

**CALIFORNIA COASTAL COMMISSION**

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

**W6e**

January 10, 2017

TO: California Coastal Commission and Interested Persons

FROM: John Ainsworth, Acting Executive Director  
Susan Hansch, Chief Deputy Director  
Michelle Jespersen, Federal Programs Manager

SUBJECT: 2013 – 2018 Strategic Plan Implementation Update – Year 3  
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. In this third reporting period (June 2015 – December 2016) of implementing the Plan, the Commission made significant progress with many new items completed and other action items in progress and underway. Major highlights include the addition of the Local Coastal Program (LCP) baseline budget augmentation funding into the Commission's baseline budget to accelerate work on updating and certifying new LCPs (Goal 4 and Goal 7), the Commission's adoption of the Sea-level Rise Policy Guidance (3.1.1); award of Round 3 of Local Assistance LCP Grants to local governments and the first use of the Commission's Administrative penalty authority to address public access violations. Additional details on these items and other accomplishments made over the past approximately 18 months of the Plan's implementation are discussed in Section III and complimented by the [2016 Year in Review](#) report (under the January Executive Directors report, Item W6a). This 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<sup>1</sup>. 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.

---

<sup>1</sup> 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>.

In May 2014 and May 2015, staff provided the Commission with a Year 1 and Year 2 implementation report, respectively. Staff also provides periodic Plan implementation updates to the Commission through the Executive Director’s report at regular scheduled Commission meetings (for individual action items, when relevant).

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<sup>2</sup>. 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 year 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.” The full Plan, including Appendix A, is available on the CCC website.

### **III. Highlights of Accomplishments, Year 3**

The Commission has made significant progress with Strategic Plan implementation in Year 3. 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 the Year 3 reporting period (June 2015 – December 2016).

As summarized in the table below, many new 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”).

---

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

Action Status		Year 1	Year 2	Year 3
Complete		14	16	25
Complete	In Progress	35	51	58
In Progress		56	66	50
Not Started		24	11	11
In Progress	Deferred	5	5	9
Deferred		29	14	10
<b>TOTAL Actions</b>		<b>163</b>	<b>163</b>	<b>163</b>

## Goal 4: Enhancing the LCP Program

In 2015-16, Commission staff provided information on the importance of Local Coastal Programs to the Administration and the Legislature and the successful implementation of the pilot LCP Enhancement Program (temporary budget augmentation of \$3 million to Commission staff to fund LCP efforts, combined with LCP Local Assistance Grant Program in FY 2013-14, FY 2014-15 and FY 2015). As a result, the Governor proposed and the Legislature approved making the \$3 million augmentation a part of the Commission’s baseline budget in FY 2016-17 fulfilling Strategic Plan Actions 4.4.6, 7.4.1, 7.4.3, 7.6.1.

This funding, now part of the Commission’s baseline, has allowed the Commission to continue to make significant progress on many efforts under Goal 4 of the Strategic Plan, including on Objective 4.4 to improve communication and coordination with local government related to LCP planning. For example, there has been a significant reduction in the number of days to process filed LCP amendments and other planning items for Commission action as a result of the staffs effort to enhance early coordination on LCP planning items (see also January 2017 Executive Director’s report). Also, regarding improved coordination, the Commission held a [Local Government Workshop](#) at the November 2015 Commission meeting.

Significant accomplishments on LCP planning during this reporting period include effective certification of a comprehensive LUP update to the [City of San Diego Ocean Beach Segment](#) and the Santa Barbara County LCP for the [Summerland Community Plan](#). In addition, the Commission approved the [Local Implementation Plan for the City of Newport Beach](#) (September 2016) along with a [Categorical Exclusion Order](#) (approved November 2016), a comprehensive update of [the Marin County land use plan and implementation plan](#), (approved November 2016), and components of [Ventura County’s LCP](#) with suggested modifications (approved December 2016) that are still pending local government action. Many of the LCP Program planning accomplishments are also summarized in the [2016 Year in Review](#), January Executive Directors report, and the staff report for [Round 3 of the LCP Grant Funding](#) (August 2016). LCP work will continue to be a high priority for the Commission, especially with regard to LCP planning work underway through the LCP Grant Program.

### **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 notably, the Commission completed a comprehensive guidance document for local governments, applicants, and the public on addressing sea level rise (3.1.1). The Coastal Commission [Sea Level Rise Policy Guidance](#) was unanimously adopted by the Commission in August 2015. Since adoption, Commission staff has been actively engaged in outreach and training with other Commission staff, local governments, other state agencies, interested groups and the public on sea level rise science, information and the application of the Guidance in the Commission’s planning and regulatory work. Staff is also working on addressing climate change and sea level rise in all of the LCP Grant funded work. A comprehensive [briefing and update report](#) on the Commission’s recent efforts in addressing climate change and sea level rise, including accomplishments related to Strategic Plan Actions, was made to the Commission in November 2016.

### **Goal 6: Enhancing Information Management and E-Government**

The Commission continues to make progress on objectives and actions designed to enhance information management by the Commission (6.1 – 6.4). Commission staff continues to add and update data and documents in the Commission’s 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. Refinements to the operation of the CDMS to enhance the internal operation of the Commission continue on an ongoing basis. Staff has also continued to work with the software vendor in testing and deploying significant software updates, enhanced functionality and related data management system upgrades.

Historic information from the Commission’s paper based Coastal Development Permits (CDPs) and planning records have been entered into the system as back as far as 1982 and more than 35,000 related documents have been added to the CDMS. Additionally, staff continues to work with the California Natural Resources Agency Data Center to deploy the infrastructure necessary to provide for public access to the planning and permitting data within the CDMS. Significant challenges related to software and required systems upgrades have impacted the deployment of a public data interface. Staff continues to work through these challenges and anticipates deployment of an initial public data portal later in 2017.

### **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:

- Completion of the report, “[Status of Vertical Accessways for Northern California, 1973 – 2015](#)” and presented to the Commission in October 2016 (1.1.1).
- Publishing 100,000 LA County Public Access maps in both English and Spanish. Distribution started in January 2017 and will continue for 12 months (1.3.2).

- Major enforcement actions to resolve significant public access violations (Malibu Beach Inn, Lent) as well as enforcement actions resulting in improved signage acknowledging the Commission's efforts in securing public access (1.1.1, 1.1.4., 1.3.3, 1.3.6).
- Significant efforts on outreach and public access for inland/underserved communities through Whale Tail Grants and enforcement actions (1.3.4). See also 2016 Year in Review.
- Significant progress on coordination with Caltrans and State Coastal Conservancy on planning and implementation of California Coastal Trail segments (1.1.1, 1.1.5, 1.4.3).
- Approval, completion and/or implementation of various segments of the Coastal Trails such as in the North Coast in the City of Arcata (3-mile segment), City of Eureka (3.75 mile segment), City of Fort Bragg (2.5 mile segment), and the 2.3 mile Peter Douglas Coastal Trail along Usal Road in northern Mendocino County.

## **Goal 2: Protect Coastal Resources**

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

- Staff participation in the development and adoption of the State Water Resources Control Board Desalination Amendment to the state Ocean Plan (2.2.3).
- Staff participation and presentation at various working groups related to desalination, aquaculture, renewable energy, climate change, and marine debris (2.2.1, 2.2.6).
- Finalizing an Memorandum of Understanding between state agencies, non-profits, and federal partners to support implementation of the Marine Life Protection Act (MLPA) and California Marine Protected Area (MPA) network (2.2.11).
- Continued progress on actions related to improving oil spill prevention and response, water quality and protecting agricultural resources.

## **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:

- Continued updates to the Commission's website (5.2.1).
- Completion of an update to the Commission's internal Special Conditions Compendium, a tool to assist staff in developing special conditions for staff recommendations for regulatory actions (5.3.1).
- Use of the Commission's Administrative Penalty Authority to address public access violations (5.4.5).

## **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 Year 3 include:

- With the hiring of a Public Information Officer (7.1.1), 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).
- Participated in the Assembly Select Committee on Coastal Protection related to sea level rise and public access (7.2.6).
- Secured \$3 million in funding for LCP program work (7.4.1), now part of the Commission's baseline budget which included completion a BCP for this funding (7.4.2); and increase in authorized staffing levels (167 positions) for the LCP Program (7.4.3) (see Goal 4).
- Implemented Action 7.4.6 to promote the Whale Tail License Plate program, including continued implementation of the tax check-off program in 2015 and 2016.
- Developed staff training materials for new staff; conducted in all-staff training in December 2015 on the Sea Level Rise Policy Guidance as well as basic New Analyst training (7.7.2, 7.7.3, 7.7.4).
- Significant efforts on enhancing interagency coordination and communication (7.8.3) with a new Caltrans Improved Partnering Agreement and significant on-going coordination with State Coastal Conservancy, OPC and California State Parks.

## **IV. Conclusion/Implementation in Years 4 and 5**

The Commission has made significant progress on implementation in Year 3 of the Strategic Plan. Commission staff will continue to adhere generally to the implementation schedule of Appendix A of the Plan, also provided here as in the dashboard (Exhibit 1). Implementation of Goal 3, Addressing Climate Change, and Goal 4, Strengthen the LCP Program, will continue to be high priorities and major focus areas for Years 4 and 5.

Commission staff envisions beginning the process of updating the Strategic Plan in late 2017. This process will likely include an initial meeting/discussion with Commission on priorities or suggestions for what to include in the next five-year plan. The update will also include opportunities for substantial feedback from Coastal Commission staff as well as agency partners, stakeholders, and the public.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
<b>Public Access 1.1. Updated Assessment</b>										
1.1.1	Document and Assess Existing Access Resources			✓			\$\$	Complete/In Progress	Updated inventory	Report completed: "Status of Vertical Accessways for N. California, 1973 - 2015", presented to Commission 10/2016. Enforcement actions removed access impediments; ongoing CCT work w/Caltrans and Coastal Conservancy.
1.1.2	Prepare Public Access Management LCP Guidance						\$	In progress	Updated Guidance materials	Coordination with local government in progress (see also 4.2.3). Guidance letter on short term rentals sent to local gov'ts, 12/2016.
1.1.3	Coordinate with California State Parks (CSP)	✓	✓	✓				Complete/In Progress	Coordination	Ongoing coordination re: LCVS accommodations, fees and access, regular meetings with SP District Superintendents. Highlights: Draft MOU for Pfeiffer cabin project, Sonoma coastal access/parking program, and Crystal Cove.
1.1.4	Assess and Open Unsecured OTDs		✓	✓			\$	Complete/In Progress	OTDs Accepted and Opened	Highlights: New public accessway opened: 1) Carbon Beach (July 2015); 2) Malibu Beach East (June 2016); and 3) Escondido Beach (July 2016). Related: Malibu Beach Inn, Lent access easements; Malibu PWP w/MRCA and SCC.
1.1.5	Conduct PA Vulnerability Assessment (also 1.4.4; 3.2.1)						\$\$	In progress	Vulnerability Assessment	Add'l funding required. Staff synthesis of vulnerability of public accessways for coastal counties to be complete February 2017. LCP Grants and Caltrans interagency work includes VAs that will address public access vulnerabilities.
<b>Public Access 1.2. Implement Mitigation Strategies</b>										
1.2.1	Develop Beach Rec and Eco. Guidance						\$	In progress	New Guidance	Completed NOAA grant Sept 2015 - <i>Improved Valuation of Impacts to Recreation, Public Access and Beach Ecology from Shoreline Armoring Admin Draft</i> . Add'l work needed to develop guidelines for mitigation fees.
1.2.2	Identify In Lieu Fee Mitigation Projects						\$\$	In progress	In lieu projects identified and completed	Status report on in-lieu fees (7/2016); 3 LCVS Workshops completed; Action plans developed for 11 LCVS fee projects that remain unspent. On-going coordination with CSP, MRCA, SCC and others on potential projects.
1.2.3	Enhance Sediment Management Planning and Programs						\$\$	In progress/Deferred	Enhanced Planning, Programs, Guidance	On-going coordination with Coastal Sediment Management Working Group; interagency coordination with Caltrans on sediment management; recent permit actions - San Elijo Lagoon restoration, Del Mar living shoreline project.
<b>Public Access 1.3. Improve Public Information on CCT</b>										
1.3.1	Update Coastal Access Guide	✓						Complete	Update Complete	Hard copy and e-book published September 2014, <a href="http://www.ucpress.edu/book.php?isbn=9780520278172">http://www.ucpress.edu/book.php?isbn=9780520278172</a> . See also 1.3.3.
1.3.2	Create County Access Guide Maps				✓		\$\$	Complete	New County Guide Maps	100,000 LA County maps produced/published in Spanish and English (12/2016); 12-month distribution starting January 2017.
1.3.3	Develop Web/Mobile Public Access Mapping Resources and Tools			✓			\$	Complete/In Progress	Mobile application and web-based tools available	Mobile access website, YourCoast.org launched in July 2015; Mobile app development (Parker settlement) currently in testing - expected release 6/2017; Coordinating with SCC on development of web-based tool.
1.3.4	Increase Outreach/Access to Inland/Underserved Communities		✓	✓	✓		\$\$	Complete/In Progress	Increased Outreach	Funded 8 videos to promote CCT segments (FY 2015-16). Expanded beach wheelchair program: 8 new chairs for a total of 58 beach wheelchairs. Enforcement actions (i.e. City of Dana Pt access program for Title 1 schools).
1.3.5	Integrate Access Inventory into new Data Management System			✓				Complete/In Progress	Access Inventory integrated into CDMS	Access inventory and data is in CDMS; Staff developing improved user interface for internal use.
1.3.6	Develop Signage Guidance for CCC-related Projects							In progress	Signage guidance for LCP and Permit actions	Developed and implemented new public access signage with MRCA in April 2015, LA County in July 2016 for the Malibu area. Enforcement actions resulted in new signage acknowledging CCC role at various locations.



Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
<b>Public Access 1.4. Expand the California Coastal Trail System</b>									
1.4.1		✓	✓	✓		\$\$	Complete/In Progress	# of LCPAs/Public Access Components Updated	San Mateo, Marin County Updates addressed CCT policies; Staff working with Sonoma, Santa Barbara Counties, and City of Carpinteria to enhance CCT in LCP Updates. Caltrans project to assess & evaluate CCT in coast jurisdictions.
1.4.2							In progress	Program Enhancements (TBD)	MOU with State Parks for use of LCVS in-lieu fees; MOU with Coastal Conservancy for use of VRA funds and other in-lieu fees. Other coordination on project by project basis.
1.4.3		✓					Complete/In Progress	Enhanced Coordination	Caltrans Improved Agency Partnering Agreement (12/2016); substantial access components built into various Caltrans projects, including CCT in North San Diego Co, Carpinteria, Piedras Blancas, And Surfers Beach.
1.4.4						\$\$	In progress	Vulnerability Assessment Completed	Additional funding required; see also 1.1.5. The Round 3 LCP Grants specifically require vulnerability assessments to evaluate sea level rise vulnerability of existing and planned segments of the CCT.
<b>Coastal Resources 2.1. Provided Updated ESHA &amp; Wetlands Protection Guidance</b>									
2.1.1						\$	In progress	Compendium	
2.1.2						\$\$	In progress	Improved Mitigation Methodologies	Add'l funding required; staff provided "BMPs" for protecting Western Snowy Plover at USFWS/DFW beach management symposium; enforcement actions underway with USFWS/DFW to protect other sensitive birds species.
2.1.3		✓					Complete/In Progress	LUP Guide Updated (see 4.2.3)	<a href="https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/LUPGuidePartI_4_ESHA_July2013.pdf">https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/LUPGuidePartI_4_ESHA_July2013.pdf</a>
2.1.4							Not Started	Provide Guidance	CCC Wetland Workshop, April 2016.
2.1.5						\$	Not Started	Develop Guidance	
2.1.6						\$\$	In progress/Deferred	Identify and pursue restoration opportunities	Ongoing work in permits and enforcement, including thru SCWRP, Huntington Wetlands Conservancy, and the San Elijo Lagoon, UCSB, Cerritos, Ballona, Ormond Beach wetland restoration projects.
<b>Coastal Resources 2.2. Protect Marine and Ocean Resources</b>									
2.2.1						\$\$	In progress	New Guidance	Staff continue to present information on aquaculture, desalination and marine renewables at multi-agency and public meetings. Staff participation on newly established BOEM-CA Intergovernmental Renewable Energy Task Force.
2.2.2		✓				\$	Complete	Participation in CA Coastal and Marine Geospatial Work Group process	<a href="http://portal.gis.ca.gov/geoportal/catalog/OPC/OPC.page">http://portal.gis.ca.gov/geoportal/catalog/OPC/OPC.page</a>
2.2.3			✓			\$\$	Complete	Participation and development of policy	Staff participating in meetings and policy drafting with SWRCB. The SWRCB adopted the Desalination Amendment to the Ocean Plan in May 2015.
2.2.4						\$\$	In progress	Participation	Participation in OPC interagency working group and the Statewide Advisory Committee on Cooling Water Intake Structures (SACCWIS).
2.2.5		✓					Complete	Participation and development of policy	Worked with NMFS staff on policy implementation following public release of the final plan.



Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
2.2.6	Participate as Member of OPC Work Groups		✓	✓	✓			Complete/In Progress	Participation	Staff participation in various working groups: 1) CO-CAT updates to state Sea Level Rise Planning Guidance, Safeguarding CA; 2) Alternative Energy and Once-Through Cooling; 3) Marine Debris, strategy implementation (2016-17).
2.2.7	Participate in CDFW Aquaculture Development Committee (ADC)						\$\$	In progress	Participation	Continued participation in meetings of the ADC and California Shellfish Initiative; contributed to the completion of an online Aquaculture Permitting Guide and virtual permit counter.
2.2.8	Participate in Development of NOAA Aquaculture Plan	✓						Complete	Participation and development of plan	Complete
2.2.9	Participate in WCGA Work Groups/Marine Spatial Planning						\$\$	In progress	Participation	OPC and State Lands Commission lead for CA for recently established West Coast Regional Ocean Planning Body; CCC staff to pursue future participation.
2.2.10	Participate in WCGA Marine Debris and Climate Change Work Groups		✓	✓				Complete/In Progress	Participation	Co-lead Marine Debris Work Group (ongoing); completed report on efficacy of policies to address marine debris along West Coast; launched new project to assess usability of NOAA's Marine Debris Tracker app.
2.2.11	Develop Guidance to Address Marine Protected Areas (MPAs)		✓	✓			\$\$	Complete	Guidance/MOU	CA MPA Statewide Leadership Team Work Plan endorsed by OPC. Finalized MOU between state agencies, non-profits, and federal partners signed to support implementation of the MLPA and CA MPA network.
2.2.12	Develop Guidance to Address Beach Management & Dredging						\$\$	Deferred	Guidance	
<b>Coastal Resources 2.3. Improve Oil Spill Prevention and Response</b>										
2.3.1	Provide Public Education Materials	✓						Complete	New Education materials	Policy guidance: <a href="http://www.coastal.ca.gov/oilspill/OilSpillGuidance.pdf">http://www.coastal.ca.gov/oilspill/OilSpillGuidance.pdf</a> ; Educational videos produced. On-line Clean Boating Quiz piloted in 2016.
2.3.2	Facilitate Improved Communication among Responders	✓	✓	✓				Complete/In Progress	Participation in meetings and oil spill response drills	On-going; includes Boating Clean and Green education, Marinas/Yacht Clubs Spill Response Communication Packet for boating facilities, workshops for marinas/yacht clubs on oil spill response, oil spill boom deployment training.
<b>Coastal Resources 2.4. Improve Water Quality Protection and Impact Mitigation</b>										
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	<a href="https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/LUP_Guide_Update_3_Water_Quality_Final_May_2014.pdf">https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/LUP_Guide_Update_3_Water_Quality_Final_May_2014.pdf</a>
2.4.3	Promote WQ Protection Policies and Practices			✓				Complete/In Progress	Meetings and workshop participation	Updated Memorandum of Agreement (MOA) with Monterey Bay National Marine Sanctuary to protect water quality in the watersheds that drain into the Sanctuary (April 2016). Non-Point Source Program coordination meetings.
2.4.4	Develop tools and policies to track and address MPA impacts						\$\$	In progress	New tools and policies	Critical Coastal Area updates and mapping scheduled for completion in spring/summer 2017.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
<b>Coastal Resources 2.5. Protect and Maximize Agriculture</b>									
2.5.1							In progress	Updated Guidance	Guidance in progress under 309 project (See 2.5.2). Updated guidance in LCP Update Guide, Chapter 5 - Agricultural Resources. <a href="https://www.coastal.ca.gov/rflg/lcp-planning.html">https://www.coastal.ca.gov/rflg/lcp-planning.html</a> .
2.5.2						\$\$	In progress	Implement options for expedited review	Federal funds through CZMA 309 grant secured, project in progress; Marin LCP Update (November 2016) included waiver provisions to expedite review of agriculture projects.
2.5.3	✓						Complete	Workshop	See <a href="http://documents.coastal.ca.gov/reports/2013/5/W3-5-2013.pdf">http://documents.coastal.ca.gov/reports/2013/5/W3-5-2013.pdf</a> ; Related item: 2.5.2
2.5.4						\$\$	Deferred	Identify new mechanisms	
<b>Climate Change 3.1. Develop LCP &amp; Permitting Guidance</b>									
3.1.1			✓				Complete	Final SLR Guidance Published	Final Guidance adopted in August 2015: <a href="https://www.coastal.ca.gov/climate/slrguidance.html">https://www.coastal.ca.gov/climate/slrguidance.html</a>
3.1.2						\$\$	In progress	Shoreline Assessment developed; Policy guidance and model ordinance language	FY 2014 NOAA Project of Special Merit underway, to be complete Sept 2017; ongoing work through LCP updates and regulatory work; development of project-level SLR analysis tools for staff and local govt (Climate CIAP Grant).
3.1.3						\$\$	In progress	Work Program; policy papers on specific climate-related issues (water supply, wildfire, etc.)	Ongoing work through LCP updates and regulatory work; completion of draft policy papers on specific climate-related issues: water supply, wildfire, and GHG emissions.
3.1.4						\$\$	In progress	Outreach materials	Outreach on SLR Guidance at 31 different events since August 2015; updates to climate change sections of CCC website; development of SLR information underway (Climate CIAP); ongoing work w/local govts thru LCP updates.
3.1.5	✓	✓	✓	✓		\$	Complete/In Progress	Participation	On-going interagency coordination, including input to updates on state sea level rise guidance (OPC-led), sharing data and information; and implementation of and updates to Safeguarding California Plan.
3.1.6						\$\$	In progress	Coordination	Staff work w/SCC, NOAA, USC Sea Grant, USGS, and FEMA to align SLR planning guidance with hazard mitigation planning thru community resilience workshop (Sept 2016). Coordination w/OPR on SB 379 implementation.
3.1.7						\$\$	In progress	Coordination	Staff work on multi-year effort with State Lands Commission to improve interagency coordination for protection of public trust land resources in light of sea level rise with FY 2015 Section 309 grant.
<b>Climate Change 3.2. Assess Coastal Resource Vulnerabilities</b>									
3.2.1						\$\$	In progress	Vulnerability Assessment Completed	Staff synthesis underway of vulnerability information to identify key infrastructure vulnerabilities by county under Climate CIAP grant. Participate in local and regional VAs and adaptation planning through LCP Grant work.
3.2.2						\$\$	In progress	Vulnerability Assessment Completed	Cont'd participation in project plans for Piedras Blancas, Green Valley & Portola Trails, eastern SB Co; Eureka 101, & San Diego N. Coast Corridor PWP; statewide w/Caltrans Integrated Planning Team. Ongoing on project basis.
3.2.3						\$\$\$	In progress	Vulnerability Assessment Completed	Add'l funding required; ongoing work on a project basis, including Morro Bay WWTP, San Simeon water treatment plant, CalAm Marina desal test site. See also 3.2.1 work under Climate CIAP grant.
3.2.4						\$\$\$	In progress	Vulnerability Assessment Completed	Add'l funding required; ongoing work through working group participation (Russian River, Humboldt Bay, San Diego PWP). LCP grants for vulnerability assessments address natural resources/wetlands. See also 3.2.1 (CIAP).

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
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 program	OPC grant administration for 7 of 14 grants transferred to CCC in FY 2014-15. SCC/OPC grant funding ended in FY 2014-15; 12 of 14 OPC grants for LCP Updates still in progress. See also Goal 4 for CCC-funded LCP Grants.
<b>ii</b>										
3.3.1	Evaluate Policy Options to Promote Smart/Sustainable Growth						\$\$	In progress	Policy evaluation	Additional funding required. Focused on improved integration of LCP and regional transportation plans with Caltrans for all coastal counties in 2016.
3.3.2	Develop Policy Guidance to Expedite Alternative Energy						\$	Deferred	New Guidance	Additional funding required.
3.3.3	Provide Public Information re GHG Reduction						\$\$	Complete/In Progress	Public information	Special Whale Tail grant climate change category established in 2014 - 4 climate grants in 2015, 2 climate grants in 2016. Informational bookmarks printed with climate change information and GHG reduction tips in 2015.
3.3.4	Reduce GHG Footprint of Commission's Operations							In progress	GHG emission reductions	Electric vehicle purchased; Evaluating options for leasing/purchasing additional electric vehicles. On-going efforts to transition to electronic/ paperless CCC staff report and agenda materials.
<b>Local Coastal Programs 4.1. Pursue LCP Certification</b>										
4.1.1	Evaluate Uncertified Jurisdictions & ADCs	✓						Complete	Evaluation of Uncertified Areas	Background: <a href="http://documents.coastal.ca.gov/reports/2014/3/W5a-3-2014.pdf">http://documents.coastal.ca.gov/reports/2014/3/W5a-3-2014.pdf</a> , p. 4.
4.1.2	Conduct Outreach/Feasibility Analysis for LCP Certification	✓	✓	✓	✓			Complete/In Progress	Feasibility Analysis	\$3 million for Local Assistance Grant funding provided in 2015-16, builds on \$2 million of Local Assistance Grant funding provided in FY 2013-14 and FY 2014-15 to assist local govt and CCC in addressing this.
4.1.3	Implement LCP Certification Strategy		✓	✓	✓		\$\$\$	Complete/In Progress	Number of LCP segments or ADCs submitted to CCC for certification/certified	Additional funding (\$3 million) for LCP Local Assistance grants provided in FY 2015-16 to support new certifications and ADCs; New LCP certifications: City of Newport Beach expected early 2017.
<b>Local Coastal Programs 4.2 Update LCPs</b>										
4.2.1	Identify Priority LCP Update Needs	✓						Complete	Identify priorities	Background: <a href="http://documents.coastal.ca.gov/reports/2014/3/W5a-3-2014.pdf">http://documents.coastal.ca.gov/reports/2014/3/W5a-3-2014.pdf</a> , p. 4. New updates: Ocean Beach segment, City of San Diego LCP; Summerland Community Plan, Santa Barbara County LCP. See also 4.2.2.
4.2.2	Evaluate Feasibility of Updates	✓	✓	✓				Complete/In Progress	Updated priorities	\$3 m in Local Assistance funding provided in 2015-16; 14 LCP grants awarded in August 2016; \$500,000 in grant funds remain to be allocated. To date, a total of 29 jurisdictions have received funding for LCP updates.
4.2.3	Update Online LCP Guidance	✓	✓	✓	✓			Complete/In Progress	Completed Guidance	Updated LUP Guidance: <a href="https://www.coastal.ca.gov/rflg/lcp-planning.html">https://www.coastal.ca.gov/rflg/lcp-planning.html</a> . See also related guidance action items 3.1.1, 3.1.2, 2.1.3, 2.1.4, 2.5.1. Ongoing updates.
4.2.4	Implement Staff Management Strategies to Support LCP work	✓	✓					Complete/In Progress	Staffing Strategies Implemented	Staffing assignments made to support LCP work and LCP grant funded-projects; FY 2016-17 budget augmentation allowed for retention of 25 LCP Program positions. New CEA position filled May 2015 to support LCP work.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
<b>Local Coastal Programs 4.3. Develop "Digital" LCPs</b>										
4.3.1	Develop Strategy to Provide Digital LCPs	✓						Complete	Completed Needs and Assessment Report	Final Report completed June 30, 2014.
4.3.2	Implement Pilot Project		✓					Complete	Completed Pilot	Protocols and procedural guidance for building and maintaining Digital LCP Library completed June 30, 2015.
4.3.3	Implement Digital LCP Acquisition Strategy						\$\$	In progress	Digital LCPs Available	Current federal 309 grant provides funding for 3 or more additional LCPs to add to the Digital LCP Library, confirming baseline "as certified" LCP version.
4.3.4	Integrate Digital LCPs with Data Management System						\$\$	Deferred	Digital LCPs integrated with CDMS	On hold at this time. Coordination with Digital LCP - Phase 4 project continues.
<b>Local Coastal Programs 4.4. Improve Local Government Communication</b>										
4.4.1	Conduct Periodic Local Government Workshops			✓			\$	Complete/In Progress	Workshop	Ongoing. Local Govt workshop held November 2015. See
4.4.2	Convene District-level Coordination Meetings	✓	✓	✓	✓		\$\$\$	Complete/In Progress	Coordination meetings with local jurisdictions	Regular/ongoing monthly or quarterly coordination meetings continue to occur with a majority of our local government partners; regular ongoing coordination meetings with our LCP Grant recipients.
4.4.3	Conduct Early Coordination on Major LCP Amds/Updates	✓	✓	✓	✓		\$\$\$	Complete/In Progress	Coordination meetings with local jurisdictions	Regular/ongoing monthly or quarterly coordination meetings continue to occur with a majority of our local government partners; regular ongoing coordination meetings with our LCP Grant recipients.
4.4.4	Provide LCP Amendment Status Information Online						\$\$	In progress	Information posted/updated on website	Information will be provided through new CDMS Public Web Portal; see 6.1.5 and 6.1.6. Monthly LCP Status Reports in Executive Director's report, including status of LCP Grant work.
4.4.5	Increase LCP Training/coordination for Local Government						\$\$\$	In progress	Increased Training	LCP training session for the Del Norte Co. planners (July 2016); 309 funds for developing LCP Training Program (2016 - 2020) . On-going sea level rise outreach/training for local governments through LCP Grants, other efforts.
4.4.6	Pursue Joint LCP Funding Strategy with Local Government	✓		✓				Complete/In Progress	Implementation of funding strategies	FY 2016-17 budget makes the additional \$3 million and 25 staff positions for the "pilot" LCP Enhancement program a permanent part of the Commission's baseline budget.
<b>Local Coastal Programs 4.5. Improve LCP Implementation</b>										
4.5.1	Evaluate and Improve Post-certification Monitoring						\$\$	Deferred	Evaluation/improvements implemented	Additional funding required
4.5.2	Implement Online Posting of Final Local Action Notices		✓					Complete	FLANs posted on website	Statewide Appealable Projects report is available on the Commission website, updated daily: <a href="https://documents.coastal.ca.gov/assets/appeal-projects/Statewide%20Appealable%20Projects%20Report.pdf">https://documents.coastal.ca.gov/assets/appeal-projects/Statewide Appealable Projects Report.pdf</a> .
4.5.3	Provide Training on Post-certification Monitoring							In progress	Training conducted	LCP training session for the Del Norte County planning staff included post-certification monitoring (7/2016). Regular coordination meetings with local governments have improved post-certification monitoring.
4.5.4	Evaluate Feasibility of Implementing LCP Periodic Reviews						\$\$\$	Deferred	Periodic Reviews	Additional funding required.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
<b>Regulatory Programs 5.1. Update Code of Regulations</b>										
5.1.1	Assess Feasibility of Update	✓						Complete/In Progress	Feasibility report complete	See 5.1.2.
5.1.2	Identify Priority Regulation Updates		✓				\$	Complete/In Progress	Update of LCP regulations	Priorities for updates to regulations identified; however, revisions to LCP regulations on hold. See 5.1.3.
5.1.3	Initiate Update of Regulations						\$\$	In progress/Deferred	Revised regulations submitted to OAL; LCP regulations approved by OAL	Revisions to LCP regulations on hold due to staffing issues and increase in lawsuits and Public Records Act requests.
<b>Regulatory Programs 5.2. Improve Public Information and Service</b>										
5.2.1	Update Commission Website		✓	✓			\$\$	Complete/In Progress	Website Updated	Revision to content ongoing.
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.
<b>Regulatory Programs 5.3. Ensure Condition Compliance with Permit Conditions</b>										
5.3.1	Evaluate Status of Condition Compliance			✓			\$\$	Complete/In Progress	Special Conditions Compendium, Admin Guidance	Update to Special Conditions Compendium completed June 30, 2015. Staff continues to monitor permit condition compliance and take action through enforcement orders, to ensure compliance within existing resources.
5.3.2	Improve Condition Compliance Monitoring						\$\$	Deferred	Improved condition compliance monitoring	Additional funding required.
5.3.3	Evaluate Options to Streamline Recorded Documents Protocols						\$	In progress	Identify options for streamlining	Updated guidance provided to CCC staff about processing recorded documents to improve efficiency (5/2015).
<b>Regulatory Programs 5.4. Increase Compliance With and Enforcement of Coastal Act</b>										
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); Press releases on significant Commission actions and major enforcement cases, website updated regularly; staff response to media inquiries, interviews, news casts, etc.
5.4.3	Enhance Enforcement Tools for Public Outreach		✓				\$\$	Complete/In Progress	Public Outreach Tools	Staff developed a public access survey, posted to the CCC website and Facebook page, and shared w/media in conjunction with enforcement efforts to address a public access violation at Lunada Bay in Palos Verdes Estates.
5.4.4	Establish Interagency Enforcement Task Forces						\$\$\$	In progress/Deferred	Task Forces established	Staff presented on Coastal Act violations at Pacific Shores subdivision to Del Norte County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016).
5.4.5	Secure Administrative Penalty Authority to address Violations		✓	✓				Complete/In Progress	Administrative penalty authority granted	Secured administrative penalty authority for public access cases, lacking for other types of Coastal Act violations. First administrative penalties for public access violations issued December 2016 (Lent and Malibu Beach Inn).

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
5.4.6	Seek Program Changes to address Violations through Permitting							In progress/Deferred	Legislation granting authority approved	In 2013, bill introduced, AB 203, addressed this but failed passage in the Senate. No new legislative efforts in 2014, 2015 or 2016.
5.4.7	Seek Increased Staffing for Enforcement Program							In progress/Deferred	New enforcement staff position(s)	Filled vacant positions and transferred position to the North Coast District Office to fill a longstanding need as reported May 2015. Deferred seeking additional staffing at this time.
5.4.8	Enhance Enforcement Program through Cross-cutting strategies							Not started	Strategies Implemented	See also 5.4.2, 5.4.3, 7.1.3 and 7.1.2.
<b>Regulatory Programs 5.5. Improve Federal Consistency Program</b>										
5.5.1	Update List of Federal Permits		✓					Complete	Updated list of federal permits	Updated list of federal permits approved by NOAA in May 2015 and incorporated into the CCMP.
5.5.2	Develop Geographic Location Descriptions (GDL) for Federal Activities						\$	Not started	GLDs approved by NOAA	
<b>Information &amp; E-Government 6.1. Integrate Databases</b>										
6.1.1	Consolidate/integrate Commission Databases	✓						Complete	Databases Integrated	Post transfer data clean-up underway
6.1.2	Develop web interface for CDMS	✓						Complete	Web interface complete	
6.1.3	Move Historical Data into CDMS	✓						Complete	Data Transferred	See also 6.4.3
6.1.4	Train Commission Staff to use CDMS	✓						Complete/In Progress	Training conducted	Initial and refresher training completed; Ongoing training available.
6.1.5	Deploy Public web interface for CDMS						\$	In progress	Web Access active	New Public Web Portal is under development. Software updates and required systems upgrades are ongoing. Continued cleanup of historic data ongoing. Deployment possible in 2017.
6.1.6	Provide CDMS Permit and LCP Data to Public via Internet						\$	In progress	Permit/LCP data available online	New Public Web Portal is under development. Software updates and required systems upgrades are ongoing. Continued cleanup of historic data ongoing. Deployment possible in 2017.
<b>Information &amp; E-Government 6.2. Integrate GIS into Planning and Permitting</b>										
6.2.1	Integrate GIS with CDMS	✓						Complete	CDMS GIS active	Complete
6.2.2	Develop digital CCC boundary maps		✓	✓				Complete/In Progress	Digital post-cert jurisdiction maps produced; Digital data layers made available to local govt.	Digital cadastral scale maps certification by the Commission continues; County coastal zone boundary maps to be posted on CCC website in February 2017.
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.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
6.2.5	Acquire Photo Data of Inland Coastal Zone Areas	✓					\$	Complete	Aerial photo data acquired	Full aerial coverage available through BING map product; Other data sources available.
6.2.6	Implement GIS Field Tools						\$	In progress/Deferred	GIS field tools made available	Mobile GIS tools are available using CDMS software; however, resources are unavailable to support deployment for use by staff.
<b>Information &amp; E-Government 6.3. Strengthen IT Support in District Offices</b>										
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.
<b>Information &amp; E-Government 6.4. Implement E-Govt Systems</b>										
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	Completed linking scanned meeting documents to agendas on Commission's public website for 11/1995 – 11/2016. Staff reports 1981-present scanned, added to CDMS. Conversion of historic data ongoing, contingent on funding.
6.4.4	Implement Digital Meeting Materials	✓						Complete/In Progress	Meeting Materials Online	See <a href="http://www.coastal.ca.gov/mtgcurr.html">http://www.coastal.ca.gov/mtgcurr.html</a>
6.4.5	Standardize Staff Report Templates	✓						Complete/In Progress	Templates	Core template established; Updates of additional specific templates continues.
6.4.6	Develop Online Violation Reporting System		✓					Complete/In Progress	Improve ability for public to report violations using on line resources	Updated enforcement webpage and enforcement staff contact information online; Information on how to report violations made available online and in written pamphlets provided statewide.
<b>Information &amp; E-Government 6.5. Improve Business Services Information Systems</b>										
6.5.1	Assess Business Services Data Management Needs						\$	Not started	New Software deployed	
6.5.2	Implement Online Timesheet and Reporting System						\$	In progress/Deferred	Online timesheet form	An internally developed online time-tracking/time sheet system; currently in testing and development.
6.5.3	Develop and Maintain Online in-house staff directory			✓				Complete	Online internal staff directory	Internal staff directory available on Commission's internal network.
<b>Agency Capacity 7.1. Improve Public Relations</b>										
7.1.1	Establish Public Information Officer Position		✓				\$	Complete	PIO Hired	PIO hired and started June 1, 2015.
7.1.2	Establish Social Media Task Force & Develop Public Outreach/Education Strategy							In progress	Task force established; outreach strategy	Increased social media presence with Public Education social media efforts on Facebook and PIO social media efforts; 8 Central coast CCT videos released in 2016, available on YouTube. See also 5.4.3, 7.2.4.



Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions		13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
7.1.3	Develop Press Protocol and Outreach Strategy						\$	In progress	Press release protocol	Increased number of press releases and press availability. Draft press policy procedural guidance under development. Significant press coverage of major CCC actions (i.e. Mavericks, Martins Beach, etc.)
<b>Agency Capacity 7.2. Program Evaluation and Promotion</b>										
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	2015 Year in Review report published. 2016 Year in Review to be published January 2016.
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)	Updated Commission website improves communication with public; PIO positions assists with press releases and communication with public via social media.
7.2.5	Raise Awareness about Coastal Commission Programs (PE)						\$\$\$	In progress	Number of events, number of participants; Outreach material developed	Add'l funds secured in FY 2013-14, 2014-15, 2015-16 for Coastal Clean-up Day; produced outreach materials in English and Spanish. Participation up 30% from 2014 to 2016 in fairs and events. See PE Annual Update (11/2016).
7.2.6	Participate in the Select Committee on Coastal Protection	✓	✓	✓				Complete/In Progress	Participation/testimony	Participated in 6/9/2015 hearing, Sea Level Rise: Resilience and Adaptation in the Coastal Zone; and 10/20/2015 hearing, Expanding Access to California's Natural Resources.
7.2.7	Enhance Protection of Cultural Resources and Consultation	✓	✓	✓				Complete/In Progress	Actions to protect cultural resources	Staff developing tribal consultation procedural guidance document. Participated in "Native Nations Protecting Coastal Land and Waters in California" conference (11/2016). Ongoing enforcement efforts.
<b>Agency Capacity 7.3. Expand Public Education Programs</b>										
7.3.1	Increase Public Participation in PE Programs		✓	✓			\$	Complete/In Progress	Increased Participation	Increased participation in coastal cleanup programs, including greater geographic participation in 2016 Coastal Cleanup Day (922 sites). 8,520 students participated in new Schoolyard Cleanup Program from 2014 - 2016.
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 2014-2016, 50% of Clean-up participants brought reusable items (compared to 33% in 2013). Several sites hosted "zero waste" cleanups in 2016. Between 2013 and 2016, 220,000 fewer plastic trash bags ordered.
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 in progress (completed 2017). Waves, Wetlands, and Watershed alignments to Next Generation Science Standards completed in 2016. Planning teacher trainings for 2017.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
<b>Agency Capacity 7.4. Increase Program Funding</b>									
7.4.1	✓	✓					Complete/In Progress	Evaluation of Funding Strategies	See Commission Budget Report (8/2016). New agreement with City of Carlsbad/SANDAG providing funds for 1 CPA II position (1/2016 -6/2018) to expedite Commission review of LCP, coastal permit, and other projects.
7.4.2	✓	✓	✓				Complete/In Progress	BCP Submitted	BCP approved; FY 2016-17 Budget makes +\$3 million and +25 positions for LCP Program permanent part of CCC baseline budget; FY 2015-16 provided \$3 million for LCP Local Assistance Grant Program.
7.4.3	✓		✓				Complete/In Progress	Increased Staffing	FY 2016-17 budget augmentation allowed for retention of 25 positions for LCP program (now part of baseline authorized positions). New CEA position filled May 2015.
7.4.4	✓	✓	✓				Complete/In Progress	Updated Fact Sheets	Updates to LCPs and Climate Change fact sheet completed; CZMA CCC program fact sheet completed updated early 2016.
7.4.5							In progress	Research conducted	Working with NOAA's Office for Coastal Management on ways to assist Commission staff with training and technical assistance through FY 2016 309 grant for LCP Technical Assistance and Training Program grant.
7.4.6	✓	✓	✓				Complete/In Progress	Whale Tail Promotion and increased funding	Pro bono promotion of tax check-box from Feb-May in 2014, 2015, and 2016. Minimum target funding goals exceeded each year. Launched "Do the Whale Tail" marketing campaign (8/2016).
<b>Agency Capacity 7.5. Develop Succession Plan</b>									
7.5.1			✓				Complete/In Progress	Evaluation	Survey of all staff of retirement age complete; retirement cost projections for next 3 - 5 years.
7.5.2							In progress	Succession planning/implementation	On-going by senior management. See also 7.6.4.
<b>Agency Capacity 7.6. Develop Staff Recruitment Strategy</b>									
7.6.1	✓					\$	Complete/In Progress	Staff Needs Assessment	Core needs related to LCP program identified; budget augmentation received. See 7.4.1-3
7.6.2						\$\$	In progress	New recruitment/outreach programs	Significant HR work completed for hiring for 25 positions. Broad recruitment for civil service testing and open positions, including new job and networking fairs (i.e. Conservation Corps). Many Coastal Program Analyst exams given.
7.6.3						\$	In progress	Expanded use of interns	Enforcement Intern program continues, CCC staff participation in Annual Southern California Public Interest/Public Sector Career Day, hosted by UCLA Law School. Environmental Services Interns hired.
7.6.4	✓	✓	✓				Complete/In Progress	Number of Fellows	Secured NOAA Coastal Management Fellow for 2016 - 2018; 2016 Sea Grant Fellow in place, 2017 Sea Grant Fellow to start March 2017. 5 past Sea Grant Fellows (2012 - 2015) and 2013-2015 NOAA Coastal Fellow now on staff.

Exhibit 1. Coastal Commission Strategic Plan Action Implementation Dashboard - Year 3 - Updated as of December 2016

Objective/Actions	13-14	14-15	15-16	16-17	17-18	Need \$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
<b>Agency Capacity 7.7. Strengthen Staff Capacity</b>									
7.7.1							Not started	Mentoring established	
7.7.2						\$	In progress	Program Developed	Job analysis project by CPS HR Consulting completed in January 2016 to support updated duty statements and professional development. See also 7.7.3, 7.7.4.
7.7.3	✓	✓	✓			\$\$	Complete/In Progress	Training sessions	All staff training conducted December 2015, with focus on SLR planning and newly adopted SLR Policy Guidance; staff training on updates to Special Conditions Compendium conducted June 2016.
7.7.4	✓					\$	Complete/In Progress	Material Updated; Staff training materials available online	309-funding project for LCP Training and Technical Assistance program underway; will provide online training resources for staff and local governments.
7.7.5						\$	Deferred	Position Established	
7.7.6						\$	In progress	Structural salary increase	Job analysis project by CPS HR Consulting completed in January 2016; CPS completed salary study for the Coastal Program Analyst Series; CCC HR submitted a salary adjustment request to CalHR for the entire CPA series.
7.7.7							Not Started	Program established	
<b>Agency Capacity 7.8. Improve Communication, Coordination, and Collaboration</b>									
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; New SLR Team established in 2016 to conduct outreach for SLR Guidance and support all staff with SLR analysis need in LCPs and reviewing CDP projects.
7.8.3	✓	✓				\$	Complete/In Progress	Enhanced Coordination	Caltrans Improved Partnering Agreement (12/2016); State Parks MOU on In-lieu fees; 309 project w/State Lands on public trust; on-going collaboration with SANDAG, Coastal Working Group of the CA League of Cities and CSAC.
7.8.4						\$\$	In progress/Deferred	Coordination with OST/Academia	40th Anniversary Coastal Act conference hosted by Stanford and Berkeley Law Schools (11/2016), proceedings available to view on-line from CCC website.