have been effective and the benefits of the investment are clear. In 2014, the Coastal Commission approved 61 LCP and other planning items and dramatically decreased the average processing time for filed LCP submittals from over a year during the peak staff furlough year of 2010 to just over four months in 2014 – a reduction of 64%.

Pursue Completion of LCP Certification and LCP Updates

In Year 2, the Commission made significant progress in processing LCP submittals, updates and amendments. For example, following two years of intensive staff work with Los Angeles County, the Commission certified the LCP for the Santa Monica Mountains – its highest priority for LCP completion. This certification enabled the Commission to delegate coastal permitting authority for this area to LA County, redirecting Commission resources for other important statewide work and putting the County in the lead regulatory position for protecting the incredibly important recreational, aesthetic, and sensitive habitat resources of the unique Mediterranean coastal ecosystem of the Santa Monica Mountains.

With regard to LCP Updates, the Commission took several important actions over the past year. The Commission approved comprehensive updates for the Port of Los Angeles and the City of Grover Beach. Notably, after close coordination with City staff, the Grover Beach LCP Update was approved as submitted, with no suggested modifications by the Commission. In addition, the Commission approved a Land Use Plan update for Marin County, and brought the Implementation Plan for the County to a Commission hearing; and certified the Land Use Plan update for Solana Beach.

Year 2 also saw the Commission bring to fruition multiple years of investment in collaborative planning with Caltrans, the San Diego Association of Governments (SANDAG), and local governments in San Diego County to implement a multi-modal transportation and resource management plan for the 27 mile North Coast Corridor. The Commission was able to work early and proactively to identify the resource management issues raised by the proposed I-5 highway and Los Angeles to San Diego (LOSSAN) rail line expansions. As a result, the Commission, Caltrans, SANDAG, San Diego County, the cities of San Diego, Del Mar, Solana Beach, Encinitas, Carlsbad, and Oceanside, and the public were able to craft a consensus plan, unanimously approved by the Commission, that provided for both enhanced transportation and coastal resource protection. This is a remarkable achievement considering the complexity of this multi-modal transportation corridor plan and the resource management challenges, including planning for pedestrian and bicycle access and providing for sea level rise and wetland restoration at the six coastal lagoons in the corridor. The four amended LCPs and adopted Public Works Plan for the North Coast of San Diego County will provide comprehensive regulatory direction for years to come in this important transportation corridor.

Finally, the Commission also unanimously approved a comprehensive update of the Long Range Development Plan (LRDP) for the University of California at Santa Barbara. The updated plan provides for significant redevelopment and expansion at the University to accommodate an anticipated increase of nearly 5,000 students over the next 10 years. Building on the success of the University in working with the community, Commission staff worked closely with the University's planning professionals to craft a plan that provided for significant new infill development while protecting and restoring the sensitive coastal resources in and around the campus. This includes permanently preserving and restoring coastal habitats on all campus Open Space, including restoration of the previous Ocean Meadows Golf Course site; provision of 300-foot buffers for Devereux Slough and expanded buffers and restoration at Storke Wetlands; preservation and restoration of monarch butterfly and raptor habitats on West Campus; planning for future sea level rise, and increased coastal access parking, trails, and ADA access amenities.

These examples are just highlights of progress made in LCP planning over the past year. As discussed above, the Commission approved 61 LCP and planning items in 2014.

LCP Grant Program

The other major Strategic Plan accomplishment of Year 2 in association with LCP planning was implementation of the second year of the LCP grant program to support new LCPs, LCP updates, and LCP planning related to climate change.⁶ For the second round of grants, Commission staff coordinated the application and review process with the Ocean Protection Council's LCP Sea Level Rise Grant Program, which provides funds specifically for local and regional vulnerability assessments and updates to LCPs and other Coastal Act-authorized plans to address sea level rise, coastal hazards and other climate change related impacts (3.2.6). In November 2014, the Commission awarded 12 grants for LCP Planning under the Commission's FY 14 LCP Grant Program. Five of the 12 are for jurisdictions working on new LCP completions (cities of Monterey, Los Angeles Venice segment, Santa Monica and Newport Beach and the County of San Diego). The OPC requested that the Commission staff take on the responsibilities of

⁶ See, generally: <http://www.coastal.ca.gov/lcp/lcpgrantprogram.html>.

managing the OPC grants. The Commission staff is in the final steps of issuing the OPC grants and will be working closely with the grantees.

Other LCP Planning Efforts

In Year 2, the Commission also made progress on strategic plan actions that support LCP planning work, including related to LCP Guidance and the digital LCP project. Staff made significant progress on the SLR Guidance (4.2.3(a)), is developing new guidance related to the recreational and ecological value of beach area impacted by shoreline protective structures to enhance mitigation strategies (4.2.3(b)) and initiated a grant project to develop LCP guidance on protection of agricultural lands (4.2.3(e)). With regard to the digital LCP project, a Procedural Guidance Document to guide staff in implementing the Digital LCP library was drafted and is in final internal review. The project was developed in consultation with the IT staff to ensure that staff can access the digital library through the CDMS (4.3.3). Staff has begun to collect some of the initial digital LCPs for the library and an additional 309 grant application has been submitted for a future phase of this project to allow staff to expand LCPs in the digital library (4.3.3) and develop a strategy for expanding the public's access to the digital library over the web.

Significant LCP work will continue in Years 3 through 5, including work in the nearer term on:

- Marin County LCP Comprehensive Update
- Mendocino Town Plan Update
- Huntington Beach Sunset Beach LCP segment Certification
- Solana Beach Implementation Plan and LCP Certification
- Ventura County LCP Phase II 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
- 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

Goal 3: Addressing Climate Change

Responding to climate change and accelerated global sea level rise is perhaps the greatest coastal management challenge for California in coming decades. Goal 3 of the Strategic Plan recognizes this challenge and presents a broad set of tasks to systematically address it. In Year 2, the Commission made significant progress on the objectives and actions under Goal 3.

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). Commission staff currently anticipates the revised *Sea Level Rise Guidance* coming back to the Commission for review and possible action in early summer 2015. Completion of revisions to the draft *Sea Level Rise Guidance* was initially postponed until the comprehensive *Safeguarding California Plan* was released by the California Natural Resources Agency. Commission staff has developed a revised internal draft of the *Sea Level Rise Guidance* that addresses Commission and public comments and that is aligned with the goals and priorities presented in the *Safeguarding California Plan*. The revised draft is in a three-week inter-agency pre-review by members of the State Coastal Leaders Partnership for Sea-Level Rise, COCAT Members, and other state agencies. After the state agency pre-review, Commission staff will make any needed revisions and complete the revised public review draft. Commission staff intends to release a revised public draft a month before bringing it to the Commission to ensure that there is adequate time for public, Commission, local government and other agency review.

The Commission also continues to work collaboratively with the OPC, SCC, San Francisco Bay Conservation and Development Commission, the State Lands Commission and others to implement a coordinated state effort that leverages resources, technical expertise, and complementary agency missions to address sea level rise. (Objective 3.1)

The Coastal Commission took numerous regulatory actions that addressed vulnerability to sea level rise and implemented adaptive shoreline management in specific projects. Most significantly, the Commission approved a Caltrans proposal to relocate 3 miles of coastal Highway One at Piedras Blancas in San Luis Obispo County inland to assure its safety from erosion for an anticipated 100 years. This project was the result of 15 years of collaborative emergency response and transportation planning between the Commission, Caltrans, San Luis Obispo County, California State Parks, and other stakeholders. Not only will the realigned highway not need damaging shoreline armoring in the future, the realignment has created space for State Parks to implement a new section of the California Coastal Trail to enable the public to explore and enjoy this incredibly beautiful rural section of our coast (1.4.4). This project is a model for future adaptive infrastructure planning, including other areas where Highway One will need to be realigned to avoid future erosion and flooding.

The Commission has made progress on other climate change actions in Year 2, including:

- Initiating a NOAA-funded Project of Special Merit that will result in policy guidance and model ordinance language for resilient shoreline residential development in hazardous areas affected by sea level rise (3.1.2)
- Developing policy guidance to address increased wildfire and drought risks caused by climate change impacts (3.1.3)
- Providing information on adaptation planning through workshops and presentations including at the California Adaptation Forum in Sacramento, FEMA's Coastal Resilience

Conference in Santa Cruz County, and through the Humboldt Bay Sea Level Rise Adaptation Working Group (3.1.4)

- Working with the state’s Coast and Ocean Climate Action Team (CO-CAT) on the Safeguarding California Plan (3.1.5).
- Testifying in Santa Barbara at the Joint Legislative Committee on Emergency Management, chaired by Senator Hannah-Beth Jackson. The subject of the hearing was “Climate Change Impacts on Critical Infrastructure: Implications for Emergency Management in California”.⁷ (3.1.6)
- Began discussions with State Lands Commission staff on potential projects to address protection of public trust land resources by assessing the impacts of sea level rise and of shoreline armoring and other hazard mitigation responses on public trust lands, and ensuring continued protection of public trust land resources (3.1.7)

Goal 6: Enhancing Information Management and E-Government

In Year 2, the Commission has built upon the significant progress made in the previous year on Goal 6 to enhance information management and E-Government. Consolidation of the Commission’s databases into the CDMS, development of a web interface for the CDMS, and transfer of historical data into the CDMS are now complete (6.1.1 through 6.1.3). Staff training was conducted and ongoing training is available (6.1.4). In addition, a new public web portal is under development (6.1.5). This public web portal will significantly enhance the Commission’s ability to communicate status and other information about LCP planning and regulatory items to local governments, members of the public, and other interested parties (6.1.6).

The Commission has made additional progress on Goal 6 action items in Year 2, including:

- Completing digital cadastral scale maps for four jurisdictions (6.2.2)
- Enhancing GIS tools and providing staff training on those tools (6.2.3)
- Evaluating licensing options for GIS field tools (6.2.6)
- Updating the Commission’s website (6.4.1)

Goal 1: Maximize Public Access and Recreation

Year 2 was a significant year for implementing Strategic Plan actions related to public access along California’s coast. Most significantly, the Commission gained a new, long-sought administrative enforcement penalty tool that can be used to rectify illegal developments that are adversely affecting public coastal access (5.4.5). With strong leadership from now Assembly Speaker Toni Atkins and support from Governor Brown, the Legislature amended the Coastal Act to add the new provision, which enables the Commission to potentially levy fines of up to \$11,250 a day for violations of the Coastal Act public access policies. The Commission quickly exercised its new authority, ordering the removal of unpermitted fencing blocking the very popular Ontario Ridge coastal access trail near Avila Beach, while emphasizing the potential for future administrative fines if the fencing was not removed. Fortunately, the property owner was cooperative and the fencing was removed quickly. The Commission enjoyed a similar success

⁷ The full hearing recording is provided at <http://www.youtube.com/watch?v=5VDXRtcljyo> (Commission staff testimony begins at approximately 1:05).

working in tandem with the State Lands Commission to encourage a property owner to rectify a public access closure at the Paradise Cove Beach in Malibu. No fines were imposed in either of these cases, illustrating the primary purpose of the new authority – to deter and resolve public access problems, as opposed to levying fines.

In addition, in January 2014, the Commission approved the construction of the public accessway on the Ackerberg parcel on Carbon Beach in Malibu after over a decade of contentious enforcement actions and litigation. The accessway, which provides valuable public access to this incredible beach, will be fully functional and open to the public in summer 2015 (1.1.4).

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

- Significant progress on a NOAA-funded Project of Special Merit to evaluate methods for valuing and mitigating impacts to beach and coastal recreation and ecology from shoreline armoring and to develop related policy guidance (1.2.1)
- Opening of City of Fort Bragg 4.5-mile CCT and Ventura County 3-mile CCT and Class 1 Bikeway seaward of 101 (1.4.2)
- Ongoing coordination with State Parks and the Coastal Conservancy on expanding lower cost visitor serving overnight accommodations (1.1.3, 1.2.2)
- Publishing the updated Coastal Access Guide (1.3.1)
- Near completion of the CalCoastAccess mobile website to be released soon. The mobile website will provide all the access sites and information from our California Coastal Access Guide and other Experience the Coast regional guide books (1.3.3)
- Approving LCP policies to enhance CCT implementation in the Marin County Land Use Plan, the San Diego North Coast Corridor Public Works Plan, the Santa Monica Mountains LCP, and the UCSB Long Range Development Plan, and continuing to work with additional jurisdictions to enhance CCT implementation through LCP planning (1.4.1)

Goal 2: Protect Coastal Resources

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

- Presenting information on aquaculture, desalination and marine renewable energy at meetings, including a hearing on desalination convened by Assembly Select Committee on Coastal Protection. (2.2.1)
- Participating in the first meeting of the California Shellfish Initiative. The Initiative’s goals include expanding California’s shellfish resources while protecting and restoring marine and estuarine habitats, improving coordination among the regulatory agencies, and an “improved permitting process.” (2.1.2)
- Participating in and streamlining the review of restoration projects conducted through the Resource Conservation District’s Integrated Watershed Restoration Program; Collaborating on planning efforts for the San Diego North Coast Corridor Public Works Plan (see detailed description above). (2.1.2)

- Ongoing cooperation on various habitat mitigation and restoration efforts, including the Southern California Wetlands Recovery Project, San Elijo Lagoon restoration and Colorado Lagoon mitigation bank. (2.1.6)
- Participating in SWRCB's effort to develop statewide policy on desalination; Desalination Amendment to the Ocean Plan is expected to be adopted in May 2015. (2.2.3)
- Developing a presentation on nearshore/offshore aquaculture permitting guidance for applicants and interested parties. (2.2.7)
- Co-leading the Marine Debris Work Group of the West Coast Governors Alliance (WCGA); Contributing to the development of WCGA Regional Data Framework. (2.2.10)
- Developing a guidance memo for CCC staff regarding identification of projects with potential to affect MPAs and a process for coordination with DFW. (2.2.11)
- Conducting workshops with OSPR and CalOES for marinas and yacht clubs on oil spill response communication, and conducting oil spill boom deployment training with OSPR and CalOES for Delta and Bay Area marine representatives. (2.3.2)
- Completing an evaluation of the effectiveness of permit conditions and LCP amendments approved by the Commission over the last decade in protecting coastal water quality (2.4.1)

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:

- Completing informational brochures and making them available to the public at all CCC offices, hearings and other events. Updating the agency website to include press releases on legislative developments and major enforcement cases as well as information on how to report historic public access use at Martins Beach. (5.4.2)
- Continuing press outreach and response, including on the new administrative penalty authority for access violations as well as on significant cases (press releases regarding restored access in Ontario Ridge, and Paradise Cove, Executive Director opinion piece on Martins Beach). Continuing work on a smartphone app for coastal access, and a revised website for enforcement. (5.4.3)
- Securing administrative penalty authority for access cases and beginning to apply terms. Still lacking administrative penalties for the remainder of Coastal Act violations. (5.4.5)
- Filling vacant positions, and moving a position to the North Coast District Office to fill a longstanding need. (5.4.7)

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 second year include:

- Conducting recruitment, testing and interviews to fill Public Information Officer position, with potential hiring in current fiscal year (7.1.1, 7.2.4)
- Increasing the number of press releases and press availability, especially for major legislative and enforcement events (announcing administrative penalty authority, opening of Ontario Ridge, and Paradise Cove), resulting in positive press (7.1.3, 7.2.4).
- Participating in the Assembly Select Committee on Coastal Protection to address desalination and marine debris (7.2.6).
- Conducting a topical briefing on Coastal Development Issues Related to North Coast Tribes at the Commission’s September 10, 2014 hearing (7.2.7).
- Recruiting new geographic areas for Coastal Clean-up; Increasing Coastal Clean-up volunteer participation by 15% as compared to 2013; Expanding Clean-ups to 850 sites in 54 of California’s 58 counties; Participating as organizing partner of the California King Tides Project (7.2.5, 7.3.1).
- Expanding the “Bring your own” and other resource reduction programs. In 2014, 50% of Clean-up participants brought reusable items (compared to 33% in 2013), and 60,000 fewer plastic trash bags were ordered for the 2014 clean-up (compared to 50,000 in 2013) (7.3.2).
- Implementing Action 7.4.6 to promote the Whale Tail License Plate program, including organizing a marketing campaign and implementing the tax check-off program, ‘Check the Coast’.

The Commission also spent considerable staff time in Year 2 continuing implementation of the budget augmentation to 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 implement this augmentation placed significant demands on existing senior and Human Resources staff. In 2014, the Commission trained 20 new employees (or nearly 15% of its workforce). The Commission also entered an interagency agreement with a consultant to provide job analysis and salary studies for the Coastal Program Analysis. This service will assist with pursuit of structural salary increases for the Coastal Program Analyst series (7.7.6) as well as updating of duty statements and the conduct of staff evaluations.

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 numerous state agencies on pending permit and planning matters.

IV. Conclusion/Implementation in Years 3-5

The Commission has made strong progress in Years 1 and 2 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 completing short-term actions (Years 1-2) that have not been deferred and making progress on the mid-term actions (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 Commission will need to submit a

Budget Change Proposal (BCP) in September 2015 in order to seek funding for FY 16-17 and beyond. The BCP process itself will be a significant effort in 2015. If the funding is secured, it will support continued focus on high priority LCP certifications, updates and LCP amendments generally, with a priority focus on addressing climate change, including sea level rise.

Over the next year, the Commission will continue working closely with local governments under the Commission's 24 LCP planning grants and OPC's seven grants, as well as working on the next round of grants and the work supported through those (4.1.3, 4.4.3). In addition, the Commission is currently working on more than 150 pending LCP amendments, ranging from comprehensive updates to minor revisions and improvements to existing code provisions. The Commission is also planning a third workshop with local government officials in November 2015 to continue the dialogue about the LCP program. Work will continue also on the "Digital LCP" (4.3), and updating various LCP guidance (4.2.3).

Another major priority in the next year will be to work on the complex challenges presented by climate change and sea level rise. The Commission will complete the comprehensive Sea Level Rise Guidance (3.1.1). Staff will also continue working with its state agency partners to address climate change (3.1.5 through 3.1.7), and will further work on vulnerability assessments and planning (Objective 3.2). 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 utilizing the adopted Sea Level Rise Guidance. Staff will also coordinate with the State Lands Commission on a framework for protection of public trust land resources in light of sea level rise (3.1.7), and will work on developing policy guidance and model ordinance language for resilient shoreline residential development in hazardous areas affected by sea level rise (3.1.2).

Despite new investments in human resources and information management, the agency must continue to focus on recruiting and retaining a strong and diverse staff. Smart succession planning and professional development will be particularly important as many of its senior staff approach retirement.

Finally, as always, the protection of public access, recreation, and lower cost facilities will continue as a high priority, as the Commission holds a third workshop on lower cost overnight accommodations, and continues implementation of the new administrative penalty authority on access cases. The Commission will continue to work on the Martins Beach case, as well as many other public access violations up and down the state.

The Commission will need to continue to manage 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 - Year 2 - Updated as of May 2015

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						\$\$	Deferred	Updated inventory	Additional funding/staff required; Also see 1.3.1 through 1.3.3.
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); Limited beach curfew in Santa Cruz approved in November 2014; Ongoing collaborative work with City of LA regarding Venice area.
1.1.3	Coordinate with California State Parks	✓	✓					Complete/In Progress	Coordination	Framework for Access issues completed (5/20/13 letter); Ongoing coordination regarding lower cost visitor serving overnight accommodations, fees and access.
1.1.4	Assess and Open Unsecured OTDs		✓				\$	Complete/In Progress	OTDs Accepted and Opened	Highlights: Opening of Devil's Slide access in San Mateo; Approval of public accessway on Ackerberg parcel on Carbon Beach in Malibu.
1.1.5	Conduct PA Vulnerability Assessment (also 1.4.4; 3.2.1)						\$\$	In progress	Vulnerability Assessment	Additional funding required; Work on public access issues and sea level rise in progress through OPC and federal grant programs, LCP updates and other regulatory actions.
Public Access 1.2. Implement Mitigation Strategies										
1.2.1	Develop Beach Rec and Eco. Guidance						\$	In progress	New Guidance	NOAA funding project; Final product in summer 2015.
1.2.2	Identify In Lieu Fee Mitigation Projects						\$\$	In progress	In lieu projects identified and completed	Summary report on in-lieu fees in February 2014; Two LCVS Workshops completed; On-going coordination with SP and SCC on potential mitigation projects.
1.2.3	Enhance Sediment Management Planning and Programs						\$\$	Deferred	Enhanced Planning and Programs	Additional funding required; On-going coordination with Coastal Sediment Management Working Group.
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
1.3.2	Create County Access Guide Maps						\$\$	In progress	New County Guide Maps	LA County map to be released soon; Seeking additional funding to complete San Diego County map.
1.3.3	Develop Web/Mobile Public Access Mapping Resources and Tools						\$	In progress	Mobile application and web-based tools available	Mobile app development underway (Parker settlement); Coordinating with SCC on web-based tool in development; Mobile access website nearing completion.
1.3.4	Increase Outreach/Access to Inland/Underserved Communities		✓				\$\$	Complete/In Progress	Increased Outreach	Outreach, education for underserved comm.; New inland counties in CCD; Whale Tail grants for coast trips from inland; Attended 13 environmental fairs and spoke to 2,000 people in 2014.
1.3.5	Integrate Access Inventory into new Data Management System							In progress	Access Inventory integrated into CDMS	Access inventory and data is in CDMS; Data cleanup underway.
1.3.6	Develop Signage Guidance for CCC-related Projects							In progress	Signage guidance for LCP and Permit actions	Applied improved signage conditions in recent permit approvals and enforcement cases (e.g., Bacara, Ventana Inn) and in matters involving VRA expenditures; 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.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 2 - Updated as of May 2015

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Public Access 1.4. 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 and Marin County Updates addressed CCT policies; Staff working with Sonoma County to enhance CCT through their Update.
1.4.2	Enhance the Joint Coastal Access Program with the Conservancy, State Parks and local governments						In progress	Program Enhancements (TBD)	Current coordination on project by project basis. Highlights include: City of Fort Bragg 4.5-mile CCT opened Feb. 2015; Ventura County 3 miles CCT and Class 1 Bikeway seaward of 101.
1.4.3	Enhance Inter-agency Coordination		✓				Complete/In Progress	Enhanced Coordination	Coordination on project by project basis, including Ventura County Bikeway, Piedras Blancas highway realignment and CCT, and SD North Coast Corridor PWP.
1.4.4	Conduct CCT Vulnerability Assessment (also 1.1.5; 3.2.1)						In progress	Vulnerability Assessment Completed	Additional funding required; assessments and planning occurring on project by project basis, including at Piedras Blancas.
Coastal Resources 2.1. Provided Updated ESHA & Wetlands Protection Guidance									
2.1.1	Develop Coastal Habitats Compendium						In progress	Compendium	
2.1.2	Collaborate with DFW and USFWS on Mitigation Methodologies						In progress	Improved Mitigation Methodologies	Additional funding required; Participated in first meeting of the California Shellfish Initiative; Participated in and streamlined review of IWRP restoration projects; SD North Coast PWP.
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; Ongoing cooperation on various efforts, including the Southern California Wetlands Recovery Project, San Elijo Lagoon restoration and Colorado Lagoon mitigation bank.
Coastal Resources 2.2. Protect Marine and Ocean Resources									
2.2.1	Develop Guidance for Desal, Renewable Energy, Aquaculture						In progress	New Guidance	Information presented by staff on aquaculture, desalination and marine renewable at meetings, including hearing on desal convened by Assembly Select Committee on Coastal Protection.
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. Desalination Amendment to the Ocean Plan is expected to be adopted in May 2015.
2.2.4	Participate in Implementation of SWRCB OTC Policy						In progress	Participation	Reviewed draft SWRCB documents

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 2 - Updated as of May 2015

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
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.
2.2.6	Participate as Member of OPC Work Groups		✓					Complete/In Progress	Participation	Contributed to development, testing and release of Coastal Geoportal.
2.2.7	Participate in CDFW Aquaculture Development Committee (ADC)						\$\$	In progress	Participation	Developing presentation on nearshore/offshore aquaculture permitting guidance for applicants and interested parties.
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 lead. See related item: 2.2.2.
2.2.10	Participate in WCGA Marine Debris and Climate Change Work Groups		✓					Complete/In Progress	Participation	Continue to co-lead Marine Debris Work Group; Group launched West Coast Marine Debris Database; Contributed to the development of WCGA Regional Data Framework.
2.2.11	Develop Guidance to Address Marine Protected Areas		✓				\$\$	Complete/In Progress	Guidance	Coordination with DFW; Developed guidance memo for CCC staff regarding identification of projects with potential to affect MPAs and process for coordination with DFW.
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; Conducted workshops for marinas and yacht clubs on oil spill response; Conducted 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 was completed.
2.4.2	Update LCP Water Quality Protection Guidance		✓					Complete	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	Updating model language and fact sheets for staff use; Participated in Monterey Bay Sanctuary's Conference on Water Quality, February 5, 2014.
2.4.4	Develop tools and policies to track and address MPA impacts						\$\$	In progress	New tools and policies	Critical Coastal Area mapping began in Fall 2014

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 2 - Updated as of May 2015

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Coastal Resources 2.5. Protect and Maximize Agriculture									
2.5.1							In progress	Updated Guidance	http://www.coastal.ca.gov/lcp/LUPUpdate/LUPGuidePartI_5_AgriRes_July2013.pdf ; see 2.5.3 also
2.5.2						\$	In progress	Implement options for expedited review	Federal funds through CZMA 309 grant secured; streamlining recommended in Marin Co LCP update.
2.5.3		✓					Complete	Workshop	See http://documents.coastal.ca.gov/reports/2013/5/W3-5-2013.pdf ; Related item: 2.5.2
2.5.4						\$	Deferred	Identify new mechanisms	
Climate Change 3.1. Develop LCP & Permitting Guidance									
3.1.1							In progress	Final SLR Guidance Published	Final Guidance expected Summer 2015
3.1.2						\$	In progress	Shoreline Assessment developed; Policy guidance and model ordinance language	Funds secured through FY 2014 NOAA Project of Special Merit; Ongoing work through LCP updates and regulatory work.
3.1.3						\$	In progress	Work Program	Federal funds through CZMA 309 grant secured; Ongoing work through LCP updates and regulatory work.
3.1.4						\$	In progress	Outreach materials	Outreach conducted through release of SLR guidance; participated in Humboldt Bay Sea Level Rise Adaptation Working Group; helped establish the California Collaborative on Coastal Resilience.
3.1.5		✓	✓			\$	Complete/In Progress	Participation	On-going interagency coordination, including through State Coastal Leadership Group; input to draft policy documents, sharing data and information; participated in Safeguarding California Plan.
3.1.6						\$	In progress	Coordination	On-going interagency coordination; testified at Joint Legislative Committee on Emergency Management hearing on Climate Change Impacts on Critical Infrastructure.
3.1.7						\$	In progress	Coordination	On-going interagency coordination; testified at Senate budget hearing with Coastal Leaders Partnership; Developed NOAA strategy for funding related project.
Climate Change 3.2. Assess Coastal Resource Vulnerabilities									
3.2.1						\$	Deferred	Vulnerability Assessment Completed	Additional funding required; See 3.1.2; Participated in SLR Adaptation Working Group in Humboldt; Work on project by project basis.
3.2.2						\$	In progress	Vulnerability Assessment Completed	additional funding required; ongoing work on project by project basis including participation in TAC for Caltrans North Coast Pilot Study, Piedras Blancas, Surfer's Beach, SD N. Coast Corridor PWP.
3.2.3						\$\$\$	In progress	Vulnerability Assessment Completed	additional funding required; ongoing work on project by project basis, including Morro Bay WWTP, San Simeon water treatment plant, CalAm Marina desal test site.

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Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
3.2.4	Work with Partners to Assess Natural Resources						\$\$\$	In progress	Vulnerability Assessment Completed	additional funding required; ongoing work on project by project basis, including participation in Russian River estuary planning, Humboldt Bay SLR Adaptation Working Group SD PWP.
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; OPC grant administration transferred to CCC.
Climate Change 3.3. Reduce Greenhouse Gas Emissions										
3.3.1	Evaluate Policy Options to Promote Smart/Sustainable Growth						\$\$	In progress	Policy evaluation	additional funding required; PAC for 2040 California Transportation Plan; comments on CEQA changes per SB 743; various conferences addressing climate change mitigation.
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; Reviewing next steps in light of Governor's Executive Order on GHG emissions.
3.3.4	Reduce GHG Footprint of Commission's Operations							In progress	GHG emission reductions	Electric vehicle purchased; Evaluating options for leasing/purchasing additional electric vehicles.
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 and 14-15 budgets. Commission awarded 11 LCP grants in 13-14 and 12 LCP grants in 14-15.
4.1.3	Implement LCP Certification Strategy		✓				\$\$\$	Complete/In Progress	Number of LCP segments or ADCs submitted to CCC for certification/certified	Additional funding for LCP work in FY13-14 and FY14-15 budgets; Certified Santa Monica Mountains LCP.
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 and 14-15 budgets. Commission awarded 11 LCP grants in 13-14 and 12 LCP grants in 14-15.
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; New CEA position to be filled in this fiscal year.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 2 - Updated as of May 2015

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need \$?*	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	Participated in Coastal Counties Group at two CSAC conferences in 2014. Ongoing Local Govt Working Group coordination calls. Next CCC/Local Govt workshop expected November 2015.
4.4.2	Convene District-level Coordination Meetings	✓	✓			\$\$\$	Complete/In Progress	Coordination meetings with local jurisdictions	See Commission May, 2014 agenda item W6a. Over 104 pre-submittal outreach contacts in 2014 providing early coordination on local LCP/LCPA planning.
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. Over 104 pre-submittal outreach contacts in 2014 providing early coordination on local LCP/LCPA planning.
4.4.4	Provide LCP Amendment Status Information Online					\$\$	In progress	Information posted/updated on website	Information can be provided through new CDMS Public Web Portal. See 6.1.5 and 6.1.6.
4.4.5	Increase LCP Training/coordination for Local Government					\$\$\$	In progress/Deferred	Increased Training	Additional funding required; Staff conducted all-day training for Mendocino Co. Planning staff in May 2014.
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

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Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need \$?*	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.
Regulatory Programs 5.2. Improve Public Information and Service									
5.2.1	Update Commission Website		✓			\$\$	Complete/In Progress	Website Updated	Transition to new State template and host server completed; 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					\$\$	In progress	CDP/LCP Online status available	Information can be provided through new CDMS Public Web Portal. See 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					\$\$	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	Additional funding required
5.3.3	Evaluate Options to Streamline Recorded Documents Protocols					\$	In progress	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		✓			\$\$	Complete/In Progress	Evaluation and implementation	Secured new administrative penalty authority for access cases. 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; Website updated to include press releases on legislative developments and major enforcement cases. Participated in California Shellfish Initiative.
5.4.3	Enhance Enforcement Tools for Public Outreach		✓			\$\$	Complete/In Progress	Public Outreach Tools	Completed brochures and made them available to the public at all CCC office, hearings, and other events; press releases, see 7.1.3; Work on access app and revised enforcement website.
5.4.4	Establish Interagency Enforcement Task Forces					\$\$\$	In progress/Deferred	Task Forces established	Staff participation in existing Santa Monica Mtns & North Coast Enforcement Task Force when possible. Staff participation in existing task forces in northern California.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 2 - Updated as of May 2015

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
5.4.5	Secure Administrative Penalty Authority to address Violations		✓					Complete/In Progress	Administrative penalty authority granted	Secured administrative penalty authority for access cases. Still lacking administratrative penalties for the remainder of Coastal Act violations.
5.4.6	Seek Program Changes to address Violations through Permitting							In progress	Legislation granting authority approved	AB 203 addressed this but failed passage in the Senate.
5.4.7	Seek Increased Staffing for Enforcement Program							In progress	New enforcement staff position(s)	Filled vacant positions and transferred position to the North Coast District Office to fill a longstanding need; Continued seeking additional staffing.
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, 7.1.3 and 7.1.2
Regulatory Programs 5.5. Improve Federal Consistency Program										
5.5.1	Update List of Federal Permits		✓					Complete/In Progress	Updated list of federal permits	Formally submitted the updated list as an amendment to the certified CCMP; Awaiting federal review and incorporation into the CCMP.
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						\$	In progress	Web Access active	New Public Web Portal is under development.
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.
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 for four jurisdictions have been certified by the Commission.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 2 - Updated as of May 2015

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	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						\$\$	In progress/Deferred	GIS field tools made available	Mobile GIS tools available through CDMS software provider; New licensing options being evaluated.
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						\$\$	In progress	Regular IT meetings with Districts	Additional funding required
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							Not started	Online Permit Application System	see 5.2.2
6.4.3	Complete Digital Archive of Commission Actions						\$\$	In progress	Digital Archive	All electronic data has been migrated into CDMS. Conversion and entry of paper based historic data continues. 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 still needed.
6.4.6	Develop Online Violation Reporting System		✓					Complete/In Progress	Improve ability for public to report violations using on line resources	Updated enforcement webpage and enforcement staff contact information online; Information on how to report violations made available online and in written pamphlets provided statewide.
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	

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Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	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						\$\$	In progress	PIO Hired	Recruitment, testing, interviews in March, April and May 2015; Potential hiring in current fiscal year.
7.1.2	Establish Social Media Task Force & Develop Public Outreach/Education Strategy							In progress	Task force established; outreach strategy	Hiring PIO; Webmaster position filled; Publishing meeting agenda in Spanish; Working on educational video (Parker settlement).
7.1.3	Develop Press Protocol and Outreach Strategy						\$\$	In progress	Press release protocol	Hiring PIO; Increased number press releases and press availability, especially for major legislative and enforcement events (opening of Ontario Ridge and Paradise Cove), resulting in positive press.
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							In progress	Evaluate feasibility; strategy for producing assessment	2014 Year in Review Rpt Published
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	Increased communication (e.g. newsletters, workshops)	PIO to be hired in May 2015; 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: 4/11/14 hearing on fracking; Marine Debris Panel; 9/24/14 hearing on desalination; Will testify at future 2015 hearings.
7.2.7	Enhance Protection of Cultural Resources and Consultation	✓	✓					Complete/In Progress	Actions to protect cultural resources	See topical briefing on Coastal Development Issues Related to North Coast Tribes in September 2015, item W7a.
Agency Capacity 7.3. Expand Public Education Programs										
7.3.1	Increase Public Participation in PE Programs						\$	In progress	Increased Participation	New geographic areas recruited for Coastal Clean-up; Volunteer participation increased by 15% over 2013; Clean-ups on 850 sites; Organizing partner in the California King Tides Project.
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, 50% of Clean-up participants brought reusable items (compared to 33% in 2013); 60,000 fewer plastic trash bags ordered for 2014 clean-up (compared to 50,000 in 2013).
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; progress on schedule for completion in 2016.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 2 - Updated as of May 2015

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Agency Capacity 7.4. Increase Program Funding									
7.4.1	Evaluate Funding Opportunities and Strategies	✓	✓				Complete/In Progress	Evaluation of Funding Strategies	See Commission Budget Report of Feb 10, 2015; Commission FY13-14 and 14-15 budget augmented for LCP work.
7.4.2	Prepare BCP to support LCP Planning	✓					Complete/In Progress	BCP Submitted	BCP approved; Governor's budget for 15-16 includes LCP funds through FY 15-16 and includes LCP grants; New BCP required to extend beyond FY 15-16.
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; New CEA position established and approved by the State Personnel Board April 2015; CEA position to be filled in this fiscal year.
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; Project manager hired February 2015 and work underway.
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; added outreach for Oct 15 IRS deadline (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	Survey of all staff of retirement age underway.
7.5.2	Implement Succession Planning Strategies						In progress	Succession planning/implementation	On-going by senior management
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	New recruitment/outreach programs	Significant HR work completed for budget augmentation hiring. Broad recruitment for civil service testing and open positions underway, including at job fairs. Coastal analyst exams June 2015.
7.6.3	Expand Commission Internship Program					\$	In progress	Expanded use of interns	Enforcement intern program continues. Five paid Environmental Services Interns hired. Continuous advertising for interns.
7.6.4	Continue NOAA, Sea Grant, and other fellow programs	✓	✓				Complete/In Progress	Number of Fellows	4 NOAA and Sea Grant fellows on staff, including two new Sea Grant fellows hired for 2015.

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Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Agency Capacity 7.7. Strengthen Staff Capacity									
7.7.1							Not started	Mentoring established	
7.7.2						\$	In progress	Program Developed	Job analysis project by CPS HR Consulting nearing completion to support updated duty statements and professional development.
7.7.3	✓					\$\$	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	✓					\$	Complete/In Progress	Material Updated	Hiring for LCP program enabled early implementation of updated materials.
7.7.5						\$	Deferred	Position Established	
7.7.6						\$	In progress	Structural salary increase	Job analysis project by CPS HR Consulting nearing completion; CPS is conducting a salary study for the Coastal Program Analyst Series.
7.7.7							Not Started	Program established	
Agency Capacity 7.8. Improve Communication, Coordination, and Collaboration									
7.8.1		✓					Complete/In Progress	New communication mechanisms	Instituted monthly staff briefings and monthly district manager coordination meetings.
7.8.2		✓					Complete/In Progress	New task forces	Agriculture Task Force established; SLR Task Force will implement outreach for SLR Guidance.
7.8.3	✓	✓				\$	Complete/In Progress	Enhanced Coordination	See Commission May, 2014 agenda item W6a; Participate in various inter-agency meetings, including Integrated Watershed Restoration Program (IWRP), California Shellfish Initiative.
7.8.4						\$\$	In progress/Deferred	Coordination with OST/Academia	Initial coordination with OST; Increased staffing required.