

Exhibit 1: 2021-2025 Strategic Plan Action Implementation Dashboard

Number	Objective and Action - Efforts Since Strategic Plan Adoption (Nov 2020)	Status	Funding Needed?	Key Outcome or Indicator	Comments/Background/Outcome Links
Goal 1: 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, Ecology, Mapping, Energy & Ocean Resources, and Legal. Additional positions established to support sea level rise planning, wildfire resiliency, statewide broadband initiative, housing, and offshore wind work.
1.1.2	Pursue Salary Increases and Promotional Opportunities	On-going	\$\$	Employee Compensation	Coastal Program Analyst Series and State Scientist Series received salary adjustments; a General Salary Adjustment received staff wide; Continued to pursue salary increases for all staff positions.
1.1.3	Pursue Geographic Pay Increases	On-going	\$\$	Employee Compensation	The State Scientist Series received geopay increases; The Commission continues to pursue other opportunities for geopay.
1.1.4	Ensure Agency Decisions Consider the Racial Equity Plan	On-going	\$	Consideration of Racial Equity Plan	Restructured racial equity plan as the Justice Equity Diversity and Inclusion (JEDI) Action Plan and included new language for all duty statements to include JEDI work; JEDI team provided trainings to implement the JEDI plan & conducts regular JEDI staff meetings and specific action groups to implement the JEDI plan; Launched a successful mentoring program.
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, 2022, 2023, and 2024 CA Sea Grant Fellows and a 2022-24 NOAA Coastal Zone Management Fellow; Hosting a 2024-2026 NOAA Coastal Zone Management Fellow focused on offshore wind energy planning and a 2025 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 and semester-long interns/law clerks to support Enforcement Program.
Increase Staff Satisfaction and Retention					
1.2.1	Develop Agency Telework Protocols	Complete	N/A	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	Complete		Staff Conference	All-staff conference held in February 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	Developed a supplemental form for performance reviews focused on career development and professional goals; Staff performance evaluations and/or probation reports are conducted regularly; 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.
1.3.2	Encourage Professional Development Opportunities	On-going	\$	Professional Development Opportunities	Staff participated in CalLeads online trainings, NOAA trainings and webinars, professional workshops and conferences, and numerous technical advisory committees; Continued participation in symposia and advisory bodies; Launched an all-staff monthly training hour on agency topics in Oct 2023; Launched a Staff Mentoring Program with a successful first session in 2024 and a second session planned for 2025.
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; 2023 briefings on Smart Growth, El Nino, Offshore Wind, Tijuana River Pollution Crisis, and Housing; 2024 briefings on Lower Cost Overnight Accommodations and Sea Level Rise Adaptation; Started providing monthly updates to the Commission and public on the Tijuana River Pollution Crisis as of Oct 2023; Anticipate briefings on other topics in coming years.
Improve Agency Business					

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1.4.1	Seek Support for FI\$Cal Implementation	On-going	\$	Support for FI\$Cal Implementation	Accounting and Fiscal & Business Services staff have attended virtual, instructor-led training classes held by FI\$Cal, received and distributed updates to Job Aids when they are released by FI\$Cal, and worked closely with the FI\$Cal Services Center and Department of Finance to resolve specific issues.
1.4.2	Expand Staff to Implement FI\$Cal	Complete	\$\$	Expanded Staff	Two additional Accounting staff positions were created and filled to help with additional FI\$Cal workload.
1.4.3	Modernize Time Tracking & Reimbursement Approaches Where Feasible	In Progress	\$\$	Modernized Time Tracking & Reimbursement Approaches	Continue to implement Tempo for modernized time tracking; Preparing to participate in the State's automated travel expense claim software, CalATERS in late 2024.
Goal 2: Public Access					
Realize Public Access					
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 quarterly working group meetings and site visits on lower cost accommodations and mitigation projects with State Parks and Coastal Conservancy; Established on-going district coordination meetings with State Parks; 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; Consultant hired to prepare the PEIR for the Program in 2024; Program development and implementation will be on-going.
Protect Public Access Opportunities					
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 with efforts led by Enforcement Division with assistance from Access and Regulatory program staff; Coordination with local and state agency partners to address public access violations; 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; Regular coordination with Caltrans on multimodal improvement projects; Coordinated with Sonoma County to open new segment of the Coastal Trail; on-going effort in the Big Sur area of Monterey County.
2.2.5	Initiate MOU with State Parks to Expand Public Access	Complete/ On-going	\$	Initiate MOU	Interviews by facilitator completed in 2022; Managers Kick Off Meeting occurred in November 2022 and additional meetings were held in 2023 and 2024 to build interagency coordination and partnership related to State Parks project planning; Coordination effort resulted in newly established district coordination and on-going executive-level monthly coordination meetings.
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, Regional Transportation Plans, and Caltrans Regional Transportation Plan guidelines; Supported passage of AB 2160, which provides permit fee reduction and streamlining opportunities for habitat restoration and public access projects.

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2.3.2	Provide LCP Guidance to Address Access Barriers	In Progress	\$	LCP Guidance on Addressing Access Barriers	Staff published guidance on integrating EJ into LCPs, meaningful public engagement in LCP updates, and barriers to equitable coastal access in 2024 (https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/EJandLCPResources_CoastalCommission.pdf); Staff updated SLR Policy Guidance to include EJ considerations in 2024; Staff is updating LCP guidance on addressing public access barriers in the face of sea level rise via a 309 grant, anticipated to be finalized in 2026.
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; On-going coordination with Caltrans on public access and multimodal opportunities 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; Supported AB 1150, which establishes a process for community access agreements to increase affordable coastal access to disadvantaged groups; Significant coordination with Caltrans and CDT on Middle-Mile Broadband Network project in 2022-24 to improve internet access in underserved communities; Approval of numerous projects and enforcement orders that enhance lower-cost access for underserved communities.
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 and County of Sonoma to include their first ever EJ policies in comprehensive LUP updates; FY21-22, FY 22-23, and FY 23-24 Whale Tail grant cycle facilitated dozens of projects that support disadvantaged communities; EJ programs required through CDP conditions (e.g., Dana Point Harbor's Youth Program) are proving opportunities for underrepresented youth to access the coast; Significant coordination with Caltrans and CDT on Middle-Mile Broadband Network project in 2022-24 to improve internet access in underserved communities; Supported passage of AB 2939, which streamlines and equalizes use of public parks for nonprofit groups; 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	On-going	\$\$	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 and with other nonprofit partners; Additional staff are necessary to fully implement this action item.
2.4.2	Develop Lower-Cost Visitor Serving Facilities Guidance	In Progress	\$	Lower-Cost Visitor Serving Facilities Guidance	Staff launched a new Lower Cost Coastal Lodging page on the Commission's public website (https://www.coastal.ca.gov/lower-cost-coastal-lodging/) and held an informational briefing on Lower Cost Overnight Accommodations for the Commission and public in 2024; Additional funding required to fully implement this action item.
Expand the California Coastal Trail (CCT)					
2.5.1	Evaluate Public Access in LCP Updates	On-going	\$	Updated Public Access LCP Policies	Staff published guidance on integrating EJ into LCPs, meaningful public engagement in LCP updates, and barriers to equitable coastal access in 2024; Staff is updating LCP guidance on addressing public access barriers in the face of sea level rise via a 309 grant, anticipated to be finalized in 2026; On-going evaluation 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 in alignment with Director's Policy 37; Interagency coordination efforts have led to new CCT segments in Sonoma, San Luis Obispo, Mendocino, and San Diego Counties and a feasibility plan for CCT completion in San Mateo County; Initiated feasibility study for CCT completion in Mendocino County.
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 worked with SCC to open Gleason Beach Highway CCT segment in 2023; On-going staff coordination with SCC on Diablo Canyon Lands conservation easement 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; Interagency coordination efforts have led to new CCT segments in Sonoma, San Luis Obispo, Mendocino, and San Diego Counties and a feasibility plan for CCT completion in San Mateo County; Initiated feasibility study for CCT completion in Mendocino County.

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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/ ; On-going coordination with Caltrans to incorporate CCT mapping into active transportation projects.
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; On-going coordination with Caltrans to integrate this research into their project prioritization and planning efforts.
2.6.2	Coordinate on Vulnerable Access at State Parks & Other Parks & Facilities	On-going	\$	Coordination	On-going work supported through State Parks and Caltrans coordination meetings, 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; On-going work via a 309 grant being developed by SWP, Mapping and Access Unit staff to evaluate and provide staff guidance on public access vulnerability to coastal hazards; 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 (https://www.coastal.ca.gov/access/); EJ and Mapping staff published the Coastal California Environmental Justice (CCEJ) mapping tool in 2024 to support EJ analysis in permitting and planning actions (https://www.coastal.ca.gov/env-justice/ccej-tool/); 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; EJ Unit efforts to incorporate additional languages in required access signage to increase access.
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 on-line; Continue to seeking available funding sources for publishing additional books.
Goal 3: 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. Implementing LCP updates on case-by-case basis.
3.1.3	Collaborate to Protect Coastal Resources	On-going	\$\$	Collaboration	On-going efforts include participation in numerous working groups, advisory bodies, and interagency coordination meetings; Product examples include Coastal Vegetation Treatment Standards adopted by three PWP in 2021 and completed compensatory mitigation guidance for Caltrans; Administrative resolution of Coastal Act violations associated with Orange County offshore oil spills provided significant funding for coastal resource restoration in 2023; Entered into MOU with 9 state and federal agencies to work on monarch butterfly conservation in 2024; 2024 was inaugural year of streamlined permitting for CDFW Fisheries Restoration Grant Program projects.
3.1.4	Continue to Collaborate on Wildfire Prevention & Planning	On-going	\$\$\$	Collaboration	CCC approved PWPs for Santa Cruz, San Mateo, Monterey, and SLO Counties and Tomales Bay State Park; Initiating work on new PWP with Marin Wildfire Prevention Authority; Staff attended multiple workshops and CalFire-sponsored events to discuss vegetation treatment options; On-going coordination with utilities on developing programmatic approach for vegetation management; On-going coordination with Caltrans' Office of Vegetation and Wildfire Management on fuel reduction efforts within the State Highway System; Planning to establish working group w/ various experts.

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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 with first streamlined project approvals in 2024; Working with Southern California Wetlands Recovery Group to identify barriers and develop solutions to facilitate efficient coastal restoration planning and permitting, including improved wetland monitoring approaches; 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; Issued concurrence with consistency determinations by NOAA Restoration Center in 2022, 2023, and 2024 to allow expedited approval of a wide range of local, state and federal partnership restoration projects in northern California; Continued participation in four regional Fish Passage Advisory Council to accelerate pace of fish passage remediation.
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; Staff designed and implemented an advance mitigation framework including for out-of-kind mitigation for seawater intake projects, and supported development of an in-lieu fee program for habitat impacts associated with broadband projects; Continuing work on mitigation bank projects and advanced mitigation with interagency partners.
3.2.2	Reconcile Mitigation Requirements	On-going	\$\$	Reconciled Mitigation Requirements	Implementing lessons learned from previous banks towards future bank development; Compiled statewide cost and in-lieu fee information to inform in-lieu fees for coastal dunes and other habitat types; Intent to further 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 large energy projects and 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; Coordinated with state resource agencies on development of OPC's Marine Mitigation and Restoration Policy; Participation in Southern California Wetland Recovery Project's Regional Monitoring Program Core Team to advise on a regional wetland monitoring program; Participation in CSU/OPC-funded research project on mechanisms for evaluating out-of-kind mitigation opportunities; 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; Produced guidance document on advance mitigation process to support Caltrans advance mitigation project planning (finalized December 2022); Participated in advance mitigation priority identification discussions with AB 1282 workgroups focused on permitting efficiency for transportation projects; Expanded use of HMMP memos for early project coordination.
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, including for development of a RAMNA for the North Coast; Produced guidance document on advance mitigation process to support Caltrans advance mitigation project planning (finalized December 2022); Coordination with Caltrans on Requests for Proposals for Caltrans Advance Mitigation Program-funded projects.
3.2.6	Track and Report Wetland Mitigation	In progress	\$\$\$	Wetland Mitigation Tracking and Reporting	Added In Lieu Fee tracking fields into to CDMS for new CDPs; Conducted internal and external research on current and best mitigation tracking practices and challenges; Drafted framework for future mitigation tracking database; 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	Coordination with Caltrans to set aside large parcel in Monterey County for agricultural preservation pursuant to 2023 CDP; Additional funding required to achieve key outcomes.
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 3 CDPs and 5 CDP amendments for aquaculture operations at CDFW-identified sites over past two years; Continued coordination with CDFW as they identify sites and review proposals for aquaculture projects outside the scope of CDFW's siting consideration; On-going coordination with OPC and other state agencies on development of a Statewide Aquaculture Action Plan that will further expedite siting and review of aquaculture projects; Participation in interagency coordination team convened by the California Fish and Game Commission to review proposed aquaculture lease areas on state tidelands; Participation in the Southern California Offshore Aquaculture Interagency Working Group and helped develop the "Guide to Leasing, Permitting and Authorizing Commercial Aquaculture Operations off the California Coast", released in Nov 2024.
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 Action Plan, with a tentative timeline for a public draft in early 2025.
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 AB 525 planning and implementation, including contribution to the AB 525 Strategic Plan adopted in 2024 and related EJ outreach efforts; CCC briefings on offshore wind at October 2021, Sept 2022, and May 2023 hearings; CCC consistency determinations for offshore wind leasing in the Humboldt Wind Energy Area and Morro Bay Wind Energy Area in 2022; Managed the creation of the Fisheries Working Group with kickoff meeting in Dec 2023 and four meetings in 2024; Issued CDP and consistency determinations for several seafloor surveys and buoy placement in 2024; Secured funding for additional staff capacity to prioritize offshore wind permitting and coordination efforts; Participated in OPC-funded Offshore Wind Environmental Monitoring Guidance Project.
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; Issued CDP for removal of California's last oil pier in Santa Barbara County in coordination with SLC; Coordination with state resource agencies on draft PEIR comments for oil and gas decommissioning activities on the Pacific Outer Continental Shelf; On-going review of CEQA documents and CDP applications for decommissioning projects.
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, 2023, and 2024 return to full-capacity in-person clean ups with additional sites added; Awarded Whale Tail grants for Adopt-A-Beach Programs.
3.5.2	Provide Guidance to Integrate Marine Debris BMPs into CDPs & LCPs	In Progress	\$	Marine Debris BMP Guidance	Plastic 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 is developing draft guidance with final guidance anticipated by the end of 2025.
3.5.3	Collaborate on Marine Debris Reduction Efforts	On-going	\$	Collaboration	On-going 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; Conducted social media campaign "Let's Make Trash Extinct" in 2023.
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; Total number of 505 active stations statewide as of 2024; A total of 3,431 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.

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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; Helped facilitate the MBNMS regulation change to allow for beneficial reuse; Approved a CDP for Surfers Beach, Half Moon Bay that takes advantage of this regulation change; Awarded LCP Grant to City of San Clemente to support sand source investigation efforts; Coordination on City of Oceanside RE:BEACH sand nourishment/retention pilot project.
3.6.3	Participate in Sediment Management Working Groups	On-going	\$\$	Participation in Working Groups	On-going staff participation in several interagency working groups focused on sediment management and beneficial reuse including: Coastal Sediment Management Working Group (statewide, recently restarted in November of 2024), Dredged Materials Management Team (Southern California), Dredged Materials Management – North Coast Working Group, and North Central Sediment Coordination Committee.
3.6.4	Work with Caltrans & Others to Integrate Sediment Management Planning into Transportation Projects	On-going	\$\$	Integration of Sediment Management Planning	Statewide Transportation Program continue to analyze impacts and benefits to sediment management during review of transportation projects; Participation in North Central California Coastal Sediment Coordination meetings; Coordination with Caltrans on sediment management study for Bolinas Lagoon sea level rise vulnerability analysis; Helped organize and plan a workshop for Caltrans District 1 on nature-based adaptation strategies including sediment management concepts in October 2024.
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 interested parties 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	Continue annual distribution of and education on 5,000 CA Boater kits; Coordinated with CA State Parks and CDFW's Office of Spill Prevention and Response on dissemination of "Important Public Notices" to the boating community on areas impacted by spills, including the Marina Del Rey vessel spill; Held NorCal and SoCal Oil Spill Communication in person and virtual workshops for Marinas and Yacht Clubs in 2023 and 2024; 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; Developing training materials on culvert replacement best practices for Caltrans projects; Updated public WQ webpages (https://www.coastal.ca.gov/water-quality/) with additional resources and updated factsheets for the staff and public on WQ issues including permeable pavements and construction BMPs in 2024.
3.8.3	Collaborate to Protect Critical Coastal Area Watersheds	On-going	\$\$	Protection of CCA Watersheds	Developed, deployed, updated, and conducted interagency outreach on the Commission's online Critical Coastal Areas program map viewer (https://www.coastal.ca.gov/maps/); Collaborated with Caltrans and Point Blue on a draft Coastal Squeeze study and a priority list of Caltrans projects that can adapt to SLR and protect critical watersheds.
Goal 4: 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, Sonoma County, and the Crescent City Harbor segment of Del Norte County; Certified update to City of Manhattan Beach coastal hazards LUP chapter; Continued support of coastal hazards and climate resiliency updates through LCP Grant Program and the Local Government Working Group.
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; Participation in development of Caltrans' 2023 State Highway System Management Plan and initiation of set of projects to address SLR, 2011 SLR guidance update, and Coastal Squeeze study; On-going coordination with Caltrans and other key partners.

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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; Participation in Caltrans' State Rail Plan update; On-going coordination with SANDAG on potential LOSSAN realignment on Del Mar bluffs and with OCTA on LOSSAN adaptation options in San Clemente; On-going coordination with key partners on SLR planning for the Arcata Wastewater Treatment Plant, Bolinas Lagoon, Pescadero/Highway 1, Caltrans' Eureka-Arcata corridor, Caltrans' Gleason Beach Managed Retreat Project, Caltrans' Santa Monica-Oxnard Corridor Plan, and others; Additional staff are necessary to fully implement this action item.
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 participation in the OPC SLR Guidance update process; Adopted 2024 update of CCC's SLR Policy Guidance to address new science, SB 272 requirements, and considerations for EJ communities with support of 309 federal grant funds and an EJ Advisory Group; 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.
4.1.5	Proactively Integrate Climate Change Science into Transportation Plans	On-going	\$\$	Proactive Integration	On-going coordination with Caltrans' Climate Change branch and participation in Caltrans planning efforts including the Climate Action Plan for Transportation Infrastructure, the State Highway System Management Plan and climate resilience performance objective, the 2011 SLR guidance update, Coastal Squeeze study, Regional Transportation Plan guidelines update, development of SHOPP-identified SLR adaptation projects, and various district vulnerability/adaptation planning such as for Eureka-Arcata corridor, Gleason Beach Managed Retreat Project, Santa Monica-Oxnard Corridor Plan, Bolinas Lagoon, Pescadero, Surfers Beach, Scott's Creek, and PCH in Malibu; Review of regional transportation plans and sustainable communities strategies; Coordination with Caltrans and Point Blue on plan for Advancing Nature-Based Solutions for Improved Management of the North-Central California Coast.
Support Local Adaptation Projects					
4.2.1	Research Adaptation Funding Opportunities	Complete/ On-going	\$	Adaptation Funding Opportunities	Provided information on funding opportunities in the adopted Critical Infrastructure Guidance and 2024 SLR Policy Guidance; Continue to identify and collaborate with other agencies on adaptation funding opportunities, including OPC's new SB 1 SLR Adaptation Planning Grant Program.
4.2.2	Align Planning Documents	On-going	\$\$	Aligned Planning Documents	Finalized memo on plan alignment and use of the alignment compass (https://documents.coastal.ca.gov/assets/lcp/DOCS/PlanAlignment_LocalGovtMemo_1.12.2022.pdf); 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 Story Map 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 SB 1 (Atkins) which adds new policies and findings to the Coastal Act related to SLR and creates the California Sea Level Rise State and Regional Support Collaborative; Collaboration with Caltrans and Point Blue on Coastal Squeeze study to inform adaptation of Caltrans assets that are vulnerable to SLR; Held 2021, 2022, and 2024 workshops with CCC and Local Government Working Group on SLR adaptation strategies; Participation in Coastal Adaptation Engineering Workshop for Caltrans with NOAA in Oct 2024.
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; Collaboration with Caltrans and Point Blue on Coastal Squeeze study to inform adaptation of Caltrans assets that are vulnerable to SLR.
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 (https://documents.coastal.ca.gov/assets/slr/SLR%20Guidance_Critical%20Infrastructure_12.6.2021.pdf); Draft Residential Guidance still pending.

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4.3.2	Develop a Shoreline Armoring Inventory	Complete/ On-going	\$\$	Shoreline Armoring Inventory	Developed and published the California Coastal Armoring Database (CCAD) on the Commission's public website (https://experience.arcgis.com/experience/61840fda04474fab9d1b5778740ad1b5); On-going collection and refinement of coastal armoring data.
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 and will continue this work with 309 federal grant funds; On-going staff assistance on sea level rise concerns with technical examination of CDP applications; Promote discussions and training opportunities during monthly staff BEACH calls; Support Caltrans in developing an update to its 2011 SLR planning guidance for transportation project planning; Participated in Coastal Adaptation Engineering Workshop training for Caltrans with NOAA in Oct 2024; Participated in informational hearings convened by the State Legislature on SLR topics including groundwater rise and adapting vulnerable rail infrastructure; Adopted update to SLR Policy Guidance in 2024.
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, including several meetings with an EJ Advisory Group; Staff begun work on guidance for addressing public access impacts with SLR with 309 federal grant funds; Preparing to update 2018 SLR Guidance with best available science following the adoption of OPC's SLR guidance update; Supported passage of SB 272 (Laird), which calls for local governments to adopt a sea level rise plan as part of their LCP by 2034; Adopted update to SLR Policy Guidance in 2024, which includes guidance on updating LCPs for consistency with SB 272.
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; 2024 Local Government Working Group workshop on neighborhood-scale adaptation options; Additional staff are necessary to fully implement this action item.
4.4.1	Coordinate with State Lands Commission on Public Trust	Complete/ 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; Public Trust Principles developed in coordination with SLC and adopted by CCC at May 2023 hearing (https://documents.coastal.ca.gov/assets/public-trust/Public%20Trust%20Guidance%20and%20Action%20Plan_Adopted.pdf); 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; Coordinated with Caltrans on Coastal Squeeze study that analyzes the impacts of the State Highway System on adjacent ecosystems with SLR.
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 regular coordination with State Parks and the Coastal Conservancy; Continued work with Caltrans on multiple adaptation projects that will help maintain beaches or public access trails and amenities as part of larger adaptation projects for highways; 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.
Reduce Greenhouse Gas (GHG) Emissions					
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; Coordinated with Legislature to amend the Coastal Act to allow local governments to submit Final Local Action Notices electronically.

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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; Developed guiding Sustainability Principles (adopted at August 2023 CCC hearing, https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/Sustainability%20Principles_Adopted%20August%202023%20Final.pdf), related guidance/training materials, and new Sustainability website (https://www.coastal.ca.gov/climate/Sustainability/) with resources for incorporating strategies to reduce GHGs and improve sustainability in LCP updates and CDP reviews (including memos on smart growth, small-scale renewable energy, and EV charger permitting and planning, GHG story map); Additional training materials and outreach forthcoming with 309 federal grant support; Supported passage of SB 989 (Blakespear) which streamlines the LCP and CDP approval process for converting vehicle lanes to alternative transit lanes.
4.5.3	Develop LCP Policy Guidance to Reduce GHGs	In progress	\$	GHG Reduction Policy Guidance	Developed guiding Sustainability Principles (adopted at August 2023 CCC hearing, https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/Sustainability%20Principles_Adopted%20August%202023%20Final.pdf), related guidance/training materials, and new Sustainability website (https://www.coastal.ca.gov/climate/Sustainability/) with resources for incorporating strategies to reduce GHGs and improve sustainability in LCP updates and CDP reviews (including memos on smart growth, small-scale renewable energy, and EV charger permitting and planning, GHG story map); Additional training materials and outreach forthcoming with 309 federal grant support.
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 project coordination with Caltrans to integrate the protection, enhancement and provision of public access into Caltrans projects that require CDPs; Incorporation of multimodal transportation elements in multiple Caltrans projects including bridge crossings in Mendocino, Marin, and San Diego Counties and complete street improvement projects in Eureka, Fort Bragg, Marin County, San Mateo County, and San Luis Obispo County; 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 and development of education materials for the 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 OPC's sea level rise communications campaign; Updated SLR FAQ on public website (https://documents.coastal.ca.gov/assets/slr/CC-SLR-FAQ-Release.pdf); Commission's Public Information Officer and other staff continue to meet with reporters and provide input on climate-related news stories.
Goal 5: 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; Consideration of the spatial Caltrans Equity Index (EQI) tool in Caltrans plans and projects in the coastal zone; In 2024, EJ Unit updated the SLR Policy Guidance to include EJ principles and released the Coastal California EJ Mapping Tool to support permit analyses; EJ Unit conducted District trainings and launched EJ Office Hours for staff questions; Per the Commission's EJ Policy, EJ Unit will continue to develop EJ analysis tools, implement staff training sessions, and produce internal guidance on topics impacting EJ communities.
5.1.2	Provide LCP Guidance on Environmental Justice Concepts	Complete	\$\$	LCP Guidance on EJ Concepts	Staff finalized and published guidance on integrating EJ into LCPs, meaningful engagement in LCP updates, and barriers to equitable coastal access in 2024 (https://documents.coastal.ca.gov/assets/lcp/LUPUpdate/EJandLCPResources_CoastalCommission.pdf); Public engagement on the guidance is on-going; Drafting updates to Public Access LUP update guide to include EJ and SLR considerations with 309 funding support.
5.1.3	Address Environmental Justice and Equity in Sea Level Rise Planning	Complete/ On-going	\$\$	Address EJ in SLR Planning	EJ Unit staff convened an EJ advisory group in 2021 and conducted public engagement to inform the development of SLR and EJ guidance for LCPs, vulnerability assessments and adaptation planning supported by NOAA 309 funding; Completed update of the SLR policy guidance with inclusion of EJ principles in 2024; Staff case studies on SLR impacts on public access to consider beach visitation, EJ implications, and adaptation planning efforts with 309 funding support.

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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 Staff has served a critical partner to dozens of policy documents, internal memos, and external letters; EJ unit finalized guidance on integrating EJ into LCPs and supported integration of EJ principles into SLR Policy Guidance 2024 update; 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 4 staff members to provide Spanish/English interpretation and translation at CCC meetings and for CCC public announcements; Coordinated with organizations that serve Spanish and non-English language speakers; Updated virtual hearing procedures and definitions to improve accessibility for non-English language speakers and others; NOAA CZM Fellow Project developed new visually-prominent banners to be used at Commission Hearings to encourage public participation incl/ Spanish speakers; Provided live Spanish/English translation via contractor for several hearing items with large participation in 2022, 2023, and 2024.
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; Expanded Spanish Program by 2 additional certified bilingual staff members for total of 4 program staff; Spanish Program staff have created and translated several public documents including public hearing participation procedures, FAQs, briefs, and public signage and have reviewed translated agendas, executive summaries, and additional documents; 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	EJ Unit has implemented several targeted EJ outreach effort for key EJ projects or EJ issues going to hearings in Spanish and English; EJ Unit expanded outreach with organizations throughout the state, partnered with other agencies to increase contacts and outreach in significant projects, and coordinated Quarterly EJ Partner Calls with Commission's Executive Director to disseminate updates and notifications.
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; Updated public participation procedures and translated into Spanish; Developed, updated, and translated FAQs on SLR and significant hearing items; Published new webpage on Affordable Housing with educational resources for the public and local gov'ts (https://www.coastal.ca.gov/Housing/); Continue to pursue engagement with broader audiences.
5.3.2	Provide Language Translation Services as Feasible	On-going	\$	Language Translation Services	Certified 4 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, 2023 and 2024; Spanish program created a Spanish resources page on CCC's webpage with translated materials incl/ public hearing participation procedures; On-going work to 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, gathering feedback on projects with EJ impacts, and supporting staff on engagement efforts for upcoming projects; Participating in interagency meetings and hosting port community meetings for offshore wind projects; Conducted meetings with various community groups and stakeholders on Affirmatively Furthering Fair Housing Initiative in English and Spanish.

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5.3.4	Diversify Engagement in Public Access Programs	On-going	\$	Diversified Engagement in PA Programs	Expansion of public outreach for Public Education Coastal Cleanup Programs; EJ principles incorporated into projects using permit conditions that require EJ programming to increase public access.
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, 2022-23, and 2023-24 Whale Tail Grants with briefings to the Commission; Surveyed Whale Tail applicants and grantees and implemented modifications to application and grant administration processes based on their feedback and other research with a focus on improving equity and inclusion.
5.3.6	Provide an Equity Analysis on Grant Funding and Recipients	Complete/ On-going	\$	Equity Analysis	Completed equity analysis for 2021-22, 2022-23, and 2023-24 Whale Tail Grants with briefing to Commissioners on the results; 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; Limited Term HR analyst hired in Aug 2023 tasked with CCC LinkedIn account so that jobs can be routinely posted; CalHR is working on the ability to conduct blind application review on the ECOS system with testing and roll out anticipated in 2024. Additional HR staffing needed to fully implement this action.
5.4.2	Update Duty Statements to Highlight Racial Equity	In Progress	\$	Updated Duty Statements	Duty statements for planners and analysts now include a percentage of time to be dedicated to equity work; JEDI language was developed and continues to be added to new employee duty statements; Existing employee duty statements are being updated as feasible to include the equity and inclusion language to ensure a dedicated percentage of time for equity work; Developing guidance for staff on how to spend dedicated JEDI time.
5.4.3	Create an On-Boarding Program for New Staff	Complete	\$	On-Boarding Program	JEDI team created a racial equity onboarding packet and continues to update the onboarding guide as necessary; Launched monthly welcome aboard sessions; Produced a hiring managers guide and checklist for onboarding new staff.
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; JEDI team met to reinstate internship in 2024 and continues to seek ways to fundraise for the internship program.
Raise Awareness of Social Justice and Racial Equity					
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; 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 and on affordable housing laws at Dec 2023 hearing; Wrote and received NOAA funding for a tri-agency (CCC/SCC/BCDC) training program on equity, EJ and tribal issues; EJ Unit held a JEDI plenary session at 2023 all-staff retreat plus pilot discussions and trainings in several district offices; Implemented JEDI quarterly staff meeting series; EJ Staff continues to develop and disseminate staff training materials; All staff were required to complete an Implicit Bias training in Spring 2022; A specific supervisors/managers training on Diversity, Equity, and Inclusion was held in 2023.
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, creating 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 through specific action groups.
5.5.3	Conduct Training on Unconscious Bias	Complete	N/A	Unconscious Bias Training	All staff completed Implicit Bias Training through CalElearns in Spring 2022; Since then, all new staff have been required to enroll and complete this training through CalElearns; A specific supervisors/managers training on Diversity, Equity, and Inclusion was held in 2023.
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 and on affordable housing state laws at Dec 2023 public hearing; Held CCC info briefing and public hearing on the EJ updates to the SLR Policy Guidance in 2024.
Strengthen Tribal Relations					

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5.6.1	Seek Legislative Changes to Address Cultural Resources	Deferred	\$\$	Legislative Changes	Commission staff intends to work with CA Native American Tribes and Legislature staff to amend Coastal Act Section 30244 to strengthen cultural resource protection requirements; Additional staffing needed to fully implement this action.
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; Mandatory staff training implemented by CalHR in 2024; Additional staff training planned for early 2025.
5.6.3	Establish Regular Communication Between Staff and Tribal Representatives	On-going	\$\$	Regular Communication	Commission's 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; Established a Tribal Working Group to advise the Hollister Ranch Coastal Access State Agency Team; Continued working with Caltrans and Kai Poma on a tribal land return and public access plan for Blues Beach in Mendocino County; To be fully effective, more staff capacity is needed.
5.6.4	Identify Opportunities and Joint Approaches to Tribal Consultation	On-going	\$\$	Tribal Consultation Opportunities	Worked with NOAA to host a learning session on tribal consultation approaches and partnerships with state agency and NERRS partners; Developed a memo and continue to expand coordination 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.
Goal 6: Coastal Planning and Permitting					
Improve Planning with Local Government Partners					
6.1.1	Develop Informational Materials to Promote Complete LCP Amendment Submittals	Deferred	\$\$	Informational Materials	An informational document entitled "Potential LCP Submittal Requirements" was added to the new Local Government Resources public webpage (https://documents.coastal.ca.gov/assets/lcp/DOCS/LCP%20Amendment%20Submittal%20Materials%207.14.2023.pdf); Otherwise, limited progress has been made on this action item as additional funding is required.
6.1.2	Conduct Routine Coordination with Local Governments	On-going	\$\$\$	Routine Coordination	District staff and Transportation staff 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.
6.1.3	Address the LCP Amendment Pre-submittal Process	Deferred	\$\$	Pre-submittal Process Improvements	Additional funding required
6.1.4	Participate in the Local Planning Process	On-going	\$\$	Participation in Local Planning Process	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.
6.1.5	Provide LCP Training and Information to Local Governments	On-going	\$\$	LCP Training for Local Governments	Completed guidance docs/memos related to LCP planning for SLR, ADUs, SB 9, AB 2097, SB 423, EV charging, smart growth, integrating EJ, and SB 10 training PPT; Conducted and posted training webinars on SB 9, Introduction to LCPs, and Public Trust Doctrine; Adopted Sustainability and Public Trust Principles; Developing additional guidance documents related to public access, sustainability, and SLR; Completed an update of Local Govt Resources public webpage: https://www.coastal.ca.gov/lcps.html
6.1.6	Work with CSAC and League of Cities on Local Issues	On-going	\$\$	Coordination	Continued hosting the Local Government Working Group with CSAC and Cal Cities with focus on SLR planning; Hosted Local Government Workshop at August 2022 and September 2024 Commission hearings; Began coordination on implementation of SB 272 (Laird) and SB 423 (Wiener).
Facilitate New LCPs and Updates					

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6.2.1	Provide Guidance and Materials to Local Governments	On-going	\$\$	Guidance Materials	Adopted Critical Infrastructure Guidance; released 309-funded guidance memos to local governments on variety of topics including ADUs, SB9, AB 2097, SB 10, SB 423, sea level rise, smart growth, EV charging stations, and integrating EJ into LCPs; Conducted outreach on affirmatively furthering fair housing through LCPs and CDPs; Conducted and posted training webinars on SB 9, Introduction to LCPs, and Public Trust Doctrine; Completed an update of Local Govt Resources public webpage (https://www.coastal.ca.gov/lcps.html) with a number of new resources added; Continue to provide guidance and assistance as part of the pre-submittal LCP amendment process.
6.2.2	Consider Legislative Incentives to Certify and Update LCPs	On-going	\$\$	Legislative Incentives	Worked closely with the author to pass SB 272 (Laird), which went into effect Jan 1, 2024 and re-states the requirement for local governments to prepare and certify LCPs, and requires all LCPs to include sea level rise policies by 2034; 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.
6.2.3	Enhance Staff Capacity to Provide LCP Assistance	On-going	\$\$\$	Enhanced Staff Capacity	Added eight positions to address and coordinate coastal resiliency projects and policy within local jurisdictions.
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; Expanded LCP grant program opportunities to allow for rolling grant applications.
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, public participation procedures, and definitions developed and updated to maximize participation in Commission hearings; Worked with UCSB Bren School students to produce an instructional video, "My Voice Matters" on how to participate in Commission meetings; New agency banners are set up at Commission hearings to increase accessibility in Spanish and English; 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 sea level rise LCP updates (https://documents.coastal.ca.gov/reports/2021/12/W7d/W7d-12-2021-exhibits.pdf); Scheduled informational hearings on complex topics (i.e., offshore wind, science and EJ updates to SLR guidance) in advance of regulatory/adoption 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. https://www.coastal.ca.gov/PDP/
Goal 7: Enforcement					
Enhance Enforcement Program Strategies					
7.1.1	Expand the Administrative Penalty Authority to All Violation Types	Complete	N/A	Expanded Admin Penalty Ability	Passage of SB 433 (Allen) in 2021 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.

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7.1.6	Enhance Staff Capacity to Address Enforcement Backlog	On-going	\$\$\$	Enhanced Staff Capacity	Working on filling new enforcement positions to address existing enforcement backlog; Additional long-term 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	Commission continues to seek additional funding sources to expand capacity to investigate wide-spread violation types.
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; Prevailed at Court of Appeal on a challenge to a Commission Order directing a property owner to remove an unpermitted seawall; Commenced implementation of 30821.3 penalty authority to help resolve cases involving impacts to coastal resources; Expansion of priorities with the new 30821.3 penalty authority requires additional funding/staffing.
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; Resolved long standing public access violations in Los Angeles, San Diego, and Big Sur that will provide new coastal access and enhance and increase existing access; Expansion of priorities with the new 30821.3 penalty authority requires additional funding/staffing.
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.
Pursue Funding for a Permit Compliance Program					
7.3.1	Evaluate Permit Compliance Needs	On-going	\$\$\$	Evaluated Permit Compliance Needs	On-going but need updated baseline information and programmatic funding to develop a permit compliance program and 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.
Collaborate on the Use of Violation Remediation Account (VRA) Funds					
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.
Increase Public Understanding of the Enforcement Program					
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 Commission 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; Raise awareness of Commission enforcement by requiring all public access, educational, and interpretative signs that are installed as a result of a violation resolution to include recognition of and information about the Commission.
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, including on two major public access violation resolutions in San Diego and Los Angeles in 2023 and in Big Sur and Los Angeles in 2024.
Goal 8: Public Presence and Partnerships					
Create and Maintain Partnerships					

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8.1.1	Participate in Coastal Working Groups to Advance the Coastal Program	On-going	\$\$\$	Participation in Coastal Working Groups	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, 7-C Offshore Wind Fisheries Working Group, and others; Additional staff are necessary to fully implement this action item.
8.1.2	Enhance Staff Capacity to Expand Participation in Coastal Working Groups	On-going	\$\$\$	Enhanced Staff Capacity	Renewed Caltrans interagency agreement in 2020 and 2024 with funding increase, allowing for expansion of the Transportation program and enhanced capacity to participate in coastal working groups; Participation in CGS Tsunami TAC and preparation of LCP Guidance with funding from CGS.
8.1.3	Seek Technical Assistance from our Partner Agencies	On-going	\$\$	Technical Assistance from Partner Agencies	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; As a result of this coordination, implemented a tri-agency training on nature based adaptation strategies in 2023; Consistently partner with other CNRA agencies when biological resources are involved to incorporate best available science.
8.1.4	Enhance Coordination with Legislative Offices	On-going	\$\$	Enhanced Coordination	Created and filled a new "Sr. Legislative Analyst" position in the Sacramento Office; Executive Director met personally with key state legislators in Sacramento, including most of the coastal caucus; Worked with Congressional legislative offices on issues related to the CELCP bill (Levin), sea level rise hearings (Padilla), and Tijuana pollution crisis (Peters); Systemized the process for notifying Legislator's district and capitol offices of grant awards, coastal events, and monthly Commission hearing actions.
8.1.5	Collaborate with Academic Institutes on Best Available Science	On-going	\$\$	Collaboration with Academic Institutes	On-going efforts include participation in RASGAP and USC's Sea Grant programs, supporting CSU COAST in RFP development and review, job noticing, 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; Collaborated with CSUCI researchers on public access vulnerability and equity issues; Collaborated with Caltrans on adaptation planning grants with CSU Humboldt and CSU Monterey; Participated with UCI Law on the Coastal Justice Lab Series and Environmental and Racial Justice Roundtable; Collaboration with UC Davis Coastal and Marine Sciences Institute and Policy Clinic.
8.1.6	Work with NGOs on Relevant Coastal Issues	On-going	\$\$\$	Collaboration with NGOs	Participated in and facilitated numerous bodies with non-governmental organizations, such as BEACON SAP; support inclusion of NGOs in CSMW; Regular coordination with environmental NGOs and Environmental Justice groups; Continue to respond to NGO information requests.
8.1.7	Continue to Participate in Interagency Agreements with Caltrans & Others	On-going	\$\$	Participation in Interagency Agreements	Renewed Caltrans interagency agreement in 2020 and 2024; 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; Entered into a MOU with 9 federal and state agencies to protect monarch butterfly habitat and a new partnership agreement with the State Water Board and Regional Water Quality Control Boards in 2024.
Enhance Media Relations					
8.2.1	Enhance Agency Relationship with the Press	On-going	\$	Enhanced Relationship with the Press	Commission filled vacant PIO position in March 2024; Staff continues to provide timely responses to press inquiries and reach out to reporters for coverage of important coastal issues.
8.2.2	Expand Media Presence	On-going	\$	Expanded Media Presence	The Commission's communications efforts continue 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					

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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; Boating Clean and Green Program launched Dockside Podcast in 2022 and produced 10 episodes in 2024; Hosted "Boater Quiz" and "Let's Make Trash Extinct" campaigns on social media; Produced Kids Ocean Day video; Facebook Live event for Coastal Cleanup Day; Organized networking event for Whale Tail Grant recipients; Launched a Climate Storytelling Contest for middle and high school students.
8.3.2	Communicate the Successes of the Commission's Coastal Program	On-going	\$	Communicated Successes	Launched "Coastal Currently" newsletter in 2024, which communicates decisions made at monthly Commission hearings; 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 Bren 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; Expanded use of LinkedIn as a method of sharing coastal program and career opportunities at the Commission; 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 to improve access and equity; 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; New Coastal Cleanup partnership with Caltrans Stormwater Program for enhanced publicity; Staff continues to seek new partners and sponsorships to its programs.
Goal 9: 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; Engaging with CNRA and partners to deploy additional cyber security systems and upgrades for agency systems in coming years; Continue to support new and existing staff IT equipment needs.
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 (CDMS) to a cloud-based service environment; Developing Cloud-based digital records archive for storage and management of agency records; Working to secure a contract to digitize paper files.
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; Engaging with CNRA and partners to deploy additional cyber security systems and upgrades for agency systems in coming years; Engaging with CDT to develop information security program.
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 CDMS and SharePoint 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	Secured a contract to digitize the Commission's audio meeting tapes and reels, with anticipated completion by the end of 2024; Secured funding and a contract for digitization pilot project, with anticipated completion in 2025; Secured funding to convert some of Commission's records.
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; Working to secure a contract for digitization of the Commission's paper files; Secured funding to convert some of Commission's records.

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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	N/A	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; Continuing to add recorded documents and staff reports to CDMS and Public Data Portal.
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; Additional district staff trainings completed in 2024.
Develop E-Government Systems					
9.5.1	Develop Systems to Receive Planning and Permitting Information Electronically	Deferred	\$\$	Electronic Planning/Permitting Systems	Coordinated with Legislature to amend the Coastal Act to allow local governments to submit Final Local Action Notices to the Commission electronically; Additional funding required to fully implement this action.
9.5.2	Enhance and Expand Online Permit Processes	Deferred	\$\$	Enhanced Online Permit Process	Transportation Program contributed to Caltrans' CDP Application Modernization Process, which seeks to improve Caltrans staff's understanding of the CDP process; Additional funding required to fully implement this action.
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; Completed an update of Local Govt Resources public webpage: https://www.coastal.ca.gov/lcps.html ; 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 and updated virtual meeting procedures.
9.5.5	Develop Procedures and Formats for Electronic Hearing Notices	On-going	\$	Procedures for Electronic Hearing Notices	Began researching and using simplified formats for electronic hearing noticing where feasible.
9.5.6	Develop and Maintain the Digital LCP Library	Deferred	\$\$	Digital LCP Library	No funding available; though staff anticipates adding to library as new LCPs and LCP updates are certified.
Improve Mapping Resources					
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 and published these tools on the Commission's GIS Open Data Portal including the California King Tides Project story map, Public Trust story map, California Coastal Trail interactive map viewer, Coastal armoring database, Environmental Justice mapping tool, and the SB 9 Coastal Zone Eligibility map viewer; Improvements to the Critical Coastal Areas Map Viewer; Provided staff trainings on new mapping products; Continue to update coastal armoring database and improve CDMS mapping capabilities; On-going Mapping Unit support on graphic production, cartographic requests, and jurisdiction questions; Worked with CDT and Caltrans to expand Mapping unit capacity to support many of these efforts.
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 2021-2024 and working on data development and mapping for additional jurisdictions.
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; Progress scanning authoritative hard copy maps to fill void in digital archives.
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; Support ongoing coordination with California State Lands Commission, California State Parks, and State Coastal Conservancy; Support ongoing data sharing and coordination with Caltrans on implementation of the Middle-Mile Broadband Network initiative within the California Coastal Zone; Integrated the CCC's GIS Open Data Portal with CNRA to increase visibility and access to Commission authoritative data across other state agencies.