

Exhibit 1: 2021-2025 Strategic Plan Action Implementation Dashboard

| Objective/Action - Efforts Since Strategic Plan Adoption (Nov 2020) | Status | Funding Needed? | Key Outcome or Indicator | Comments/Background/Outcome Links |
|---|-------------|-----------------|-------------------------------------|--|
| Internal Agency Capacity and Effectiveness | | | | |
| Undertake Workforce Planning | | | | |
| 1.1.1 Pursue Increased Staffing | On-going | \$\$\$ | Additional Commission Staff | Staffing increase in Statewide Transportation Program, Accounting, Fiscal and Business Services, Enforcement, and Legal. Additional positions to support coastal resiliency, wildfire resiliency, statewide broadband initiative, and offshore wind work. |
| 1.1.2 Pursue Salary Increases and Promotional Opportunities | On-going | \$\$ | Employee Compensation | Coastal Program Analyst Series received special salary adjustments; General Salary Adjustment staffwide; Continue to pursue salary increases for all staff positions. |
| 1.1.3 Pursue Geographic Pay Increases | On-going | \$\$ | Employee Compensation | The Commission continues to pursue opportunities for geopay. |
| 1.1.4 Ensure Agency Decisions Consider the Racial Equity Plan | On-going | \$ | Consideration of Racial Equity Plan | Restructuring racial equity plan as the Justice Equity Diversity and Inclusion (JEDI) plan; New language for all duty statements include JEDI work in task descriptions; New JEDI team to implement the JEDI plan, develop trainings and additional resources for staff to integrate JEDI into agency hiring and operational decisions. |
| 1.1.5 Improve Exam Opportunities | On-going | \$ | Improved Exam Opportunities | Converted from in-person exams to online exams in response to Covid-19; permanently converted CPA series exams to online; Working with CalHR to continue online exam and interview opportunities. |
| 1.1.6 Continue Internship and Fellowship Programs | On-going | \$\$\$ | Internship and Fellowship Programs | Hosted 2021 and 2022 CA Sea Grant Fellows; Hosting 2022 NOAA Coastal Zone Management Fellow; Hosting 2023 CA Sea Grant Fellow; Continue to support existing Ecology graduate student collaborations and host new graduate student interns; Hired first Peter Douglas EJ Intern; Continue to hire summer interns/law clerks to support Enforcement Program. |
| Increase Staff Satisfaction and Retention | | | | |
| 1.2.1 Develop Agency Telework Protocols | Complete | | Telework Policy | Developed a telework program that allows employees to telecommute to maintain public safety during the pandemic, reduce greenhouse gas emissions, and provide numerous other benefits. |
| 1.2.2 Establish Staff Recognition Program | In Progress | \$ | Staff Recognition Program | Implemented staff recognition certificates; Acknowledgement of staff years of service milestones with the Commission at May 2022 hearing. |
| 1.2.3 Assemble Staff for Team Building | In Progress | \$ | Staff Conference | All-staff conference planned for January 2023. |
| 1.2.4 Evaluate Staff Retention | On-going | \$ | Evaluated Staff Retention | Standardized exit survey developed and put in place as of Nov. 2020, updated after review by JEDI staff. |
| 1.2.5 Conduct Staff Performance Evaluations | On-going | \$ | Staff Performance Evaluations | Staff performance evaluations and/or probation reports are in progress; evaluations will continue to occur in coming years. |
| Increase Training & Professional Development Opportunities | | | | |
| 1.3.1 Complete and Implement the LCP Training Program | On-going | \$ | LCP Training Program | Rolled out new LCP training modules with 309 federal grant funding including webinars, PowerPoints, and other guidance documents; Continue refinements and implementation. |

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| 1.3.2 Encourage Professional Development Opportunities | On-going | \$ | Professional Development Opportunities | Staff participated in NOAA trainings and webinars, professional workshops and conferences, and numerous technical advisory committees; Continued participation in symposia and advisory bodies expected in coming years. |
| 1.3.3 Brief Commissioners On Key Program Topics | On-going | \$ | Commission Briefings | 2021 briefings on topics of Coastal Trail mapping with SCC, Groundwater Rise, and Public Trust Tidelands and Sea Level Rise with SLC; 2022 briefings on Historic Roots of Housing Inequity, Plastic Pollution, Offshore Wind, Prescribed Burns, State Parks SLR, and State Parks EV Charging Infrastructure Program; Anticipate briefings on tsunamis and other topics in coming years. |
| Public Access | | | | |
| <i>Realize Public Access</i> | | | | |
| 2.1.1 Ensure Offers to Dedicate are Accepted and Access Opened | On-going | \$ | Accepted OTDs and Opened Access | CCC staff routinely works to ensure that all OTDs are accepted consistent with relevant timing and acceptance requirements; Worked closely with easement holders to help address unpermitted encroachments into their easements; Where applicable, violation funds were assigned to build or help fund the construction of access ways in public easements. |
| 2.1.2 Monitor and Protect Existing Access Resources | On-going | \$\$\$ | Monitored and Protected Access Resources | Undertaking monitoring as feasible (e.g., monitoring recorded legal documents with public access dedications, receiving and responding to notifications of public access violations); while all opportunities are being explored and implemented as possible, additional staff are necessary to fully implement this action item. |
| 2.1.3 Coordinate with State Parks on Lower-Cost Access | On-going | \$ | Coordination with State Parks | Staff participation in monthly working group meetings on lower cost accommodations and mitigation projects with State Parks and Coastal Conservancy; plans in progress for several new lower cost accommodations projects with State Parks. |
| 2.1.4 Implement Hollister Ranch Public Access Program | On-going | \$\$ | Implemented Public Access Program | CCC Workshop held Nov. 18, 2021; CCC staff review of Draft Coastal Public Access Program for Hollister Ranch; program development and implementation will be on-going. |
| <i>Protect Public Access Opportunities</i> | | | | |

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| 2.2.1 Identify Unpermitted Development with Impacts to Public Access | On-going | \$\$\$ | Identified Unpermitted Development | Identified and addressed numerous public access violations on an ad hoc basis since Nov 2020 with efforts led by Enforcement Division with assistance from Access and Regulatory program staff; additional staff are necessary to fully implement this action item. |
| 2.2.2 Enforce Removal of Unlawful Barriers | On-going | \$\$\$ | Removal of Unlawful Barriers | Enforcement Division continues to bring access-related enforcement cases to the Commission and address violations at the district level as feasible; Limited Enforcement staff capacity to work through the Unit's case backlog of nearly 3,000 cases. |
| 2.2.3 Provide Guidelines for Local Parking Programs | Deferred | \$\$ | Guidelines for Local Parking Programs | Additional funding required; being done on a case-by-case basis as needed by District planning staff. |
| 2.2.4 Coordinate to Address Increasing Demand for Public Access & Amenities | On-going | \$\$ | Coordination | Being done on a case-by-case basis as needed by District planning staff, Transportation and Access staff; on-going effort in the Big Sur area of Monterey County. |
| 2.2.5 Initiate MOU with State Parks to Expand Public Access | In Progress | \$ | Initiate MOU | Interviews by facilitator completed in 2022; Managers Kick Off Meeting occurred in November 2022 to build interagency coordination and partnership related to State Parks project planning. |
| Facilitate Public Access | | | | |
| 2.3.1 Coordinate Efforts to Bring People to the Coast | On-going | \$\$ | Coordination | On-going efforts by District planners, Transportation staff and Access Program including through SCC Explore the Coast grants, CCC Whale Tail grants, and participation in development of Caltrans Active Transportation Plans, Sustainable Communities Strategies, and Regional Transportation Plans; Supported passage of AB 2160, which provides permit fee reduction and streamlining opportunities for habitat restoration and public access projects. |
| 2.3.2 Provide LCP Guidance to Address Access Barriers | In Progress | \$ | LCP Guidance on Addressing Access Barriers | Staff drafted guidance on integrating EJ into LCPs, meaningful public engagement in LCP updates, and barriers to equitable coastal access; EJ staff to finalize guidance on these topics and conduct public engagement on guidance in 2022-23. |
| 2.3.3 Support Access for Underserved Communities | On-going | \$\$ | Improved Access for Underserved Communities | On-going meetings with nonprofit groups to advance access for underserved communities; Draft Hollister Ranch Coastal Access Program contains draft policies to ensure priority to underserved communities; Whale Tail grants prioritize coastal access, education, and stewardship for underserved communities; Supported passage of AB 2160, which provides permit fee reduction and streamlining opportunities for habitat restoration and public access projects. |
| 2.3.4 Coordinate Access and Barrier Removal for Disadvantaged Communities | On-going | \$\$ | Coordination | Commission staff worked with Cities of Half Moon Bay and Morro Bay to include their first ever EJ policies in comprehensive LUP updates; FY21-22 Whale Tail grant cycle facilitated dozens of projects that support disadvantaged communities; Staff continues to work with stakeholders to improve access and reduce barriers. |
| Encourage Lower-Cost Visitor Serving Opportunities | | | | |
| 2.4.1 Enhance Governmental & Non-Governmental Coordination Related to Public Access | Deferred | \$\$ | Enhanced Public Access Coordination | Early public access planning occurs as feasible on a case-by-case basis, including routine coordination with Coastal Conservancy and State Parks regarding lower-cost accommodations; additional staff are necessary to fully implement this action item. |

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| 2.4.2 Develop Lower-Cost Visitor Serving Facilities Guidance | Deferred | \$ | Lower-Cost Visitor Serving Facilities Guidance | Additional funding required |
| Expand the California Coastal Trail (CCT) | | | | |
| 2.5.1 Evaluate Public Access in LCP Updates | On-going | \$ | Updated Public Access LCP Policies | On-going effort led by district planners as LCP updates occur. |
| 2.5.2 Realize CCT Resources through Coordination | On-going | \$\$ | Coordination on CCT Planning | CCT Mapping Project completed May 2021; On-going participation in Caltrans Active Transportation Planning, complete streets initiatives, and ensuring transportation projects include CCT segments or other public access benefits. |
| 2.5.3 Work with SCC to Enhance and Expand the CCT | On-going | \$ | Coordination with SCC | CCT Mapping Project completed May 2021; In-lieu fee MOU is in place and being utilized; Staff is working with SCC on Gleason Beach Public Access Taskforce for development of CCT and other CCT related projects. |
| 2.5.4 Establish CCT in Transportation Projects | On-going | \$\$ | CCT Inclusion in Transportation Projects | On-going as opportunities arise, including participation in Caltrans Active Transportation Planning, complete streets initiatives, and ensuring transportation projects include CCT segments or other public access benefits. |
| 2.5.5 Complete the CCT Mapping Project | Complete | | CCT Mapping Project | CCT Mapping Project completed and published May 2021 https://the-california-coastal-trail-1-coastalcomm.hub.arcgis.com/ |
| Address Vulnerable Public Access | | | | |
| 2.6.1 Evaluate Vulnerabilities and Plan for Access Routes | On-going | \$\$ | Evaluate Vulnerable Access Routes | On-going work via a 309 grant being developed by SWP, Mapping and Access Unit staff to evaluate public access vulnerability to coastal hazards. |
| 2.6.2 Coordinate on Vulnerable Access at State Parks & Other Parks & Facilities | On-going | \$ | Coordination | On-going work supported through LCP Grant Program and other local and regional SLR planning efforts. |
| 2.6.3 Undertake LCP and CDP Planning to Address Vulnerable Access Resources | On-going | \$\$ | LCP and CDP Planning | On-going work by District planners with Access Program assistance; supported through LCP grant program and other on-going local and regional SLR planning efforts. |
| Raise Awareness of Available Public Access | | | | |
| 2.7.1 Provide Public Access Information by Digital Tools | On-going | \$ | Digital Public Access Information | Coastal Access Guides published on CCC website; Digital Photo Contest held annually; Coastal Access video series produced; On-going social media information and Whale Tail grant support. |
| 2.7.2 Seek Funds for Digital Platforms | On-going | \$\$ | Funding for Digital Platforms | On-going effort led by Enforcement Unit, including seeking funds to expand existing iOS coastal access mobile app to Android platform. |
| 2.7.3 Recognize Commission Role on Access Signage | On-going | \$ | Commission Role on Signage | On-going effort as projects are constructed and signs are installed, including as a requirement for access-related enforcement actions. |
| 2.7.4 Seek Funds for the Coastal Access Guide | Complete/ On-going | \$ | Funds for Coastal Access Guide | Coastal Access Guides are scanned and available for free online; Continue to seeking available funding sources for publishing additional books. |
| Coastal Resources | | | | |
| Protect ESHA and Wetland Resources | | | | |
| 3.1.1 Develop a Coastal Habitats Compendium | In Progress | \$ | Coastal Habitats Compendium | Internal research and draft development initiated. |
| 3.1.2 Update ESHA LCP Guidance | Deferred | \$ | Updated ESHA LCP Guidance | Not started. |
| 3.1.3 Collaborate to Protect Coastal Resources | On-going | \$\$ | Collaboration | On-going efforts include participation in numerous working groups and advisory bodies; Product examples include Coastal Vegetation Treatment Standards adopted by three PWWs in 2021, draft compensatory mitigation guidance for Caltrans. |

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| 3.1.4 Continue to Collaborate on Wildfire Prevention & Planning | On-going | \$\$\$ | Collaboration | CCC approved PWP's for Santa Cruz, San Mateo and SLO Counties; Actively engaged w/ Monterey County on developing PWP; Coordination with utilities on developing programmatic approach for vegetation management; Planning to establish working group w/ various experts. |
| 3.1.5 Strategize to Support "Cutting the Green Tape" | On-going | \$\$ | "Cutting the Green Tape" Support | Participated in Cutting the Green Tape round table meetings; Approved streamlined permitting processes for forest health and fire resilience projects in multiple counties; Began work with CDFW on streamlined permitting for projects carried out through their Fisheries Restoration Grant Program; Working with Southern California Wetlands Recovery Group to identify barriers and develop solutions to facilitate efficient coastal restoration planning and permitting. Staff member received the Hidden Hero award for work on the coordination and PWP efforts on fire resiliency; Supported passage of AB 2160, which provides permit fee reduction and streamlining opportunities for habitat restoration and public access projects. |
| Advance ESHA, Wetland, and Marine Resources Mitigation Strategies | | | | |
| 3.2.1 Apply Current Mitigation Principles | On-going | \$\$ | Current Mitigation Principles Applied | Graduate student/collaborator project researching past compensatory mitigation decisions; Supported CSU COAST in developing RFP regarding marine mitigation; Participating on Interagency Review Team for several mitigation banks. |
| 3.2.2 Reconcile Mitigation Requirements | On-going | \$\$ | Reconciled Mitigation Requirements | Implementing lessons learned from previous banks towards future bank development; Intent to explore in-lieu fee opportunities. |
| 3.2.3 Participate in Habitat Mitigation Working Groups | On-going | \$\$ | Participation in Working Groups | Participating on Interagency Review Team for several mitigation banks including working w/ Caltrans on Mendocino Coast Mitigation Bank, Upper Los Cerritos Mitigation Bank and Port of San Diego Pond 20 Mitigation Bank; Participation to continue in coming years. |
| 3.2.4 Coordinate with Caltrans on Mitigation Program | On-going | \$\$ | Coordination | On-going coordination including participation on Interagency Review Team for Caltrans District 1's Mendocino Coast Mitigation Bank; participation in Caltrans Advanced Mitigation "SAMI" planning efforts; developed mitigation background memorandum to provide basic guidance for Caltrans staff on CCC mitigation past practices. |
| 3.2.5 Meet Commitments of the Caltrans MOU | On-going | \$\$ | Met Commitments of MOU | On-going participation in SAMI MOU efforts and Regional Advance Mitigation Needs Assessments (RAMNAs) reviews; Began internal scoping of guidance documents on advance mitigation to support Caltrans in advance mitigation project planning. |
| 3.2.6 Track and Report Wetland Mitigation | Deferred | \$\$\$ | Wetland Mitigation Tracking and Reporting | Added In Lieu Fee tracking fields into to CDMS for new CDPs; Additional funding required to achieve key outcomes. |
| Protect and Maximize Agriculture and Provide for Aquaculture Facilities & Uses | | | | |
| 3.3.1 Update Agricultural LCP Guidance | Deferred | \$\$\$ | Updated Agricultural LCP Guidance | Additional funding required |
| 3.3.2 Evaluate Agricultural Land Protection Strategies | Deferred | \$\$\$ | Evaluated Ag Protection Strategies | Additional funding required |
| 3.3.3 Outreach to the Agricultural Community | Deferred | \$\$\$ | Outreach | Additional funding required |

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| 3.3.4 Accommodate Siting of Aquaculture Facilities Uses | On-going | \$\$ | Sites for Aquaculture Facilities and Uses | Commission has approved 2 CDPs and 4 CDP amendments for aquaculture operations at CDFW-identified sites over past 2 years; Commission continues to coordinate with CDFW as they identify sites and review proposals for aquaculture projects outside the scope of CDFW's siting consideration. |
| 3.3.5 Develop Marine Aquaculture Guidance | Complete | | Marine Aquaculture Guidance | Guidance completed in December 2020: https://documents.coastal.ca.gov/assets/cdp/CDP%20Application%20Guidance_12.08.20.pdf |
| Protect Marine Resources | | | | |
| 3.4.1 Collaborate on Aquaculture BMPs | In progress | \$\$ | Aquaculture BMPs | Commission staff is participating in efforts led by OPC and CDFW to develop a statewide Aquaculture Plan, with a tentative timeline for competition at the end of 2023. |
| 3.4.2 Support Statewide Wind Energy Planning Efforts | On-going | \$\$ | Statewide Wind Energy Planning | Participating in several multi-agency planning groups and outreach efforts; collaborating with multiple agencies on an offshore wind BCP and ABS25 planning; CCC briefing on offshore wind at October 2021 hearing; CCC consistency determinations for offshore wind leasing in the Humboldt Wind Energy Area and Morro Bay Wind Energy Area in 2022. |
| 3.4.3 Guide Oil and Gas Decommissioning | On-going | \$\$ | Oil and Gas Decommissioning Guidance | Staff participation in several Oil and Gas Platform Interagency Decommissioning Work Group meetings, to continue in coming years. |
| Reduce Marine Debris | | | | |
| 3.5.1 Encourage Beach Clean Up | On-going | \$ | Beach Clean Ups | 2020 launch of the Neighborhood Cleanup Model in response to pandemic; 2022 return to full-capacity in-person clean ups. |
| 3.5.2 Provide Guidance to Integrate Marine Debris BMPs into CDPs & LCPs | In Progress | \$ | Marine Debris BMP Guidance | Pollution Reduction Guidance Project was included in the Commission's latest CZMA 309(a) grant, and the project launched in July 2021 with creation of a staff task force. Task force will develop guidance over next 3 years. |
| 3.5.3 Collaborate on Marine Debris Reduction Efforts | On-going | \$ | Collaboration | Participation in the OPC's Plastic Pollution Steering Committee, the state's Ocean Litter Strategy, and the 7th International Marine Debris Conference. |
| 3.5.4 Educate to Reduce Reliance on Single Use Plastic | On-going | \$ | Education on Plastic Reduction | On-going effort, including presentations (on average once per month) to the public and various watershed groups, Commission briefing on status of state and federal efforts to reduce plastic marine debris in April 2022; Included plastics reduction programs in many enforcement orders and informal resolutions including with hotels and restaurants. |
| 3.5.5 Implement Fishing Line Recycling Program | On-going | \$ | Fishing Line Recycling Program | The Program received a NOAA grant to install 50 new stations in 2021, bringing the total number to 322 active stations statewide. A total of 2,446 pounds of fishing line have been recycled to date through this program. |
| 3.5.6 Engage with Plastic Pollution & Marine Debris Legislation | On-going | \$ | Legislation Engagement | Staff continues to consult with legislative staff, non-profit partners, and state agency partners on potential marine debris-related legislation. |
| Advance Sediment Management Planning | | | | |
| 3.6.1 Develop Sediment Management Guidance | In Progress | \$\$ | Sediment Management Guidance | Staff participation in multiple sediment management forums. |
| 3.6.2 Identify Sediment Management Opportunities for Resilient Public Access | On-going | \$\$ | Sediment Management Opportunities | Continued analysis of access impacts and benefits to sediment management during LCP and CDP reviews. |

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| 3.6.3 Participate in Sediment Management Working Groups | On-going | \$\$ | Participation in Working Groups | Staff participation in Coastal Sediment Management Workgroup and North Central California Coastal Sediment Coordination meetings. |
| 3.6.4 Work with Caltrans & Others to Integrate Sediment Management Planning into Transportation Projects | On-going | \$\$ | Integration of Sediment Management Planning | Caltrans liaisons continue to analyze impacts and benefits to sediment management during review of transportation projects. |
| Improve Oil Spill Prevention and Response | | | | |
| 3.7.1 Be Prepared to Provide Oil Spill Response Assistance | On-going | \$ | Oil Spill Response Preparation | Staff continue to participate with agency partners and other stakeholders on oil spill response drills, trainings, and exercises including Government Unannounced Exercises; Continue to assist in the October 2021 Huntington Beach oil spill and the DCOR pipeline 0919 oil spill. |
| 3.7.2 Facilitate Improved Oil Spill Prevention & Response Communication | On-going | \$ | Improved Communication | Distribution of and education on 5,000 CA Boater kits; Coordinated with CA State Parks on dissemination of "Important Public Notices" to the boating community on areas impacted by the 2020 Huntington Beach oil spill; Planning NorCal and SoCal Oil Spill Communication virtual workshop for Marinas and Yacht Clubs; Actively investigating enforcement claims related to oil spills in coordination with CCC's oil spill program, AGs, and other state agencies. |
| Protect Coastal Waters | | | | |
| 3.8.1 Integrate Water Quality Protection Measures into CDPs & LCPs | On-going | \$\$ | WQ Protection Measures in CDPs & LCPs | WQ Staff continues to provide recommendations for protecting WQ and coastal resources in planning and regulatory actions. |
| 3.8.2 Develop Water Quality Training Materials | Complete/ On-going | \$\$ | WQ Training Materials | Provided staff training, fact sheets and presentations on WQ issues and Critical Coastal Areas Program. |
| 3.8.3 Collaborate to Protect Critical Coastal Area Watersheds | On-going | \$\$ | Protection of CCA Watersheds | Developed and deployed an online map viewer on the Commission's website for the Critical Coastal Areas program. https://www.coastal.ca.gov/maps/ |
| Climate Change and Sea Level Rise | | | | |
| Integrate Climate Change Risks in Planning and Permitting | | | | |
| 4.1.1 Certify Coastal Hazard LCP Updates | On-going | \$\$\$ | Certified Coastal Hazard LCP Updates | Certified comprehensive LUP updates for Cities of Half Moon Bay, Morro Bay, and Pacific Grove; supporting coastal hazards and climate resiliency updates through LCP Grant Program; continued efforts through Local Government Working Group to support hazards updates; additional staff are necessary to fully implement this action item. |
| 4.1.2 Collaborate with Providers of Key Infrastructure Assets | On-going | \$\$ | Collaboration | Coordinated with key infrastructure partners including Caltrans and State Water Board on development of the Critical Infrastructure Adaptation Guidance; On-going coordination with Caltrans and other key partners. |
| 4.1.3 Coordinate Adaptation Planning for State Infrastructure | On-going | \$\$\$ | Coordinated Adaptation Planning | CCC adopted the Critical Infrastructure Guidance Nov 2021, which was developed in coordination with state agency partners and key infrastructure asset managers; On-going coordination with key partners on SLR planning for the Arcata Wastewater Treatment Plant, Eureka-Arcata corridor, Gleason Beach Managed Retreat Project, Santa Monica-Oxnard Corridor Plan, and others; additional staff are necessary to fully implement this action item. |

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| 4.1.4 Collaborate to Address Sea Level Rise Vulnerabilities | On-going | \$\$\$ | Collaboration | On-going related work through the LCP Grant Program, LCP updates, and CDP reviews on a regular basis; Staff began developing guidance on considering EJ communities and SLR vulnerabilities and disproportionate burdens in LCP updates with 309 federal grant funds; Staff participation in ICARP interagency workgroup to develop a vulnerable communities platform which will support local governments and stakeholders in identifying climate risks for vulnerable populations; additional staff are necessary to fully implement this action item. |
| 4.1.5 Proactively Integrate Climate Change Science into Transportation Plans | On-going | \$\$ | Proactive Integration | On-going participation in Caltrans planning efforts including the Climate Action Plan for Transportation Infrastructure, the State Highway System Management Plan, various district vulnerability/adaptation planning, Eureka-Arcata corridor adaptation planning, Gleason Beach Managed Retreat Project, and the Santa Monica-Oxnard Corridor Plan; Review of regional transportation plans and sustainable communities strategies. |
| Support Local Adaptation Projects | | | | |
| 4.2.1 Research Adaptation Funding Opportunities | Complete/ On-going | \$ | Adaptation Funding Opportunities | Developed information on funding opportunities in the adopted Critical Infrastructure Guidance; Continue to identify and collaborate with other agencies on adaptation funding opportunities. |
| 4.2.2 Align Planning Documents | On-going | \$\$ | Aligned Planning Documents | Finalized memo on plan alignment and use of the alignment compass; On-going work as plans are updated and reviewed. |
| 4.2.3 Collaborate on Coastal Adaptation Strategies | On-going | \$\$ | Collaboration | Met with NERRS and NOAA partners about collaboration on SLR/adaptation resources/trainings for CCC staff and local government staff; Finalized memo to stakeholders on nature based adaptation strategies; Developed Coastal Transportation Adaptation StoryMap with NOAA (https://storymaps.arcgis.com/stories/d85e1b18c82a4e40b7722ef195bf79cd); Participated in NOAA briefing to US Congress with Caltrans on coastal adaptation strategies and needs; Incorporating adaptation strategies into enforcement efforts; Worked closely with the author and the administration to secure passage of SB1 (Atkins) which adds several new policies and findings to the Coastal Act related to SLR and creates the California Sea Level Rise State and Regional Support Collaborative. |
| 4.2.4 Monitor & Support Caltrans Adaptation Plans and Projects | On-going | \$\$\$ | Monitoring and Supporting | On-going effort including early coordination with Caltrans on adaptation projects that will require CDPs, participation in various district vulnerability/adaptation planning, and coordination on adaptation planning required as special conditions to CDPs. |
| Enhance Capacity to Address Climate Change | | | | |
| 4.3.1 Complete Coastal Adaptation Policy Guidance for Residential and Critical Infrastructure Types | In Progress | \$\$ | Completed Policy Guidance | Critical Infrastructure Guidance adopted in November 2021; Draft Residential Guidance still pending. |
| 4.3.2 Develop a Shoreline Armoring Inventory | In Progress | \$\$ | Shoreline Armoring Inventory | Collected initial coastal armoring data. |

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| 4.3.3 Provide Sea Level Rise-Related Information, Training & Outreach | On-going | \$\$ | SLR Information, Training & Outreach | Developed various memos and trainings for CCC staff, local governments and other interested stakeholders; On-going staff assistance on sea level rise concerns with technical examination of CDP applications; Promote discussions and training opportunities during monthly BEACH calls; Support Caltrans in developing SLR planning guidance for transportation project planning. |
| 4.3.4 Provide LCP Guidance on Climate Change | On-going | \$\$ | LCP Guidance on Climate Change | Adopted Critical Infrastructure Guidance Nov 2021; On-going assistance with LCP reviews related to climate issues, wildfire, EJ, and SLR adaptation with support from SWP, Ecology, EJ, and other technical staff; Staff began developing guidance on considering EJ communities and SLR vulnerabilities and disproportionate burdens in LCP updates with 309 federal grant funds. |
| 4.3.5 Evaluate Shoreline Management Options | On-going | \$\$\$ | Evaluated Shoreline Management Options | Technical assistance provided to staff and local governments as needed during LCP and CDP reviews; Continued evaluation of nature based adaptation strategies and development of related guidance; additional staff are necessary to fully implement this action item. |
| <i>Protect Coastal Resources as Sea Level Rises</i> | | | | |
| 4.4.1 Coordinate with State Lands Commission on Public Trust | On-going | \$ | Coordination with SLC | On-going coordination meetings with SLC on public trust issues pursuant to interagency MOU and federal 309 tasks; Continued district-specific coordination meetings between CCC district staff and relevant SLC staff; CCC briefing on public trust tidelands and SLR at November 2021 hearing; draft Public Trust Principles developed in coordination with SLC presented to CCC at June 2022 hearing; Active coordination with SLC on on-going enforcement cases related to public trust lands. |
| 4.4.2 Provide Guidance that Addresses Coastal Habitat Migration | On-going | \$\$ | Coastal Habitat Migration Guidance | On-going assistance during LCP and CDP reviews as needed, including for Caltrans projects; Review of ESHA and wetland sections of grant-funded vulnerability assessments and adaptation guidance documents produced by local jurisdictions; Collaborated with graduate student researchers from UC Berkeley to analyze the risk of coastal squeeze that could result from transportation infrastructure. |
| 4.4.3 Assign Value to Resources Impacted by Shoreline Protection Projects to Ensure Adequate Mitigation | On-going | \$\$ | Coastal Resource Valuation for Mitigation | On-going technical assistance on review of potential impacts and necessary mitigation during permit review; Developing memo on beach resource valuation methods for stakeholders. |
| 4.4.4 Partner to Maintain Beaches and Other Public Access Amenities | On-going | \$\$\$ | Maintained Beaches and Public Access | On-going participation in regular coordination with State Parks and the Coastal Conservancy; Coordination with partner agencies as needed during LCP and CDP reviews. |
| 4.4.5 Coordinate on State Climate Action & Biodiversity Protection per Governor's Order | On-going | \$ | Coordination | Technical support for Regional Advance Mitigation Needs Assessments and Regional Conservation Investment Strategy efforts with agency partners; On-going LCP planning, CDP review, and enforcement cases to protect natural resources and open space in coordination with agency partners; Participation in Cutting Green Tape initiative. |
| <i>Reduce Greenhouse Gas (GHG) Emissions</i> | | | | |

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Exhibit 1: 2021-2025 Strategic Plan Action Implementation Dashboard

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| 4.5.1 Reduce the Commission's Carbon Footprint | On-going | \$ | Reduced Carbon Footprint | Prioritize leasing office space in LEED-certified buildings; Transitioned fleet cars to plug in hybrids or all electric vehicles; Working with lessors and DGS to provide EV charging stations at office parking locations; Training on the CalRecycle "State Agency Buy Recycled" campaign; Annual GHG emission reporting to CalEPA. |
| 4.5.2 Encourage Greenhouse Gas Reduction Strategies in LCPs and CDPs | On-going | \$\$ | GHG Reduction Strategies in LCPs and CDPs | On-going review of opportunities to reduce GHGs in LCPs and CDPs; Developing guiding principles and related training materials for incorporating strategies to reduce GHGs and improve sustainability in LCP updates and CDP reviews. |
| 4.5.3 Develop LCP Policy Guidance to Reduce GHGs | In progress | \$ | GHG Reduction Policy Guidance | Developing guiding principles and related training materials for incorporating strategies to reduce GHGs and improve sustainability in LCP updates and CDP reviews. |
| 4.5.4 Coordinate with Caltrans & Others to Implement Multi-Modal Transportation | On-going | \$\$ | Coordination | On-going participation in and contribution to Caltrans' active transportation plans and on-going early coordination with Caltrans to integrate the protection, enhancement and provision of public access into Caltrans projects that require CDPs; additional staff are necessary to fully implement this action item. |
| Raise Awareness of Climate Change Issues | | | | |
| 4.6.1 Develop Public Education Materials on Climate Change | On-going | \$ | Public Education Materials | Climate video challenge held annually; Teacher professional development workshops on sea level rise; Coordination of California King Tides Project; On-going social media communication on climate change; Whale Tail grants implementing climate change communication. |
| 4.6.2 Provide Public Information on Climate Change & Adaptation Planning | On-going | \$ | Public Information on Climate Change | In 2021, Communications staff participated in and provided feedback on the sea level rise communications campaign. |
| Environmental Justice, Equity, Diversity & Tribal Relations | | | | |
| Consider Environmental Justice in Planning and Permitting | | | | |
| 5.1.1 Provide Environmental Justice Guidance for Permits | Complete/ On-going | \$\$ | EJ Guidance for Permits | Transportation program is supporting Caltrans updated EJ policy guidance and work in coastal zone; EJ unit developed EJ Analysis Checklist for planners in 2021 to identify EJ concerns in proposed projects; Developing an EJ mapping tool and EJ findings database to help staff in identifying and evaluating EJ impacts, project alternatives and mitigation measures; Staff are also developing memos on differences between Tribal Consultation and evaluating EJ concerns and on developing educational programs to benefit youth from underrepresented backgrounds. |
| 5.1.2 Provide LCP Guidance on Environmental Justice Concepts | On-going | \$\$ | LCP Guidance on EJ Concepts | Staff is developing and finalizing guidance on integrating EJ into LCPs, meaningful engagement in LCP updates, and barriers to equitable coastal access; Staff will conduct public engagement on guidance when final. |

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| 5.1.3 Address Environmental Justice and Equity in Sea Level Rise Planning | On-going | \$\$ | Address EJ in SLR Planning | EJ Unit staff started literature review and scoping for a stakeholder working group in 2021 to inform the development of SLR and EJ guidance for LCPs, vulnerability assessments and adaptation planning supported by NOAA 309 funding; On-going work with EJ stakeholder working group to guide the development of SLR and EJ policy guidance, develop and implement a public engagement plan for input on policy guidance, and complete an outline of anticipated policy guidance for considering EJ and equity in SLR planning. |
| 5.1.4 Integrate Environmental Justice Concepts in Commission Documents | On-going | \$\$ | Integrated EJ Concepts | Critical Infrastructure Guidance included sections on considering environmental justice and example policy language; EJ unit completed draft guidance on integrating EJ into LCPs; EJ unit finalizing guidance on integrating EJ into LCPs and continue to work with SWP to integrate EJ into existing or new guidance materials; Enforcement Program continues to incorporate EJ concept in violation letters and staff reports and address issues in Commission-issued Orders; Supported passage of SB 1497, which removes gendered language from the Coastal Act. |
| Reduce Barriers to Hearing Participation | | | | |
| 5.2.1 Increase Commission Hearing Accessibility | On-going | \$ | Increased Hearing Accessibility | Certified 2 staff members to provide Spanish/English interpretation and translation at CCC meetings and for CCC public announcements; Provided live Spanish/English translation via contractor for several hearings in 2022. |
| 5.2.2 Develop Materials in Additional Languages | On-going | \$ | Multi-lingual Materials | EJ unit staff participation in the statewide Language Access Taskforce to understand language access resources and procedures statewide; Intern research on languages other than English spoken by communities in the coastal zone and language access protocols of local jurisdictions; Developed a FAQ template for items with significant public interest that outline information about a proposed project and its potential impact on underserved community members; Developing language access standards for translating and disseminating items that affect communities where English is not the first language; Continue to provide Spanish translation of hearing agendas. |
| 5.2.3 Broaden Notification Procedures | In Progress | \$ | Broadened Notification Procedures | ISU and EJ staff coordinating on opportunities to broaden notification procedures. |
| Promote Equity and Inclusion | | | | |
| 5.3.1 Develop Educational Materials for Multiple Audiences | On-going | \$\$ | Education Materials for Multiple Audiences | Regular social media postings guiding the public on how to view, comment, and participate in CCC meetings; Distribution of a high school unit on the CA Coastal Act; New webpage featuring profiles of staff and their role at the Commission; Partnered with UCSB Bren Communication Capstone class to develop infographics and videos about the Commission's public participation process; Continue to pursue engagement with broader audiences. |

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| 5.3.2 Provide Language Translation Services as Feasible | On-going | \$ | Language Translation Services | Certified 2 staff members through EJ Unit's new Spanish Program to provide Spanish/English interpretation and translation at CCC meetings and for CCC public announcements; Provided live Spanish/English translation via contractor for several hearings in 2022; Spanish program will create a Spanish resources page on CCC's webpage, increase outreach to Spanish-speaking communities, and identify protocols for providing interpretation at hearings in coming years. |
| 5.3.3 Conduct or Attend Local Community Meetings | On-going | \$ | Local Community Meetings | Conducted focus groups in Venice to understand community character of the area; Conducted a statewide, online survey to understand questions and needs related to LCPs and EJ to inform the EJ guidance for LCPs and SLR deliverables; Continue to prioritize engagement with EJ communities on SLR adaptation, integrating EJ into planning guidelines, and supporting staff on engagement efforts for upcoming projects. |
| 5.3.4 Diversify Engagement in Public Access Programs | On-going | \$ | Diversified Engagement in PA Programs | Expansion of public outreach for CCC Cleanup Programs. |
| 5.3.5 Improve Equity and Inclusion in the WHALE TAIL Grant Program | On-going | \$ | Improved Equity and Inclusion | Whale Tail Grant application and process updates, Environmental Justice educator resources created; Completed equity analysis for 2021-22 Whale Tail Grants with briefing to Commissioners on results at October 2022 hearing. |
| 5.3.6 Provide an Equity Analysis on Grant Funding and Recipients | Complete/ On-going | \$ | Equity Analysis | Completed equity analysis for 2021-22 Whale Tail Grants with briefing to Commissioners on results at October 2022 hearing; Continue to provide updates in annual reports. |
| Increase Staff Diversity | | | | |
| 5.4.1 Broaden the Recruitment Pool | On-going | \$\$ | Broadened Recruitment Pool | Converted in-person exams to on-line exams; JEDI team members created a list of student orgs and institutions with diverse membership, piloted outreach through recruitment for a coastal planning research intern, and shared list with HR and hiring managers to be used for recruitment of upcoming internships; Need additional HR position to expand outreach efforts. |
| 5.4.2 Update Duty Statements to Highlight Racial Equity | In Progress | \$ | Updated Duty Statements | Drafted equity and inclusion language to be added to every employee's official duty statement in coming years, which outlines each employee's scope of work; Duty statements for planners and enforcement analysts will include a reference to EJ as part of their required policy analysis work. |
| 5.4.3 Create an On-Boarding Program for New Staff | In Progress | \$ | On-Boarding Program | JEDI team will be updating racial equity onboarding packet released in 2020 with protocols for virtual onboarding. |
| 5.4.4 Pursue Funding for Diversity Internship Program | On-going | \$\$ | Funding for Diversity Internship Program | In 2021, Staff created the Peter Douglas Environmental Justice and Tribal Affairs Coastal Planning Internship Program, which will offer paid internships at the Commission for college students and provide enhanced career opportunities for interns from non-traditional backgrounds; Selected the first Peter Douglas intern in 2022 and continue to seek ways to fundraise for the internship program. |
| Raise Awareness of Social Justice and Racial Equity | | | | |

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| 5.5.1 Expand Training Related to Social Justice and Racial Equity | On-going | \$ | Expanded Training | Held two listening sessions in 2021 on the all-staff racial equity survey conducted in 2019; Staff continue to attend GARE meetings to learn from other state agencies and identify opportunities and resources to support future trainings; JEDI team formed a training subcommittee to continue ongoing learning for staff on racial equity and social justice issues; Commission briefing on Historic Roots of Housing Inequity at June 2022 public hearing. |
| 5.5.2 Implement the Racial Equity Action Plan | On-going | \$ | Implemented Racial Equity Action Plan | EJ Unit rebranded the Commission's Racial Equity Action Plan (REAP) to better align with other state agencies who are advancing plans for Justice, Equity, Diversity and Inclusion (JEDI); Implementation progress includes piloting an internship outreach protocol to recruit diverse student applicants, creating a staff profiles page for future applicants to learn more about Commission jobs, creating an exit survey, forming a working group to develop resources for hiring managers, and updating staff duty statements to include JEDI responsibilities; On-going quarterly JEDI meetings to support implementation of the JEDI plan. |
| 5.5.3 Conduct Training on Unconscious Bias | Complete | | Unconscious Bias Training | All staff completed Implicit Bias Training through CalLeads in Spring 2022. |
| 5.5.4 Hold an Environmental Justice Workshop or Speaker Series | In Progress | \$\$ | EJ Workshop or Speaker Series | EJ Unit exploring feasibility of a speaker series; Commission briefing on Historic Roots of Housing Inequity at June 2022 public hearing. |
| Strengthen Tribal Relations | | | | |
| 5.6.1 Seek Legislative Changes to Address Cultural Resources | Deferred | \$\$ | Legislative Changes | Commission staff intends to work with CA Legislature staff to amend Coastal Act Section 30244 to strengthen cultural resource protection requirements. |
| 5.6.2 Provide Training on Tribal Consultation Policy | Complete/ On-going | \$ | Tribal Consultation Policy Training | Tribal consultation training module and materials were developed by a self-selected training team in 2021, including resources on the overlap and differences between EJ policy implementation and Tribal Consultation; Mandatory training session for all program staff held in January 2022. |
| 5.6.3 Establish Regular Communication Between Staff and Tribal Representatives | On-going | \$\$ | Regular Communication | Commission's tribal liaison and district liaisons continue to expand project-specific consultations to include general discussion around CCC and tribal processes and priorities with the goal of improving communication and relationships between staff and tribal representatives. Commission tribal liaisons meet monthly to improve internal coordination and consistency; Enforcement staff consulted with tribes on violation cases where such violations had an effect on cultural resources and/or areas of concern. |

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| <p>5.6.4 Identify Opportunities and Joint Approaches to Tribal Consultation</p> | <p>On-going</p> | <p>\$\$</p> | <p>Tribal Consultation Opportunities</p> | <p>Worked with NOAA to host a learning session on tribal consultation approaches and partnerships with state agency and NERRS partners; Developed a memo to specifically assist Caltrans in meeting the requirements of the Commission's tribal consultation policy in Caltrans projects; Participated in joint outreach and tribal consultation on offshore wind with several state and federal agency partners; Commission's tribal liaison participated in statewide and CNRA-focused tribal liaison coordination meetings.</p> |
| <p>Coastal Planning and Permitting</p> | | | | |
| <p>Improve Planning with Local Government Partners</p> | | | | |
| <p>6.1.1 Develop Informational Materials to Promote Complete LCP Amendment Submittals</p> | <p>Deferred</p> | <p>\$\$</p> | <p>Informational Materials</p> | <p>Additional funding required</p> |
| <p>6.1.2 Conduct Routine Coordination with Local Governments</p> | <p>On-going</p> | <p>\$\$\$</p> | <p>Routine Coordination</p> | <p>Districts routinely meet with local governments on regulatory and planning matters as feasible; additional staff are necessary to implement this action item in all coastal jurisdictions.</p> |
| <p>6.1.3 Address the LCP Amendment Pre-submittal Process</p> | <p>Deferred</p> | <p>\$\$</p> | <p>Pre-submittal Process Improvements</p> | <p>Additional funding required</p> |
| <p>6.1.4 Participate in the Local Planning Process</p> | <p>On-going</p> | <p>\$\$</p> | <p>Participation in Local Planning Process</p> | <p>Secured an additional \$31 million through the legislative budget process to support LCP Updates related to SLR and climate change, with funding support provided to local governments through Commission's LCP Grant Program.</p> |
| <p>6.1.5 Provide LCP Training and Information to Local Governments</p> | <p>On-going</p> | <p>\$\$</p> | <p>LCP Training for Local Governments</p> | <p>Developed ADU and SB9 guidance memos; Developing additional guidance documents related to public trust, sustainability, integrating EJ into LCPs, and addressing equity in SLR planning. https://www.coastal.ca.gov/rflg/</p> |
| <p>6.1.6 Work with CSAC and League of Cities on Local Issues</p> | <p>On-going</p> | <p>\$\$</p> | <p>Coordination</p> | <p>Continued hosting the Local Government Working Group with CSAC and Cal Cities with focus on SLR planning; Hosted Local Government Workshop at August 2022 Commission hearing.</p> |
| <p>Facilitate New LCPs and Updates</p> | | | | |
| <p>6.2.1 Provide Guidance and Materials to Local Governments</p> | <p>On-going</p> | <p>\$\$</p> | <p>Guidance Materials</p> | <p>Adopted Critical Infrastructure Guidance; released 309-funded guidance memos to local governments on variety of topics including ADUs and SB9; Drafting guidance on integrating EJ into LCPs, meaningful engagement in LCP updates, and addressing barriers to equitable coastal access in LCPs.</p> |
| <p>6.2.2 Consider Legislative Incentives to Certify and Update LCPs</p> | <p>On-going</p> | <p>\$\$</p> | <p>Legislative Incentives</p> | <p>The Commission supported and assisted in crafting language for SB 867 (Laird), which would have set a deadline for LCP certification and regular updates related to sea level rise but was vetoed by the Governor due to fiscal concerns; Legislative staff continues to monitor and respond to questions on bills related to the Coastal Act, including those that provide incentives to certify and update LCPs.</p> |
| <p>6.2.3 Enhance Staff Capacity to Provide LCP Assistance</p> | <p>On-going</p> | <p>\$\$\$</p> | <p>Enhanced Staff Capacity</p> | <p>Added seven coastal program analyst positions to address and coordinate coastal resiliency projects and policy within local jurisdictions.</p> |

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| 6.2.4 Expand Local Assistance Funding | On-going | \$\$\$ | Expanded Local Assistance Funding | Secured an additional \$31 million through the legislative budget process to support LCP Updates related to SLR and climate change, with funding support provided to local governments through Commission's LCP Grant Program. |
| Improve Permitting and Federal Consistency Processes | | | | |
| 6.3.1 Update CDP Application Materials | Deferred | \$\$ | Updated CDP Application Materials | Additional funding required |
| 6.3.2 Improve the Recorded Documents Process | Deferred | \$\$ | Improved Recorded Documents Process | Additional funding required |
| 6.3.3 Update Federal Consistency Program Information | Deferred | \$\$ | Updated FC Program Information | Additional funding required |
| 6.3.4 Pursue Substantive Updates to the Commission's Regulations | On-going | \$\$ | Regulation Updates | Pursuing update to clarify the date of 'existing development' in the Commission's Administrative Regulations. |
| Maximize Public Participation in the Regulatory Process | | | | |
| 6.4.1 Modify Hearing Protocols and Materials to Facilitate Public Participation | On-going | \$ | Modified Hearing Protocols | Virtual and hybrid hearing procedures developed to maximize participation in Commission hearings; Worked with UCSB Brenn School students to produce an instructional video, "My Voice Matters" on how to participate in Commission meetings; Continue to pursue opportunities to engage broader audiences. |
| 6.4.2 Phase Hearing Process for Complex Hearing Items to Improve Public Participation | On-going | \$ | Phased Hearing Process | Through the Local Government Working Group, the Commission helped develop and adopt a phased process for complex LCP updates; Scheduled informational hearings on complex topics (i.e., offshore wind) in advance of regulatory hearings. |
| 6.4.3 Examine Information Gathering, Retention, and Distribution Related to the Regulatory Program | On-going | \$\$ | Examine Regulatory Program | A public version of the Coastal Data Management System was released to give the public access to current information on the Commission's regulatory applications. |
| Enforcement | | | | |
| Enhance Enforcement Program Strategies | | | | |
| 7.1.1 Expand the Administrative Penalty Ability to All Violation Types | Complete | | Expanded Admin Penalty Ability | Passage of SB 433 (Allen) confers administrative penalty authority to all Coastal Act violations and created Section 30821.3, which will help resolve violations more quickly and help to reduce the backlog of nearly 3,000 unresolved cases. |
| 7.1.2 Pursue Compliance-First Policies | On-going | \$\$ | Compliance-First Policies | On-going efforts to create Compliance First requirements. |
| 7.1.3 Pursue Information Gathering Authority | Deferred | \$\$\$ | Information Gathering Authority | Additional funding/staffing required |
| 7.1.4 Obtain and Utilize Modern Enforcement Tools | Deferred | \$\$\$ | Modern Enforcement Tools | Additional funding/staffing required |
| 7.1.5 Coordinate with Local Agencies on Enforcement Actions | On-going | \$\$ | Coordination | On-going effort including routine coordination with local governments to address existing violation cases and to find ways to deter future violations, participation in local task force meetings. |
| 7.1.6 Enhance Staff Capacity to Address Enforcement Backlog | On-going | \$\$\$ | Enhanced Staff Capacity | Secured five-year funding for 5 positions in FY 2022 to address enforcement backlog in the Long Beach office; Additional funding sources required to expand capacity to address the backlog of cases statewide. |
| Resolve Coastal Act Violations | | | | |
| 7.2.1 Investigate Wide-Spread Violation Types | On-going | \$\$\$ | Investigating Wide-Spread Violation Types | Additional funding sources required to expand capacity to investigate wide-spread violation types. |

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| 7.2.2 Prioritize Enforcement Actions on Issues of Special Attention | On-going | \$\$\$ | Prioritized Enforcement Actions | On-going efforts including working with Mapping Unit to identify unpermitted armoring; Prioritized several cases involving unpermitted armoring and other unpermitted development that impacted ESHA and public access; Prevalled at Court of Appeal on a challenge to a Commission Order directing a property owner to remove an unpermitted seawall; Will expand priorities with the new 30821.3 penalty authority but need additional funding and staffing to do so. |
| 7.2.3 Prioritize Enforcement Actions Related to Public Access Violations | On-going | \$\$\$ | Prioritized Enforcement Actions | Heavy focus on access and EJ cases using the 30821 penalty authority to motivate quick resolution and enhance public access for all; Will continue to expand priorities with the new 30821.3 penalty authority but need additional funding and staffing to do so. |
| 7.2.4 Participate on Local Task Forces to Advance Enforcement Efforts | On-going | \$\$ | Participation on Local Task Forces | On-going in person and virtual participation in local task forces. |
| <i>Pursue Funding for a Permit Compliance Program</i> | | | | |
| 7.3.1 Evaluate Permit Compliance Needs | On-going | \$\$\$ | Evaluated Permit Compliance Needs | On-going but need updated baseline information and programmatic funding to implement compliance work. |
| 7.3.2 Obtain Funding to Create a Permit Compliance Program | In Progress | \$\$\$ | Funding for Permit Compliance Program | Efforts have been made to seek funding, but will be on-going until funds are made available. |
| <i>Collaborate on the Use of Violation Remediation Account (VRA) Funds</i> | | | | |
| 7.4.1 Partner with the State Coastal Conservancy to Support VRA Priorities | On-going | \$ | SCC Coordination | Regular meetings with Coastal Conservancy staff to coordinate on VRA priorities; VRA funded a number of Coastal Conservancy projects that have benefitted public access, sensitive habitat, and other coastal resources. |
| 7.4.2 Develop Strategies for Property Acquisition to Mitigate Damage from Violations | On-going | \$\$\$ | Property Acquisition Strategies | On-going discussions with Coastal Conservancy, other agencies such as State Parks and Mountains Recreation Conservation Authority, and non-profits on strategies to acquire property for habitat protection and access/recreation; additional staff are necessary to fully implement this action item. |
| <i>Increase Public Understanding of the Enforcement Program</i> | | | | |
| 7.5.1 Improve Distribution and Information on the Enforcement Program | On-going | \$ | Improved Distribution and Information | Regular Enforcement Reports at Commission hearings with highlights of violation resolutions; Completed update to Enforcement section of Comission website to provide more public information about how to report violations; On-going coordination with NGOs and public agencies on ways to support Enforcement and report violations in their local areas. |
| 7.5.2 Distribute Press Releases for Relevant Enforcement Items | On-going | \$ | Distributed Press Releases | Continue to issue press releases highlighting major enforcement events and Commission actions; Continue to work with press to answer their questions and explain Commission process. |
| Public Presence and Partnerships | | | | |
| <i>Create and Maintain and Partnerships</i> | | | | |

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| <p>8.1.1 Participate in Coastal Working Groups to Advance the Coastal Program</p> | <p>On-going</p> | <p>\$\$\$</p> | <p>Participation in Coastal Working Groups</p> | <p>On-going participation in groups such as BEACON SAC, RASGAP, BCDC Sand Mining TAC, SCCOOS/CenCOOS SAC, North Central California Coastal Sediment Coordination, Ocean Beach Task Force, IPRP, CGS's Tsunami TAC, USC Sea Grant SAC, STEPPE, Oil and Gas Platform Interagency Decommissioning Work Group, BOEM-California Intergovernmental Renewable Energy Taskforce, Statewide Advisory Committee on Cooling Water Intake Structures, MPA Statewide Leadership Team, Interagency Aquaculture Coordination Committee, Southern California Dredged Material Management Team, Aquaculture Leadership Team, Southern California Wetlands Recovery Project, NOAA Restoration Center agency coordination team, OPR ICARP interagency working group, monthly interagency EJ coordination calls led by NOAA, several Joint Review Panels related to upcoming regulatory projects, and others; additional staff are necessary to fully implement this action item.</p> |
| <p>8.1.2 Enhance Staff Capacity to Expand Participation in Coastal Working Groups</p> | <p>On-going</p> | <p>\$\$\$</p> | <p>Enhanced Staff Capacity</p> | <p>Renewed Caltrans interagency agreement in 2020 with funding increase, allowing for expansion of the Transportation program and enhanced capacity to participate in coastal working groups; Participate in CGS Tsunami TAC and prepare LCP Guidance with funding from CGS.</p> |
| <p>8.1.3 Seek Technical Assistance from our Partner Agencies</p> | <p>On-going</p> | <p>\$\$</p> | <p>Technical Assistance from Partner Agencies</p> | <p>Started conversations with NOAA and NERRS Coastal Training Program partners to identify areas where the CTP could fill data or training gaps and needs identified in CCC's 309 Assessment and Strategy.</p> |
| <p>8.1.4 Enhance Coordination with Legislative Offices</p> | <p>On-going</p> | <p>\$\$</p> | <p>Enhanced Coordination</p> | <p>Provided briefing to newly established Congressional CA Coastal Caucus early in 2022.</p> |
| <p>8.1.5 Collaborate with Academic Institutes on Best Available Science</p> | <p>On-going</p> | <p>\$\$</p> | <p>Collaboration with Academic Institutes</p> | <p>On-going efforts include participation in RASGAP and USC's Sea Grant programs, supporting CSU COAST in RFP development and review, collaboration with graduate student interns on research, maintaining & building relationships with academic research community, serving on various technical bodies and research groups with agency and academic partners, and working closely with researchers on topics such as coastal squeeze, offshore wind, aquaculture and marine habitats.</p> |
| <p>8.1.6 Work with NGOs on Relevant Coastal Issues</p> | <p>On-going</p> | <p>\$\$\$</p> | <p>Collaboration with NGOs</p> | <p>Participate in and facilitate numerous bodies with non-governmental organizations, such as BEACON SAP; support inclusion of NGOs in CSMW; continue to respond to NGO information requests.</p> |
| <p>8.1.7 Continue to Participate in Interagency Agreements with Caltrans & Others</p> | <p>On-going</p> | <p>\$\$</p> | <p>Participation in Interagency Agreements</p> | <p>Continued to fulfill the goals outlined in the renewed Caltrans interagency agreement and make progress on the focus areas outlined in CCC and Caltrans' partnership agreement; Continued working with State Lands Commission through MOU; Beginning development of partnering agreement with State Parks; Developing a multi-state agency collaboration agreement on offshore wind; Entered into partnership agreement with Port of San Diego in Nov 2020.</p> |

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| Enhance Media Relations | | | | |
| 8.2.1 Enhance Agency Relationship with the Press | On-going | \$ | Enhanced Relationship with the Press | Commission's Public Information Officer continues to work very closely with coastal reporters and expand agency contacts with coastal press. |
| 8.2.2 Expand Media Presence | On-going | \$ | Expanded Media Presence | Communications unit has continued to expand the agency's media presence to reach a diverse audience, including working with niche outlets that service specific communities and with reporters from larger publications such as the LA Times, which translates key articles into Spanish. |
| Raise Awareness of Coastal Resource Issues | | | | |
| 8.3.1 Develop Additional Public Educational Materials and Programs | On-going | \$\$ | Public Education Materials/Programs | Staff continues to develop educational materials related to marine debris, plastic pollution, climate change, EJ, and other coastal resource related issues. |
| 8.3.2 Communicate the Successes of the Commission's Coastal Program | On-going | \$ | Communicated Successes | Communications unit continues to look for new ways to expand and build broader support for the program, including annual "Year in Review" reports shared at Commission public hearings and on Commission's website. |
| 8.3.3 Use Digital Tools to Improve Delivery of Coastal Program Messaging | On-going | | Improved Messaging Delivery | Worked with UCSB Brenn School students to produce an instructional video, "My Voice Matters" on how to participate in Commission meetings; Posted information to assist public participation in CCC virtual and hybrid meetings on website; Continue to pursue opportunities to engage broader audiences. |
| Expand Public Education Programs | | | | |
| 8.4.1 Increase Public Participation in Commission Stewardship Programs | On-going | \$ | Increased Public Participation | New model for cleanup efforts, encouraging self-guided "neighborhood cleanups" that allow for participation at any time and any location; Whale Tail Grant application and process updates; Expanding outreach for participation and promotion to inland, targeted media, service organizations, Tribes and affiliated organizations, afterschool programs, and others. |
| 8.4.2 Recognize Members of the Public for Contributions to the Coast | On-going | \$ | Public Recognition | Social media posts highlighting stewardship efforts by individuals and organizations. |
| 8.4.3 Seek Additional Funding Sources and Partners to Expand Public Education and Stewardship Programs | On-going | \$\$ | Additional Funding and Partners | General Fund allocation of \$10 million in the 2021/2022 budget to support Whale Tail grants; Staff continues to seek new partners and sponsorships to its programs. |
| Information Management & E-Government | | | | |
| Maintain Commission's Computer System | | | | |
| 9.1.1 Modernize the Commission's Computer Technology | On-going | \$\$\$ | Modernized Technology | Developed and deployed new agencywide network with upgraded security systems to support remote telework in response to Covid-19 pandemic; Seeking funding to deploy additional cyber security systems and upgrades for agency systems in coming years. |
| 9.1.2 Expand Use of Cloud-Based Storage | On-going | \$\$ | Expanded Use of Cloud-Based Storage | Migrated Commission's core Coastal Data Management System to a cloud-based service environment; Developing Cloud-based digital records archive for storage and management of agency records. |

\$ Leverages Existing Funding and Staff and May Be Completed As Staff Capacity Allows
 \$\$ Moderate Funding or Resources Needed to Fully Implement This Action
 \$\$\$ Significant Funding or Resources Needed to Fully Implement This Action

Exhibit 1: 2021-2025 Strategic Plan Action Implementation Dashboard

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|---|-------------|--------|---|--|
| 9.1.3 Improve Network Capacity and Security | On-going | \$\$\$ | Improved Capacity and Security | Developed and deployed new agencywide network with upgraded security systems to support remote telework in response to Covid-19 pandemic; Seeking funding to deploy additional cyber security systems and upgrades for agency systems in coming years. |
| 9.1.4 Upgrade Communication Platforms | On-going | \$\$ | Upgraded Communications Platforms | Continue to deploy numerous communication systems and provide support for enhancing communication, data access and equipment including the use of Microsoft Teams and SharePoint services, Zoom meeting software, and VPN access to agency resources. |
| Provide IT Support Services | | | | |
| 9.2.1 Train Staff on Commission Technologies | On-going | \$\$ | Staff Training | Continue to provide system service trainings to staff. |
| 9.2.2 Expand ISU Staff Capacity | Deferred | \$\$\$ | Expanded ISU Staff Capacity | Additional funding required to expand staff and staff capacities. |
| 9.2.3 Expand and Maintain Staff Resources on the Intranet Site | On-going | \$ | Expanded/Maintained Staff Resources | Expanded Ecology, Technical Services, ISU, and Transportation program content significantly to facilitate analyst access and training; Created planning and permitting dashboards in collaboration with Caltrans; Continue development and expansion of available materials in future years. |
| Prepare Digital Records | | | | |
| 9.3.1 Continue to Prepare the Agency's Digital Records | On-going | \$\$ | Digital Records | Funding was secured and hiring is expected in early 2023 for dedicated staff to continue conversion of historical records to digital form. |
| 9.3.2 Meet SRC Digital Record Requirements | In Progress | \$\$ | Meet SRC Requirements | Developing Cloud-based digital records archive for storage and management of agency records. |
| 9.3.3 Seek Resources to Convert Agency Records to ADA Accessible Formats | Deferred | \$\$\$ | Resources for Converting Records | Additional funding required. |
| Enhance the Coastal Data Management System (CDMS) | | | | |
| 9.4.1 Modify CDMS to Create a Public Interface | Complete | | Public Interface for CDMS | Created and deployed public data portal for CDMS in 2022. https://www.coastal.ca.gov/PDP/ |
| 9.4.2 Simplify CDMS Related to Input and Retrieval | On-going | \$ | Simplified CDMS | Refinements and updates to the CDMS were made during the migration to a cloud-based service environment; Further refinements and enhancements will continuously be evaluated. |
| 9.4.3 Ensure Data Quality in CDMS Records | On-going | \$\$ | CDMS Data Quality | Continue to provide staff trainings on CDMS to ensure quality and timeliness of data. |
| Develop E-Government Systems | | | | |
| 9.5.1 Develop Systems to Receive Planning and Permitting Information Electronically | Deferred | \$\$ | Electronic Planning/Permitting Systems | Additional funding required |
| 9.5.2 Enhance and Expand Online Permit Processes | Deferred | \$\$ | Enhanced Online Permit Process | Additional funding required; Transportation Program contributed to Caltrans' CDP Application Modernization Process, which seeks to improve Caltrans staff's understanding of the CDP process. |
| 9.5.3 Update the Commission's Webpages Related to Local Government Assistance | On-going | \$\$ | Updated Webpages | Posted information to assist public participation in CCC virtual and hybrid meetings on website; Continue to seek opportunities and make updates. |
| 9.5.4 Provide Remote Hearing Participation | On-going | \$ | Remote Hearing Participation | Continue to use Zoom Webinar meeting platform to facilitate virtual and hybrid participation in Commission meetings; Established virtual meeting procedures. |
| 9.5.5 Develop Procedures and Formats for Electronic Hearing Notices | Deferred | \$ | Procedures for Electronic Hearing Notices | Not started. |
| 9.5.6 Develop and Maintain the Digital LCP Library | Deferred | \$\$ | Digital LCP Library | No funding available; Staff continues to add to library as new LCPs and LCP updates are certified. |
| Improve Mapping Resources | | | | |

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Exhibit 1: 2021-2025 Strategic Plan Action Implementation Dashboard

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|--|-------------------------------|------|----------------------------------|---|
| 9.6.1 Build Agency Mapping Tools and Data Sets | Complete/ On-going | \$\$ | Mapping Tools and Data Sets | Developed multiple web-based mapping applications that improve decision-making and information sharing including the California King Tides Project story map, Public Trust story map, California Coastal Trail interactive map viewer, and the SB 9 Coastal Zone Eligibility map viewer; Provided staff trainings on new mapping products; Continue to develop coastal armoring database and improve CDMS mapping capabilities; On-going staff support on graphic production and cartographic requests. |
| 9.6.2 Develop Detailed Jurisdiction-Related Maps | On-going | \$\$ | Jurisdiction-Related Maps | On-going support for Commission staff and public questions related to jurisdiction determinations; Finalized multiple post-certification maps for Commission approval in 2021 and 2022 and working on completing others in coming years. |
| 9.6.3 Advance the Commission's Digital Archives | In Progress | \$ | Enhanced Digital Archives | Completed extensive review of mapping records retention schedule and inventory of digital and hard copy records; Secured funding to digitize hard copy records. |
| 9.6.4 Establish Data-Sharing with Other Agencies | On-going | \$ | Data-Sharing with Other Agencies | Supported deployment of data services to the public and other agencies on Commission website; Supported data sharing with Caltrans, PG&E, and other agencies on specific projects; Continue to support data sharing services in coming years. |

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