CALIFORNIA COASTAL COMMISSION

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January 10, 2017

TO: California Coastal Commission and Interested Persons

FROM: John Ainsworth, Acting Executive Director

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Michelle Jesperson, 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 hearings¹. Significant public testimony and comments were received and considered by the Commission, and the Commission unanimously adopted the Strategic Plan on April 12, 2013. The Plan covers a five year period and contemplates an update process beginning in 2017 for the next five years.

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.

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 program². The Plan contains a discussion of the agency's background and legal mandates, vision and mission statements, core values, and seven program goals with associated objectives and actions. Appendix A of the Plan presents an implementation schedule for each action, and an indication of whether additional funding would be required to implement each action. In conjunction with the Commission's intention to update the plan in 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").

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

Action Statu	s	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
TOTAL Acti	ons	163	163	163

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 <u>City of San Diego Ocean Beach Segment</u> and the Santa Barbara County LCP for the <u>Summerland Community Plan</u>. In addition, the Commission approved the <u>Local Implementation Plan for the City of Newport Beach</u> (September 2016) along with a <u>Categorical Exclusion Order</u> (approved November 2016), a comprehensive update of <u>the Marin County land use plan and implementation plan</u>, (approved November 2016), and components of <u>Ventura County's LCP</u> 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 <u>2016 Year in Review</u>, January Executive Directors report, and the staff report for <u>Round 3 of the LCP Grant Funding</u> (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, <u>"Status of Vertical Accessways for Northern California, 1973 2015</u>" 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

		13-	14-	15-	16-	17-	Need			
	Objective/Actions	14	15	16	17	18	\$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Public	c Access 1.1. Updated Assessment						Ψ.			
	Document and Assess Existing Access							Commiste //m	Updated inventory	Report completed: "Status of Vertical Accessways for N. California, 1973 - 2015",
	Resources			√				Complete/In		presented to Commission 10/2016. Enforcement actions removed access
1.1.1							\$\$	Progress		impediments; ongoing CCT work w/Caltrans and Coastal Conservancy.
	Prepare Public Access Management								Updated Guidance materials	Coordination with local government in progress (see also 4.2.3). Guidance letter
	LCP Guidance							In progress		on short term rentals sent to local gov'ts, 12/2016.
1.1.2							\$			
	Coordinate with California State Parks	,						Complete/In	Coordination	Ongoing coordination re: LCVS accommodations, fees and access, regular meetings
	(CSP)	✓	✓	✓						with SP District Superintendents. Highlights: Draft MOU for Pfeiffer cabin project,
1.1.3								Progress		Sonoma coastal access/parking program, and Crystal Cove.
	Assess and Open Unsecured OTDs							Complete/In	OTDs Accepted and Opened	Highlights: New public accessway opened: 1) Carbon Beach (July 2015); 2) Malibu
			✓	✓				Progress		Beach East (June 2016); and 3) Escondido Beach (July 2016). Related: Malibu Beach
1.1.4							\$	Progress		Inn, Lent access easements; Malibu PWP w/MRCA and SCC.
	Conduct PA Vulnerability Assessment								Vulnerability Assessment	Add'l funding required. Staff synthesis of vulnerability of public accessways for
	(also 1.4.4; 3.2.1)							In progress		coastal counties to be complete February 2017. LCP Grants and Caltrans
1.1.5							\$\$			interagency work includes VAs that will address public access vulnerabilities.
Public	c Access 1.2. Implement Mitigation St	trateg	ries							
	Develop Beach Rec and Eco. Guidance								New Guidance	Completed NOAA grant Sept 2015 - Improved Valuation of Impacts to Recreation,
								In progress		Public Access and Beach Ecology from Shoreline Armoring Admin Draft. Add'l work
1.2.1							\$			needed to develop guidelines for mitigation fees.
	Identify In Lieu Fee Mitigation Projects								In lieu projects identified and	Status report on in-lieu fees (7/2016); 3 LCVS Workshops completed; Action plans
								In progress	completed	developed for 11 LCVS fee projects that remain unspent. On-going coordination
1.2.2							\$\$			with CSP, MRCA, SCC and others on potential projects.
	Enhance Sediment Management							In progress/	Enhanced Planning, Programs,	On-going coordination with Coastal Sediment Management Working Group;
	Planning and Programs							Deferred	Guidance	interagency coordination with Caltrans on sediment management; recent permit
1.2.3							\$\$	Deletted		actions - San Elijo Lagoon restoration, Del Mar living shoreline project.
Public	Access 1.3. Improve Public Informa	tion o	on CC	T						
	Update Coastal Access Guide	,							Update Complete	Hard copy and e-book published September 2014,
		✓						Complete		http://www.ucpress.edu/book.php?isbn=9780520278172. See also 1.3.3.
1.3.1.										
	Create County Access Guide Maps				,				New County Guide Maps	100,000 LA County maps produced/published in Spanish and English (12/2016); 12-
					√			Complete		month distribution starting January 2017.
1.3.2							\$\$			
	Develop Web/Mobile Public Access							Complete/In	Mobile application and web-based	Mobile access website, YourCoast.org launched in July 2015; Mobile app
	Mapping Resources and Tools			✓				Progress	tools available	development (Parker settlement) currently in testing - expected release 6/2017;
1.3.3							\$	11061633		Coordinating with SCC on development of web-based tool.
	Increase Outreach/Access to				,			Complete/In	Increased Outreach	Funded 8 videos to promote CCT segments (FY 2015-16). Expanded beach
	Inland/Underserved Communities		✓	✓	✓			Progress		wheelchair program: 8 new chairs for a total of 58 beach wheelchairs. Enforcement
1.3.4							\$\$	1 108. 000		actions (i.e. City of Dana Pt access program for Title 1 schools).
	Integrate Access Inventory into new			/				Complete/In	Access Inventory integrated into CDMS	Access inventory and data is in CDMS; Staff developing improved user interface for
	Data Management System			V				Progress		internal use.
1.3.5						<u> </u>				
	Develop Signage Guidance for CCC-			1					Signage guidance for LCP and Permit	Developed and implemented new public access signage with MRCA in April 2015,
l	related Projects			1				In progress	actions	LA County in July 2016 for the Malibu area. Enforcement actions resulted in new
1.3.6										signage acknowledging CCC role at various locations.

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		13-	14-	15-	16-	17-	Need			
	Objective/Actions	14	15	16	17	18	\$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Public	Access 1.4. Expand the California C	oasta	l Tra	il Syst	tem					
	Evaluate/Update LCP CCT Planning and		,		,			Complete/In	# of LCPAs/Public Access Components	San Mateo, Marin County Updates addressed CCT policies; Staff working with
	Policies		✓	✓	✓			Progress	Updated	Sonoma, Santa Barbara Counties, and City of Carpinteria to enhance CCT in LCP
1.4.1							\$\$	Piùgless		Updates. Caltrans project to assess & evaluate CCT in coast jurisdictions.
	Enhance the Joint Coastal Access								Program Enhancements (TBD)	MOU with State Parks for use of LCVS in-lieu fees; MOU with Coastal Conservancy
	Program with Conservancy (SCC), State							In progress		for use of VRA funds and other in-lieu fees. Other coordination on project by
1.4.2	Parks and local governments									project basis.
	Enhance Inter-agency Coordination							Complete/In	Enhanced Coordination	Caltrans Improved Agency Partnering Agreement (12/2016); substantial access
			✓					Progress		components built into various Caltrans projects, including CCT in North San Diego
1.4.3								11061633		Co, Carpinteria, Piedras Blancas, And Surfers Beach.
	Conduct CCT Vulnerability Assessment								Vulnerability Assessment Completed	Additional funding required; see also 1.1.5. The Round 3 LCP Grants specifically
	(also 1.1.5; 3.2.1)							In progress		require vulnerability assessments to evaluate sea level rise vulnerability of existing
1.4.4							\$\$			and planned segments of the CCT.
Coast	al Resources 2.1. Provided Updated E	SHA	& W	etlana	ls Pro	tectio	n Guidan	ce		
	Develop Coastal Habitats Compendium								Compendium	
								In progress		
2.1.1	G II I I I DIW I I VOTWO						\$			
	Collaborate with DFW and USFWS on								Improved Mitigation Methodologies	Add'l funding required; staff provided "BMPs" for protecting Western Snowy Plover
2 2	Mitigation Methodologies						44	In progress		at USFWS/DFW beach management symposium; enforcement actions underway
2.1.2	Update ESHA LCP Guidance						\$\$		LUD Code Undeted (see 4.2.2)	with USFWS/DFW to protect other sensitive birds species.
	Update ESHA LCP Guidance	√						Complete/In	LUP Guide Updated (see 4.2.3)	https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/LUPGuidePartl 4 ESHA J
212		V						Progress		uly2013.pdf
2.1.3	Provide Wetland Protection Guidance								Provide Guidance	CCC Wetland Workshop, April 2016.
	Flovide Wettalid Flotection Guidance							Not Started	Provide Guidance	CCC Wetland Workshop, April 2016.
2.1.4								Not Started		
2.1.4	Develop Guidance to Facilitate								Develop Guidance	
	Restoration Projects							Not Started	Develop duidance	
2.1.5	.g						\$	Not Started		
2.11.0	Identify Priority Restoration						Ψ		Identify and pursue restoration	Ongoing work in permits and enforcement, including thru SCWRP, Huntington
	Projects/Opportunities							In progress/	opportunities	Wetlands Conservancy, and the San Elijo Lagoon, UCSB, Cerritos, Ballona, Ormond
2.1.6							\$\$	Deferred	' '	Beach wetland restoration projects.
Coast	al Resources 2.2. Protect Marine and	Ocea	n Res	source	es .					Bedon Wediana restoration projector
	Develop Guidance for Desal, Renewable								New Guidance	Staff continue to present information on aquaculture, desalination and marine
	Energy, Aquaculture							In progress		renewables at multi-agency and public meetings. Staff participation on newly
2.2.1							\$\$			established BOEM-CA Intergovernmental Renewable Energy Task Force.
	Support Development of CA Ocean &	,							Participation in CA Coastal and Marine	
	Marine Data Portal	\checkmark						Complete	Geospatial Work Group process	http://portal.gis.ca.gov/geoportal/catalog/OPC/OPC.page
2.2.2							\$			
	Participate in Development of SWRCB								Participation and development of	Staff participating in meetings and policy drafting with SWRCB. The SWRCB
	Desalination Policy			✓				Complete	policy	adopted the Desalination Amendment to the Ocean Plan in May 2015.
2.2.3							\$\$			
	Participate in Implementation of								Participation	Participation in OPC interagency working group and the Statewide Advisory
	SWRCB OTC Policy							In progress		Committee on Cooling Water Intake Structures (SACCWIS).
2.2.4							\$\$			
	Assist NMFS with Development of	1							Participation and development of	Worked with NMFS staff on policy implementation following public release of the
	Eelgrass Mitigation Policy	√						Complete	policy	final plan.
2.2.5					<u> </u>					

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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
2.2.6	Participate as Member of OPC Work Groups		✓	✓	√		γ.	Complete/In Progress	The state of the s	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			✓	✓				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 NOAAs Marine Debris Tracker app.
2.2.11			✓	✓			\$\$	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	
Coast	al Resources 2.3. Improve Oil Spill Pi	reven	tion a	ind Re	espon	se				
2.3.1	Provide Public Education Materials	✓						Complete		Policy guidance: http://www.coastal.ca.gov/oilspill/OilSpillGuidance.pdf; Educational videos produced. On-line Clean Boating Quiz piloted in 2016.
2.3.2	Facilitate Improved Communication among Responders	✓	✓	✓				Complete/In Progress		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.
Coast	al Resources 2.4. Improve Water Qua	lity P	rotec	tion a	nd In	ipact l	Mitigation	ı		
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	https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/LUP Guide Update 3 Water Quality Final May 2014.pdf
2.4.3	Promote WQ Protection Policies and Practices			✓				Complete/In Progress		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.

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		13-	14-	15-	16-	17-	Need			
	Objective/Actions	14	15	16	17	18	\$?*	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Coasi	al Resources 2.5. Protect and Maximi	ize Ag	gricul	ture						
	Update Agriculture LCP Guidance								Updated Guidance	Guidance in progress under 309 project (See 2.5.2). Updated guidance in LCP
								In progress		Update Guide, Chapter 5 - Agricultural Resources.
2.5.1										https://www.coastal.ca.gov/rflg/lcp-planning.html.
	Explore Options for Expedited Permit								Implement options for expedited	Federal funds through CZMA 309 grant secured, project in progress; Marin LCP
	Review for Agriculture							In progress	review	Update (November 2016) included waiver provisions to expedite review of
2.5.2							\$\$			agriculture projects.
	Conduct Agricultural Workshop								Workshop	See http://documents.coastal.ca.gov/reports/2013/5/W3-5-2013.pdf; Related
		√						Complete	·	item: 2.5.2
2.5.3										
	Explore use of Agricultural land								Identify new mechanisms	
	protection mechanisms							Deferred	<i>'</i>	
2.5.4							\$\$			
Clima	te Change 3.1. Develop LCP & Permi	itting	Guid	lance						
	Adopt LCP & Permitting Sea Level Rise								Final SLR Guidance Published	Final Guidance adopted in August 2015:
	(SLR) Guidance			\				Complete		https://www.coastal.ca.gov/climate/slrguidance.html
3.1.1				,						The post of the constance of the constan
	Develop Coastal Hazards LCP &								Shoreline Assessment developed;	FY 2014 NOAA Project of Special Merit underway, to be complete Sept 2017;
	Permitting Guidance							In progress	Policy guidance and model ordinance	ongoing work through LCP updates and regulatory work; development of project-
3.1.2							\$\$		language	level SLR analysis tools for staff and local govt (Climate CIAP Grant).
5.1.2	Develop Climate Change LCP and						ΨΨ		Work Program; policy papers on	Ongoing work through LCP updates and regulatory work; completion of draft policy
	Permitting Guidance							In progress	specific climate-related issues (water	papers on specific climate-related issues: water supply, wildfire, and GHG
3.1.3							\$\$	in progress	supply, wildfire, etc.)	emissions.
5.1.5	Provide Public Information on						ΨΨ		Outreach materials	Outreach on SLR Guidance at 31 different events since August 2015; updates to
	Adaptation Planning							In progress	our each materials	climate change sections of CCC website; development of SLR information
3.1.4							\$\$	in progress		underway (Climate CIAP); ongoing work w/local govts thru LCP updates.
3.1.4	Participate in Climate Action Team						ΨΨ		Participation	On-going interagency coordination, including input to updates on state sea level
	raticipate in Chinate retion ream	1	1	/	1			Complete/In	T di delpadon	rise guidance (OPC-led), sharing data and information; and implementation of and
3.1.5		Ť	*	ľ	*		\$	Progress		updates to Safeguarding California Plan.
3.1.3	Coordinate with NRA/OPR/FEMA re						Ψ		Coordination	Staff work w/SCC, NOAA, USC Sea Grant, USGS, and FEMA to align SLR planning
	Hazard Mitigation Plans							In progress	Coordination	guidance with hazard mitigation planning thru community resilience workshop
3.1.6	a a a a gara a a						\$\$	in progress		(Sept 2016). Coordination w/OPR on SB 379 implementation.
3.1.0	Coordinate with State Lands						ΨΨ		Coordination	Staff work on multi-year effort with State Lands Commission to improve
	Commission re SLR & Public Trust							In progress	Coordination	interagency coordination for protection of public trust land resources in light of sea
3.1.7							\$\$	in progress		level rise with FY 2015 Section 309 grant.
	nte Change 3.2. Assess Coastal Resour	rce V	ulner	ahiliti	es		44			HEVELLISE WITH LI 7013 SECTION 303 KIGHT.
200.000	Conduct Assessment of Urban/Rural				<u> </u>				Vulnerability Assessment Completed	Staff synthesis underway of vulnerability information to identify key infrastructure
	Areas							In progress	- aerability / issessificite completed	vulnerabilities by county under Climate CIAP grant. Participate in local and regional
3.2.1							\$\$	III progress		VAs and adaptation planning through LCP Grant work.
5.2.1	Work with Partners to Assess						ΨΨ		Vulnerability Assessment Completed	Cont'd participation in project plans for Piedras Blancas, Green Valley & Portola
	Transportation Infrastructure							In progress	value ability Assessment completed	Trails, eastern SB Co; Eureka 101, & San Diego N. Coast Corridor PWP; statewide
3.2.2							\$\$	in progress		w/Caltrans Integrated Planning Team. Ongoing on project basis.
	Work with DWR/SWRCB to Assess						44		Vulnerability Assessment Completed	Add'l funding required; ongoing work on a project basis, including Morro Bay
	Water/Wastewater Infrastructure							In progress	value ability Assessment completed	WWTP, San Simeon water treatment plant, CalAm Marina desal test site. See also
3.2.3							\$\$\$	in progress		3.2.1 work under Climate CIAP grant.
3.2.3	Work with Partners to Assess Natural			1			ψψψ		Vulnerability Assessment Completed	Add'l funding required; ongoing work through working group participation (Russian
	Resources							In progress	varietability Assessment Completed	River, Humboldt Bay, San Diego PWP). LCP grants for vulnerability assessments
3.2.4							\$\$\$	III progress		address natural resources/wetlands. See also 3.2.1 (CIAP).
5.4.4			<u> </u>	<u> </u>			φφφ			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	14	15	10	17	18	\$	Deferred	Improved climate change monitoring	
3.2.6	Implement Grant Program with SCC/OPC to support LCP Updates	✓	✓	✓	✓		Ψ	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.
ü										
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.
Local	l Coastal Programs 4.1. Pursue LCP (Certifi	icatio	n						
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	\$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.
Local	l Coastal Programs 4.2 Update LCPs									
4.2.1	Identify Priority LCP Update Needs	✓						Complete	Identify priorities	Background: http://documents.coastal.ca.gov/reports/2014/3/W5a-3-2014.pdf, p. 4. New updates: 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: https://www.coastal.ca.gov/rflg/lcp-planning.html. See also related guidance action items 3.1.1, 3.1.2, 2.1.3, 2.1.4, 2.5.1. 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
Local	Coastal Programs 4.3. Develop ''Digi				_,		Ψ.			
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.
	Coastal Programs 4.4. Improve Loca	l Gov	ernm	ent C	ommi	unicat	- ' '			
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.
Local	Coastal Programs 4.5. Improve LCP	Impl	emen	tation						
4.5.1	Evaluate and Improve Post-certification Monitoring	•					\$\$	Deferred	Evaluation/improvements implemented	Additional funding required
4.5.2	Implement Online Posting of Final Local Action Notices		✓					Complete	FLANs posted on website	Statewide Appealable Projects report is available on the Commission website, updated daily: https://documents.coastal.ca.gov/assets/appeal-projects/Statewide Appealable Projects Report.pdf.
4.5.3	Provide Training on Post-certification Monitoring							In progress	Training conducted	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

Complete/In Complete/In Complete/In Complete/In Progress			13-	14-	15-	16-	17-	Need			
Access Feachbility of Update Complete/In Progress Complete Progress		Objective/Actions	14	15					Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Complete/In Progress Progre	Regui	<u> </u>	Regul	ation	S						
Second Progress Second Pro		Assess Feasibility of Update	,						Complete/In	Feasibility report complete	See 5.1.2.
Identify Priority Regulations (Judates to regulations identified; however, revisions to LCP regulations submitted to DAT, Progress of Priorities for updates to regulations identified; however, revisions to LCP regulations submitted to DAT, Priorities for updates to regulations identified; however, revisions to LCP regulations submitted to DAT, Priorities for updates to regulations identified; however, revisions to LCP regulations in the date of the progress of the progres			✓						•		
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Social Control of Regulations Social Configuration Social Conf		Identify Priority Regulation Updates		,					Complete/In	Update of LCP regulations	Priorities for updates to regulations identified; however, revisions to LCP
hilline Uplaire of Regulations				✓					•		regulations on hold. See 5.1.3.
Progress Complete Progress Complete Progress Complete Progress	5.1.2							\$	1 1061 033		
Develop Online Permit Application Service Complete/In Progress Service Complete/In Progress Service Se		Initiate Update of Regulations							In progress/		Revisions to LCP regulations on hold due to staffing issues and increase in lawsuits
Security Programs S.2. Improve Public Information and Service										LCP regulations approved by OAL	and Public Records Act requests.
Update Commission Website			<u> </u>					\$\$	20.000		
Survey designed and conducted;	Regu		Infori	matio	n and	Servi	ce				
Social Develop Online Permit Application System Social Stakeholder Surveys on Public System Social Stakeholder Surveys on Public Social Survey Social Stakeholder Surveys on Public Social Stakeholder Surveys on Public Surveys on Public Social Stakeholder Surveys on Public Surveys on		Update Commission Website		/	/				Complete/In	Website Updated	Revision to content ongoing.
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System Sy	5.2.1							\$\$	<u> </u>		
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Information Outreach Strategy 5.4.2 Enhance Enforcement Tools for Public Outreach Outreach 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. Establish Interagency Enforcement Task Forces Forces Secure Administrative Penalty Authority to address Violations In progress In progress In progress Administrative penalty authority granted In progress Administrative penalty authority granted In progress Secure Administrative penalty authority of public access cases, lacking for other types of Coastal Act violations. First administrative penalties for public access	5.4.1							\$\$	Progress		
Information Outreach Strategy 5.4.2 In progress S\$ In progress 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. Establish Interagency Enforcement Task Forces Forces 5.4.4 Secure Administrative Penalty Authority to address Violations In progress In progress 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. 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). Complete/In Progress Administrative penalty authority granted Administrative penalty authority types of Coastal Act violations. First administrative penalties for public access		Develop Enforcement Public								Outreach Strategy and staffing	(Informational brochures produced); Press releases on significant Commission
5.4.2 \$\ \text{Enhance Enforcement Tools for Public Outreach Tools} \$\ \text{Complete/In Progress} \\ \text{Public Outreach Tools} \\ \text{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.} Establish Interagency Enforcement Task Forces 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). Secure Administrative Penalty Authority to address Violations		Information Outreach Strategy							In progress	<i>5,</i>	, , ,
Enhance Enforcement Tools for Public Outreach 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. Establish Interagency Enforcement Task Forces Forces 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. 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). 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	5.4.2							\$\$, , , , , , , , , , , , , , , , , , , ,
Outreach S\$ Deferred Complete/In Progress S\$ Deferred Deferred Complete/In Progress S\$ Deferred Complete/In Progress Secure Administrative Penalty Authority to address Violations Complete/In Progress Secure Administrative penalty authority granted Complete/In Progress S\$ Complete/In Progress S\$ Deferred Complete/In Progress Secure Administrative penalty authority granted Complete/In Progress Complete/In Progres		Enhance Enforcement Tools for Public							Commission //	Public Outreach Tools	
Sample Satablish Interagency Enforcement Task Satablish Interagency Enforcement Task Forces Satablish Interagency Enforcement Task 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). Administrative Penalty Authority Secured administrative penalty authority for public access cases, lacking for other types of Coastal Act violations. First administrative penalties for public access		Outreach		\checkmark							page, and shared w/media in conjunction with enforcement efforts to address a
Forces 5.4.4 Secure Administrative Penalty Authority to address Violations V V Progress Forces County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). Secure Administrative Penalty Authority to address Violations V V Progress County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). Secured administrative penalty authority for public access cases, lacking for other types of Coastal Act violations. First administrative penalties for public access	5.4.3		L				L	\$\$	Progress		, , ,
5.4.4 Secure Administrative Penalty Authority to address Violations County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016). County Environmental Crimes Task Force, which is a state of the County Task Force, which is a state of the County Task Force, which is a state of the County Task Force, which is a state of the County Task Force, which is a state of the County Task Force, which is a state of the County Task Force, which is a state of the County Task Force, which is a state of the County Task Force, which is a state of the County Task Force, which is a state of the County Task Force, which is a state of the Co		Establish Interagency Enforcement Task							In progress /	Task Forces established	Staff presented on Coastal Act violations at Pacific Shores subdivision to Del Norte
Secure Administrative Penalty Authority to address Violations V V S\$\$ Secure Administrative penalty authority granted Secure Administrative penalty authority types of Coastal Act violations. First administrative penalties for public access		Forces									County Environmental Crimes Task Force, which includes CDFW, State Parks, Cal
to address Violations types of Coastal Act violations. First administrative penalties for public access	5.4.4		L					\$\$\$	Deterred		Fire, Tolowa Dune Stewards, Smith River Alliance, others (9/2016).
to address Violations types of Coastal Act violations. First administrative penalties for public access		Secure Administrative Penalty Authority							Complete /Ir	Administrative penalty authority	Secured administrative penalty authority for public access cases, lacking for other
Propress		to address Violations		√	√				•		
	5.4.5	<u> </u>				<u> </u>	<u> </u>		Progress		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
	Seek Program Changes to address Violations through Permitting	14	13	10	17	10	Şî.	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.
5.4.6	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
5.4.8	Enhance Enforcement Program through Cross-cutting strategies							Not started	Strategies Implemented	at this time. See also 5.4.2, 5.4.3, 7.1.3 and 7.1.2.
	latory Programs 5.5. Improve Federal	Cons	sisten	icv Pr	ogran	n				
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.
	Develop Geographic Location Descriptions (GDL) for Federal Activities						øø.	Not started	GLDs approved by NOAA	
	mation & E-Government 6.1. Integral	to Dat	tahas	as.			\$\$			
	Consolidate/integrate Commission Databases	√ V	lubus					Complete	Databases Integrated	Post transfer data clean-up underway
6.1.1	Develop web interface for CDMS	✓						Complete	Web interface complete	
6.1.2	Move Historical Data into CDMS	√						Complete	Data Transferred	See also 6.4.3
6.1.3	Train Commission Staff to use CDMS	✓						Complete/In Progress	Training conducted	Initial and refresher training completed; Ongoing training available.
6.1.4	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.
Infor	mation & E-Government 6.2. Integral	te GIS	Sinto	Plan	ning a	and Pe	rmitting			(2-ph-)
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

Acquire Ploto Data of Inliand Constal 1		Objective/Actions	13-	14-	15-	16-	17-	Need	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
Complete / Standard Trushs		Objective/Actions	14	15	16	17	18	\$?*	Status	key Outcome or indicator	Comments/Background/Outcome Links
Implement GIS Field Tools Improgress I		-	_							Aerial photo data acquired	Full aerial coverage available through BING map product; Other data sources
Laplacement GAS Fleid Tooks Combet Chapter Training conducted. Combet Chapter Training conflucted. Combet Chapter Training Conflucted Training Chapter Training Conflucted Training Chapter Training Conflucted Training Chapter Training Chapte		Zone Areas	✓						Complete		available.
Importance Deferred Conduct Ongoing Training on Information & E-Government 6.1. Strengthen IT Support in District Offices	6.2.5							\$\$			
Complete Implement Online Permit Application Section Sec		Implement GIS Field Tools							In progress/	GIS field tools made available	
Information & E. Government 6.1. Strengthen IT Support in District Offices Complete Oping Trinting on Information Systems Complete Oping Oping Trinting on Information Systems Complete Oping Op								фф	Deferred		unavailable to support deployment for use by staff.
Complete/In Standardian & E-Government 6.4. Implement E-Gort Systems Complete/In Progress S S In progress Complete/In Progress S S In progress S S In progress Online Permit Application System Not started 6.4.1 Implement Online Permit Application Systems Not started Complete/In Progress Online Permit Application System Not started Complete/In Progress Online Permit Application System Not started Complete/In Progress Online Permit Application System S S In progress Online Permit Application System Not started Complete/In Progress Online Permit Application System Not started Complete/In Progress Online Permit Application System S In progress Complete/In Progress Online Permit Application System S In progress Complete/In Progress Online Permit Application System Not started Complete/In Progress Online Permit Application System S In progress Complete/In Progress Online Permit Application System Not started Complete/In Progress Complete/In Progress Online Permit Application System Complete/In Progress Complete/In Progress Online Permit Application System Complete/In Progress Complete/In Progress Online Permit Application System Not started Online Imersheet In Improve ability for public to report Violations using on line resources Develop Culture Violations Reporting System Not started Online timesheet form An internally developed online time-tracking/time sheet system; currently in testing and development. Exablish Dake Information Online internal staff directory Internal staff directory available on Commission's internal network. Track force established; Updates of commission's internal network. Track force established; Updates of commission's internal network. Track force established; Updates of Information on Internal staff directory available on Commission's internal network. Track forc		mation & E Covernment 6.2 Strongt	hon I	r c	nout i	n Dies	triat O				
6.3.1 Exhibits Regular Regional IT Training Sessions 6.3.2 In progress 6.3.2 In progress 6.3.2 Exhibits Regular Regional IT Training Sessions 6.3.2 In progress 6.3.3 In progress 6.3.2 In progress 6.3.3 In progress 6.3.3 In progress 6.3.3 In progress 6.3.4 Inplement E-Givi Systems Complete In Progress 6.4.3 Implement Online Permit Application System 6.4.1 Implement Online Permit Application System 6.4.2 Complete Digital Activity of Commission Actions 6.4.3 In progress 6.4.4 In progress 6.4.5 In progress 6.4.5 In progress 6.4.6 In progress 6.4.6 In progress 6.4.6 In progress 6.4.7 In progress 6.4.8 In progress 6.4.9 In progress 6.4.0 In progress 6.4.0 In progress 6.4.0 In progress 6.4.1 In progress 6.4.2 In progress 6.4.3 In progress 6.4.4 In progress 6.4.5 In progress 6.4.5 In progress 6.4.6 In progress 6.4.6 In progress 6.4.6 In progress 6.4.7 In progress 6.4.8 In progress 6.4.9 In progress 6.4.0 In progress 6.4.1 In progress 6.4.2 In progress 6.4.3 In progress 6.4.4 In progress 6.4.5 In progress 6.4.6 In progress 6.4.6 In progress 6.4.6 In progress 6.4.6 In progress 6.4.7 In progress 6.4.8 In progress 6.4.9 In progress 6.4.0 I	Injor		nen 11	Sup	port t	n Disi	rici O	jjices		Training conducted	CDMS trainings include other information systems: See also 6.1.4
Stabilish Regular Regional IT Training Sessions S		5 5 5	1						Complete/In	Training conducted.	CDIVIS trainings include other information systems, see also 0.1.4
Stabibility Regular Regional IT Training Sections	631								Progress		
Sessions & Garamant & F. Government & F. Gov. Systems Update Commission's Website Section Complete/In Progress	0.0.1	Establish Regular Regional IT Training								Regular IT meetings with Districts	Additional funding required.
Information & E-Government 6.4. Implement E-Gort Systems									In progress		
Update Commission's Website Complete / Implement Online Permit Application SS SS Not started	6.3.2							\$\$, 10		
Complete /In progress Implement Online Permit Application System System 6.4.2 Complete Digital Archive of Commission Actions Progress Commission Actions Commission Actions Commission Actions Commission Actions Progress Commission Actions Commission Action Commission Action Commission Actions Commission Action Com	Infor	mation & E-Government 6.4. Implem	ent E	-Govt	Syste	ms					
6.4.1 Implement Online Permit Application System 6.4.2 Complete Digital Archive of Commission Actions 6.4.3 Implement Digital Meeting Materials 6.4.4 Complete Digital Archive of Commission Actions 6.4.5 Complete Digital Meeting Materials 6.4.6 Standardize Staff Report Templates 6.4.5 Develop Online Violation Reporting System 6.4.6 Develop Online Violation Reporting System 6.4.6 Sasses Basiness Services Data Management Needs 6.5.1 Implement Online Timesheet and Reporting System 6.5.2 Online Timesheet and Reporting System 6.5.3 Agency Capacity 7.1. Improve Public Relations Fig. 3 Develop and Maintain Online in-house staff directory Position Fig. 3 Develop and Maintain Online in-house staff directory Exablish Polic Information Officer Position Fig. 3 Develop and Maintain Online in-house staff directory Fig. 4 Develop and Maintain Online in-house staff directory Fig. 4 Develop and Maintain Online in-house staff directory Fig. 4 Develop and Maintain Online in-house staff directory Fig. 4 Develop and Maintain Online in-house staff directory Fig. 5 Develop and Maintain Online in-house staff directory Fig. 5 Develop and Maintain Online in-house staff directory Fig. 5 Develop and Maintain Online in-house staff directory Fig. 5 Develop and Maintain Online in-house staff directory Fig. 5 Develop and Maintain Online in-house staff directory Fig. 5 Develop and Maintain Online in-house staff directory Fig. 5 Develop and Maintain Online in-house staff directory available on Commission's internal network. Fig. 5 Develop and Maintain Online in-house staff directory staff directory available on Commission's internal network. Fig. 6 Develop and Maintain Online in-house staff directory available on Commission's internal network. Fig. 6 Develop and Maintain Online in-house staff directory available on Commission's internal network. Fig. 6 Develop and Maintain Online in-house staff directory available on Commission's internal network. Fig. 6 Develop and Maintain Online in-house staff directory available on Commis		Update Commission's Website							Complete/In	Website Updated	Website update underway.
Implement Online Permit Application System				✓							
Complete Digital Archive of Commission Actions	6.4.1							\$\$	11061633		
Complete Digital Archive of Commission Actions 6.4.3 Implement Digital Meeting Materials 6.4.4 Sandardize Staff Report Templates 6.4.5 Complete/In Progress 6.4.5 Complete/In System 6.4.6 Implement Online Violation Reporting System 6.4.6 Implement Online Violation Reporting System 6.5.1 Implement Online Timesheet and Reporting System 8 Assess Business Services Data Management Needs 6.5.1 Implement Online Timesheet and Reporting System 6.5.2 Sovephere Digital Archive Complete Stablish Social Media Task Force & Online internal staff directory Stabilish Social Media Task Force & Online Ingressed Digital Archive Complete (Stablished; Updates of additional specific templates continues. Complete/In Progress Templates Complete/In Progress Complete/In Progress Online timesheet form Improve ability for public to report violations using on line resources information on how to report violations made available online and in written pamphlets provided statewide. New Software deployed An internally developed online time-tracking/time sheet system; currently in testing and development. Solved on and Maintain Online in-house staff directory Solved on Action Solved on Action Solved on Action Solved Online internal Staff directory available on Commission's internal network. Solved on Action Solved Online internal Staff directory available on Commission's internal network. Solved on Action Solved Online Solved On										Online Permit Application System	see 5.2.2.
Complete Digital Archive of Commission Actions 6.4.3 Implement Digital Meeting Materials SS Complete/In Progress 6.4.5 Develop Online Violation Reporting System 6.4.6 Develop Online Violation Reporting System 6.5.1 Implement Online Timesheet and Reporting System 6.5.2 Develop and Maintain Online in-house starf directory SS SS Digital Archive Complete (In progress) Meeting Materials Online See http://www.coastal.ca.gov/mtgcurr.html See http://www.coastal.ca.gov/mtgcurr.html See http://www.coastal.ca.gov/mtgcurr.html See http://www.coastal.ca.gov/mtgcurr.html Frogress Core template established; Updates of additional specific templates continues. Corplete/In progress Improve ability for public to report violations using on line resources information on line; information on how to report violations made available online and in written pamphlets provided statewide. Now Software deployed New Software deployed New Software deployed New Software deployed online time-tracking/time sheet system; currently in testing and development. 6.5.2 Develop and Maintain Online in-house starf directory Develop and Maintain Online in-house starf directory available on Commission's internal network. SS Complete Complete Complete PlO Hired PlO hired and started June 1, 2015. Plo hired and started June 1, 2015. Plo hired and started June 1, 2015.		System							Not started		
Commission Actions Implement Digital Meeting Materials See http://www.coastal.ca.gov/mtgcurr.html Complete/In Progress Standardize Staff Report Templates Complete/In Progress Standardize Staff Report Templates Complete/In Progress Assess Standardize Staff Report Templates Complete/In Progress Complete/In Progress Complete/In Progress Complete/In Progress Complete/In Progress Complete/In Progress Core template established; Updates of additional specific templates continues. Updated enforcement webpage and enforcement staff contact information online; Information on how to report violations made available online and in written pamphlets provided statewide. New Software deployed Assess Statewide. New Software deployed In progress/Deterred Online timesheet form An internally developed online time-tracking/time sheet system; currently in testing and development. Establish Public Information Officer Position Establish Public Information Officer Position Establish Public Information Officer Position Fask force established; Updates of additional specific templates continues. Complete Som Deferred Duddated enforcement webpage and enforcement staff contact information online; Information on how to report violations made available online and in written pamphlets provided statewide. Information on how to report violations made available online and in written pamphlets provided statewide. Online timesheet form An internally developed online time-tracking/time sheet system; currently in testing and development. Establish Public Information Officer Position Establish Public Information Officer Position Fask force established; Updated enforcement webpage and enforcement staff contact information online; Informati	6.4.2	C. I. B. H. I. C.									
Complete/In Progress Core template established; Updates of additional specific templates continues. Complete/In Progress Core template established; Updates of additional specific templates continues. Complete/In Progress Core template established; Updates of additional specific templates continues. Complete/In Progress Core template established; Updates of additional specific templates continues. Complete/In Progress Updated enforcement webpage and enforcement staff contact information online; Information & E-Government 6.5. Improve Business Services Information System Not started Not started Not started Not started Not started S In progress Deferred Not started S Online timesheet form An internally developed online time-tracking/time sheet system; currently in testing and development. Complete										Digital Archive	, , ,
Implement Digital Meeting Materials Complete/In Progress Complete Complete/In Progress Complete PIO Hired PIO Hired and started June 1, 2015. Complete Comp	(12	Commission Actions						øø.	in progress		
Complete/In Progress	0.4.3	Implement Digital Meeting Materials						22	_	Mooting Materials Online	
Standardize Staff Report Templates Complete/In Progress		Implement Digital Weeting Waterials	1						Complete/In	Weeting Materials Offline	See http://www.coastai.ca.gov/intgcurr.html
Standardize Staff Report Templates Complete/In Progress Develop Online Violation Reporting System V 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. Improve ability for public to report violations using on line resources Updated enforcement webpage and enforcement staff contact information on how to report violations made available online and in written pamphlets provided statewide. Improve ability for public to report violations using on line resources Updated enforcement webpage and enforcement staff contact information on how to report violations made available online and in written pamphlets provided statewide. New Software deployed New Software dep	644								Progress		
Complete/In Progress Develop Online Violation Reporting System Violation Reporting System Violation Reporting System Violation Reporting System Violation Susing on line resources Information on how to report violations made available online and in written Information on how to report violations made available online and in written Information on how to report violations made available online and in written Information on how to report violations made available online and in written Information on how to report violations made available online and in written Information on how to report violations made available online and in written Information on how to report violations made available online and in	0.1.1	Standardize Staff Report Templates								Templates	Core template established: Updates of additional specific templates continues.
Develop Online Violation Reporting System Complete/In Progress Complete/In Progress Improve ability for public to report violations using on line resources Information on how to report violations made available online and in written pamphlets provided statewide. New Software deployed New Software deployed New Software deployed New Software deployed online time-tracking/time sheet system; currently in testing and development. S. Develop and Maintain Online in-house staff directory Develop and Maintain Online in-house staff directory S. Complete Online internal staff directory Internal staff directory available on Commission's internal network. S. Complete PIO Hired PIO Hired PIO hired and started June 1, 2015. Task force established; outreach Increased social media presence with Public Education social media efforts on			√								, , , , , , , , , , , , , , , , , , , ,
System 6.4.6 Information & E-Government 6.5. Improve Business Services Information Systems Assess Business Services Data Management Needs 6.5.1 Implement Online Timesheet and Reporting System Oevelop and Maintain Online in-house staff directory Develop and Maintain Online in-house staff directory SS Online internal staff directory Online internal staff directory Internal staff directory available on Commission's internal network. Complete PIO Hired PIO hired and started June 1, 2015. Task force established; outreach Increased social media presence with Public Education social media efforts on	6.4.5								Progress		
Assess Business Services Data Management Needs S		Develop Online Violation Reporting							Commisto (In	Improve ability for public to report	Updated enforcement webpage and enforcement staff contact information online;
Assess Business Services Data Assess Business Services Data Assess Business Services Data An internally developed online time-tracking/time sheet system; currently in testing and development. SS Deferred Online internal staff directory Online internal staff directory available on Commission's internal network.		System		√						violations using on line resources	Information on how to report violations made available online and in written
Assess Business Services Data Management Needs 6.5.1 Implement Online Timesheet and Reporting System Develop and Maintain Online in-house staff directory Develop and Maintain Online in-house staff directory Complete Online internal staff directory Internal staff directory Internal staff directory Internal staff directory available on Commission's internal network. Complete Position 7.1.1 Establish Social Media Task Force & Task force established; outreach Increased social media presence with Public Education social media efforts on	6.4.6								Progress		
Management Needs S Not started An internally developed online time-tracking/time sheet system; currently in testing and development. S Develop and Maintain Online in-house staff directory Develop and Maintain Online in-house staff directory S Complete Complete Develop and Maintain Online in-house staff directory S Complete Develop and Maintain Online in-house staff directory S Complete PIO Hired PIO hired and started June 1, 2015. PIO hired and started June 1, 2015. Task force established; outreach Increased social media presence with Public Education social media efforts on	Infor		e Busi	iness	Servi	ces In	forma	tion Syste	ems		
Implement Online Timesheet and Reporting System										New Software deployed	
Implement Online Timesheet and Reporting System Develop and Maintain Online in-house staff directory Develop and Maintain Online in-house staff directory Complete Online internal staff directory Internal staff directory available on Commission's internal network. Agency Capacity 7.1. Improve Public Relations Establish Public Information Officer Position 7.1.1 Establish Social Media Task Force & Task force established; outreach Increased social media presence with Public Education social media efforts on		Management Needs							Not started		
Reporting System Develop and Maintain Online in-house staff directory Develop and Maintain Online in-house staff directory Complete Online internal staff directory Internal staff directory available on Commission's internal network. Agency Capacity 7.1. Improve Public Relations Establish Public Information Officer Position 7.1.1 Establish Social Media Task Force & Task force established; outreach Increased social media presence with Public Education social media efforts on	6.5.1							\$			
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Develop and Maintain Online in-house staff directory Complete Online internal staff directory Internal staff directory available on Commission's internal network. Agency Capacity 7.1. Improve Public Relations Establish Public Information Officer Position 7.1.1 Establish Social Media Task Force & Task force established; outreach Increased social media presence with Public Education social media efforts on	c 5 2	Reporting System						ው			testing and development.
staff directory Agency Capacity 7.1. Improve Public Relations Establish Public Information Officer Position 7.1.1 Establish Social Media Task Force & Task force established; outreach Increased social media presence with Public Education social media efforts on	0.5.2	Davalon and Maintain Online in house						22		Online internal staff directory	Internal staff directory available on Commission's internal natural
Agency Capacity 7.1. Improve Public Relations Establish Public Information Officer Position 7.1.1 Establish Social Media Task Force & Task force established; outreach Increased social media presence with Public Education social media efforts on					1				Complete	Online internal stan directory	internal start directory available on Commission's internal network.
Agency Capacity 7.1. Improve Public Relations Establish Public Information Officer Position 7.1.1 Establish Social Media Task Force & Task force established; outreach Task force established; outreach Task force established; outreach	653								Complete		
Establish Public Information Officer Position 7.1.1 Establish Social Media Task Force & Task force established; outreach Task force established; outreach Task force established; outreach		cy Capacity 7.1. Improve Public Relat	tions								
Position 7.1.1 Establish Social Media Task Force & Task force established; outreach Task force established; outreach Task force established; outreach	-8-11		1							PIO Hired	PIO hired and started June 1, 2015.
7.1.1 \$\\$ Task force established; outreach Increased social media presence with Public Education social media efforts on		Position		1					Complete		,
Establish Social Media Task Force & Task force established; outreach Increased social media presence with Public Education social media efforts on	7.1.1							\$\$			
Davidon Public Outreach/Education		Establish Social Media Task Force &								Task force established; outreach	Increased social media presence with Public Education social media efforts on
Tradebook and the section of section of section of section of the section of		Develop Public Outreach/Education							In progress	strategy	Facebook and PIO social media efforts; 8 Central coast CCT videos released in 2016,
7.1.2 Strategy available on YouTube. See also 5.4.3, 7.2.4.	7.1.2	Strategy									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-	15-	16-	17-	Need	Status	Key Outcome or Indicator	Comments/Background/Outcome Links
		14	15	16	17	18	\$?*	Status	Rey Gateonic of maleator	Comments) Background, Outcome Links
	Develop Press Protocol and Outreach								Press release protocol	Increased number of press releases and press availability. Draft press policy
	Strategy							In progress		procedural guidance under development. Significant press coverage of major CCC
7.1.3							\$\$			actions (i.e. Mavericks, Martins Beach, etc.)
Agen	cy Capacity 7.2. Program Evaluation	and F	romo	otion						
	Prepare Program Report								Report Published	
								Deferred		
7.2.1							\$\$			
	Evaluate Feasibility of Bi-annual								Evaluate feasibility; strategy for	2015 Year in Review report published. 2016 Year in Review to be published January
	Program Assessment							In progress	producing assessment	2016.
7.2.2									_	
	Identify Strategies to								Reporting integration options	
	Streamline/integrate Reporting							Not started	identified and implemented if feasible	
7.2.3										
	Implement Communication Strategy for								Increased communication (e.g.	Updated Commission website improves communication with public; PIO positions
	Commission Activities							In progress	newsletters, workshops)	assists with press releases and communication with public via social media.
7.2.4							\$\$			
	Raise Awareness about Coastal								Number of events, number of	Add'l funds secured in FY 2013-14, 2014-15, 2015-16 for Coastal Clean-up Day;
	Commission Programs (PE)							In progress	participants; Outreach material	produced outreach materials in English and Spanish. Participation up 30% from
7.2.5							\$\$\$		developed	2014 to 2016 in fairs and events. See PE Annual Update (11/2016).
	Participate in the Select Committee on	,						Commiste /In	Participation/testimony	Participated in 6/9/2015 hearing, Sea Level Rise: Resilience and Adaptation in the
	Coastal Protection	√	√	✓				Complete/In		Coastal Zone; and 10/20/2015 hearing, Expanding Access to California's Natural
7.2.6								Progress		Resources.
	Enhance Protection of Cultural							Complete/In	Actions to protect cultural resources	Staff developing tribal consultation procedural guidance document. Participated
	Resources and Consultation	√	√	√						in "Native Nations Protecting Coastal Land and Waters in California" conference
7.2.7								Progress		(11/2016). Ongoing enforcement efforts.
Agen	cy Capacity 7.3. Expand Public Educa	ation .	Progr	rams						
	Increase Public Participation in PE							Complete/In	Increased Participation	Increased participation in coastal cleanup programs, including greater geographic
	Programs		√	√						participation in 2016 Coastal Cleanup Day (922 sites). 8,520 students participated
7.3.1							\$	Progress		in new Schoolyard Cleanup Program from 2014 - 2016.
	Expand "Bring your own" and other							Complete /!:	Number of events; number of people	In 2014-2016, 50% of Clean-up participants brought reusable items (compared to
	resource reduction programs		√					Complete/In	bringing reusable supplies; reduction	33% in 2013). Several sites hosted "zero waste" cleanups in 2016. Between 2013
7.3.2							\$	Progress	of cleanup supplies	and 2016, 220,000 fewer plastic trash bags ordered.
	Update Resources for Educators								New curriculum; Updates to Waves,	New curriculum for middle and high school students in progress (completed 2017).
								In progress	Wetlands and Watershed	Waves, Wetlands, and Watershed alignments to Next Generation Science
7.3.3										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
Agen	cy Capacity 7.4. Increase Program Fu	ındin					**			
7.4.1	Evaluate Funding Opportunities and Strategies	✓	✓					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	Prepare BCP to support LCP Planning	✓	✓	✓				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	Pursue Increased staffing in Core Program	✓		✓				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	Update Commission "Fact Sheets"	✓	✓	✓				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	Research Technical Assistance Opportunities							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	Continue Promoting Whale Tail Program and Seek More Funding	✓	✓	✓				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).
Agen	cy Capacity 7.5. Develop Succession F	Plan								
7.5.1	Evaluate Retirement Projections and Program Impacts			✓				Complete/In Progress	Evaluation	Survey of all staff of retirement age complete; retirement cost projections for next 3 - 5 years.
7.5.2	Implement Succession Planning Strategies							In progress	Succession planning/implementation	On-going by senior management. See also 7.6.4.
	cy Capacity 7.6. Develop Staff Recruit	tment	Strat	egv						
7.6.1	Identify and Pursue Critical Staffing Needs	✓		3.7			\$	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 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	Expand Commission Internship Program						\$	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	Continue NOAA, Sea Grant, and other fellow programs	✓	✓	✓				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

Agency Capacity 7.7. Strengthen Staff Capacity Develop Memoring Program Develop Natf Training and Professional Development Program Develop Staff Training and Professional Development Program Develop Staff Training and Professional Development Program Conduct Regular Staff Training Complete/In Progress SS Complete/In Progress SS Complete/In Progress Pursue Establishing Senior Coastal Analyst Position Training Senior Coastal Analyst Position Established Deferred STructural salary increase In progress Structural salary increase In progress Training Senior Coastal Analyst Position Training Senior Coastal Analyst Position Established Deferred STructural salary increase In progress Training Senior Coastal Program Analyst Series; CCC HR submitted a salary adjustment request to CalHR for the entire CPA series. Program established Training senior Coastal Program Analyst Series; CCC HR submitted a salary adjustment request to CalHR for the entire CPA series. New task forces Training senior Coastal Program Analyst Series; CCC HR submitted a salary adjustment request to CalHR for the entire CPA series. New task forces Training senior Coastal Program Series (Internation Mechanisms Instituted monthly staff briefings and monthly district manager coordination		Objective/Actions		14-	15-	16-	17-	Need	Chahara	V Ot	Comment / Declaration / / Outcome Units
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Coordinate with Ocean Science Trust	7.8.3							\$	Progress		
		Coordinate with Ocean Science Trust						T		Coordination with OST/Academia	40th Anniversary Coastal Act conference hosted by Stanford and Berkeley Law
and Academic Institutions Schools (11/2016) proceedings available to view on line from CCC website											
7.8.4 S\$ Deferred	7.8.4							\$\$	Deferred		