

EXHIBIT A

STRATEGIC PLAN IMPLEMENTATION UPDATE - 2016

Legend

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- Environmental Planning and Management Division (EPM)
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STRATEGIC GOAL 1.0 LEAD INNOVATIVE AND RESPONSIBLE LAND AND RESOURCE MANAGEMENT

1.1 Deliver the highest levels of public health and safety in the protection, preservation, and responsible economic use of the lands and resources under the Commission's jurisdiction.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
1.1.1 Incorporate sustainable best management practices (BMPs) and other provisions into new and renewed leases to promote public health and safety and protect the environment.	1.1.1.1 Review and update dredging, marina, and grazing BMPs	LM	In Progress
	1.1.1.2 Incorporate BMPs into applicable new or renewed leases consistent with State and federal requirements.	LM	In Progress
1.1.2 Review existing safety standards and regulations for continued relevance and use the public rulemaking processes to amend or adopt new regulations to enforce lease compliance and promote environmental protection and public health and safety, while reducing unnecessary bureaucracy.	Update Regulations for the following:		
	1.1.2.1 Enforcement of the Marine Invasive Species Act	LGL	In Progress
	1.1.2.2 Vessel Biofouling	LGL	In Progress
	1.1.2.3 Ballast Water Management for Vessels Arriving from Outside PCR	LGL	Not Yet Started
	1.1.2.4 Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS)	LGL	Complete
	1.1.2.5 Marine Terminal Operations and Safety	LGL	Not Yet Started
	1.1.2.6 Oil and Gas Exploration, Drilling, Operations	LGL	In Progress
	1.1.2.7 Oil & Gas P/A/Decommissioning	LGL	Not Yet Started
	1.1.2.8 Pipeline Standards	LGL	In Progress
	1.1.2.9 Trespass/Lease Enforcement	LGL	Complete
	1.1.2.10 Geophysical Survey Permits	LGL	In Progress
1.1.3 Implement Ballast Water Discharge Performance Standards and Biofouling management strategies that prevent the introduction of non-indigenous species into State marine waters.	1.1.3.1 Evaluate available ballast water treatment and biofouling management technologies	MIS	In Progress
	1.1.3.2 Present technical information to address concerns and misinformation on new technologies	MIS	In Progress
	1.1.3.3 Develop an outreach program	MIS	In Progress
	1.1.3.4 Identify enforcement strategies	MIS	In Progress
1.1.4 Identify and abate hazards and associated liability on sovereign and school lands.	1.1.4.1 Create publicly available GIS layers to identify, monitor and track legacy oil and gas leaks and seeps. ¹	MRM	In Progress
	1.1.4.2 Develop a strategy to secure funding to remediate leaks from improperly abandoned wells.	EXEC	In Progress
	1.1.4.3 Expand efforts to inventory and remediate legacy abandoned mines on lands under the Commission's jurisdiction.	MRM	In Progress
1.1.5 Refine Mitigation Monitoring Program tracking to ensure lessee compliance.	1.1.5.1 Track compliance with mitigation measures adopted by the Commission through the development and use of a Mitigation Monitoring Program Tracking and Audit module in the State Lease Information Center database.	EPM	In Progress
1.1.6 Enhance the Commission's Lease Compliance Enforcement Program to ensure efficiency and efficacy.	1.1.6.1 Surface Land. Develop and incorporate into new and renewed leases strict provisions to ensure that leaseholds are maintained during the lease term and are left in safe, uncontaminated condition upon lease termination.	LM	In Progress
	1.1.6.2 Mineral. Develop and incorporate into new and renewed leases strict provisions to ensure that leaseholds are maintained during the lease term and are left in safe, uncontaminated condition upon lease termination.	MRM	In Progress

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1.2 Provide that the current and future management of ungranted sovereign lands and resources and granted lands, including through strategic partnerships with trustee ports and harbor districts, is consistent with evolving Public Trust principles and values, particularly amid challenges relating to climate change, sea-level rise, public access, and complex land use planning and marine freight transportation systems.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
1.2.1 Provide guidance to grantees, lessees, and applicants on the elements of the Public Trust Doctrine, fiduciary duties, and use of trust lands and assets, generally and specifically in the context of sea-level rise and climate change.	1.2.1.1 Sovereign Land. Develop guidance for managing public trust lands and resources to assist ports, harbor districts, and other grantees and applicants with their management needs and objectives, emphasizing land use planning, including adaptation tools and policies to address climate change and sea-level rise.	LM	In Progress
	1.2.1.2 Granted Land. Develop guidance for managing public trust lands and resources to assist ports, harbor districts, and other grantees and applicants with their management needs and objectives, emphasizing land use planning, including adaptation tools and policies to address climate change and sea-level rise.	EA	In Progress
	1.2.1.3 Work with the Commission's grantee ports, relevant local, state and federal governmental agencies, and non-governmental organizations to ensure port policies and programs are consistent with Executive Order B-32-15, ² including the California Freight Mobility Plan, ³ the Sustainable Freight Pathways to Zero and Near-Zero-Emissions, ⁴ and the California Energy Commission's Integrated Energy Policy Report. ⁵	EA	In Progress
	1.2.1.4 Respond promptly to trust consistency determination requests and reports of inconsistent uses.	EA	In Progress
	1.2.1.5 Track each grantee's revenues and expenditures to ensure that trust revenues are reinvested into the tide and submerged lands, rather than diverted to other purely municipal purposes or other uses inconsistent with the public trust.	EA	In Progress
	1.2.1.6 Develop a public web-based application that provides GIS mapping and information about trust grant requirements and the history for each grantee. ⁶	EA	In Progress
1.2.2 Develop strategic partnerships with trustee ports, harbor districts, and other grantees and lessees, to facilitate opportunities for responsibly enhancing California's economy, including the "blue economy," consistent with the Public Trust Doctrine, Marine Protected Areas, and other applicable policies/laws.	1.2.2.1 Identify, pursue and implement mechanisms to formalize strategic partnerships with trustee ports, harbor districts and other grantees to explore opportunities to improve and enhance California's economy.	EA	In Progress
1.2.3 Promote public trust consistent waterfront development and revitalization, addressing sea-level rise and climate change in the planning process.	1.2.3.1 Sovereign Land. Ensure that the public's trust needs, values, and principles are analyzed, in light of sea-level rise and climate change, for each proposal to use or develop public trust lands.	LM	In Progress
	1.2.3.2 Granted Land. Ensure that the public's trust needs, values, and principles are analyzed, in light of sea-level rise and climate change, for each proposal to use or develop public trust lands.	EA	In Progress
	1.2.3.3 Mineral. Ensure that the public's trust needs, values, and principles are analyzed, in light of sea-level rise and climate change, for each proposal to use or develop public trust lands.	MRM	In Progress
1.2.4 Prioritize the use of sovereign lands where appropriate for open space, wetlands, riparian habitat and habitat preservation, restoration, and enhancement, including through habitat management plans, mitigation agreements with public agencies, private parties, and other conservation efforts, consistent with applicable law.	1.2.4.1 Secure stable, long term funding for the Bolsa Chica Lowlands Restoration Project. ⁷	EXEC	In Progress
	1.2.4.2 Develop strategic partnerships and public involvement in order to identify and prioritize sovereign lands for public access, habitat preservation, restoration, and enhancement.	LM	In Progress
	1.2.4.3 Incorporate consideration of the state Marine Protected Area network ⁸ into Commission planning and leasing practices.	SPA	In Progress

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1.3 Protect, expand, and enhance appropriate public use and access to and along the State's inland and coastal waterways.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
1.3.1 Ensure public access to coastal and inland waterways through private and public agency leases.	1.3.1.1 Include terms in leases that provide for, protect and enhance public access.	LM	In Progress
1.3.2 Conduct outreach to other governmental jurisdictions and the public highlighting the importance of protecting and promoting public access to the State's navigable waterways.	1.3.2.1 Prepare and disseminate a Legal Guide to Rights on and to California Navigable Waters and companion public brochure for coastal and inland waterways.	EXEC	In Progress
	1.3.2.2 Inform and instruct, where appropriate, other State and local agencies on strategies they can implement to fulfill their statutory obligations to consider and provide public access to sovereign lands.	LM	In Progress
1.3.3 Acquire property interests that enhance access to, or the resource value of, sovereign lands as trustee of the Kapioloff Land Bank Funds or through title settlements and existing land exchange authority.	1.3.3.1 Acquire property interests that enhance access to, or the resource value of, sovereign lands as trustee of the Kapioloff Land Bank Fund or through title settlements and existing land exchange authority.	EXEC	In Progress

1.4 Incorporate strategies to address climate change, adapt to sea-level rise, incentivize water conservation, and reduce greenhouse gas emissions and the generation of litter and marine debris into all the Commission's planning processes, project analyses and decisions.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
1.4.1 Provide applicants and grantees with the best available science on the impacts of climate change, sea-level rise, and adaptation strategies.	1.4.1.1 Assist legislative grantees with preparation of sea-level rise preparedness assessments required by Assembly Bill 691 (Stats. 2013, Ch. 592; Pub. Resources Code, § 6311.5) ¹⁰ through targeted outreach.	EA	In Progress
	1.4.1.2 Coordinate with agency partners to develop a framework that details how the State can best support local sea-level rise adaptation and coastal resilience.	SPA	In Progress
1.4.2 Coordinate with lessees, grantees and agency partners to implement actions, and where appropriate require lessees, to address impacts of climate change, adapt to sea-level rise, promote and incentivize water conservation, reduce greenhouse gas emissions, and reduce generation of marine debris and litter.	1.4.2.1 Revise the Commission's surface leasing application to serve as a guide for lease applicants to assess project impacts pertaining to sea-level rise, climate change, greenhouse gas emissions, and generation of litter and marine debris and incentivize water conservation.	LM	In Progress
	1.4.2.2 Through lease terms and other mechanisms, develop strategies to address and, where possible avoid, shoreline armoring, ocean acidification, and generation of marine debris.	SPA	In Progress
	1.4.2.3 Incorporate terms into new leases to effectuate or complement the AB 32 (California Global Warming Solutions Act of 2006; Stats. 2006, Ch. 488) Scoping Plans and affiliated plans. ¹¹	LM	In Progress
	1.4.2.4 Incorporate sustainable leasing BMPs to encourage water conservation, recycling, and reduction of litter generation and marine debris into new and renewed leases.	LM	In Progress
	1.4.2.5 Prioritize consideration of water conservation proposals consistent with Executive Order B-29-15. ¹²	LM	In Progress
1.4.3 Adopt flexible, adaptive approaches to address sea-level rise that protect vulnerable populations and give priority to natural infrastructure solutions consistent with the public's trust needs and the State's climate change adaptation strategy "Safeguarding California" ¹³ and Executive Order B-30-15 ¹⁴ on climate adaptation.	1.4.3.1 Include an analysis of natural alternatives to engineered solutions and consider relocation of highly vulnerable infrastructure in proposed coastal protective structure project reviews.	SPA	In Progress

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1.5 Ensure the highest level of environmental protection and public safety in the production and transportation of oil and gas resources.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
1.5.1 Ensure oil spill pollution prevention programs attain best achievable protection through both the use of best achievable technology and those manpower levels, training procedures, and operational methods that provide the greatest degree of protection achievable.	1.5.1.1 Sustain a 5-year Safety and Spill Prevention Audit cycle at all offshore and onshore marine oil production facilities.	MRM	In Progress
	1.5.1.2 Establish a Systems Safety Audit Team to identify systemic risks at marine terminals based on risk assessments	MEP	Not Yet Started
	1.5.1.3 Mineral: Conduct worldwide research for developing best achievable technologies and methods for safe and environmentally superior means of oil production, handling and transportation.	MRM	In Progress
	1.5.1.4 Regulatory: Conduct worldwide research for developing best achievable technologies and methods for safe and environmentally superior means of oil production, handling and transportation.	MEP	In Progress
	1.5.1.5 Surface Land: Review and update the Pipeline Integrity Inspection Program to ensure best achievable protection by Commission lessees.	LM	Not Yet Started
	1.5.1.6 Mineral: Review and update the Pipeline Integrity Inspection Program to ensure best achievable protection by Commission lessees.	MRM	In Progress
	1.5.1.7 Regulatory: Review and update the Pipeline Integrity Inspection Program to ensure best achievable protection by Commission lessees.	MEP	Not Yet Started
1.5.2 Ensure lease and contract compliance with sound oil and gas development practices in compliance with regulatory and statutory requirements.	1.5.2.1 Leverage professional staff expertise to work with lessees to ensure safe and environmentally responsible oil and gas recovery techniques, including technologies consistent with Senate Bill 4 (Stats. 2013, Ch. 313). ¹⁵	MRM	In Progress
	1.5.2.2 Commit eligible public trust lands to the Coastal Sanctuary, while ensuring continued responsible and safe resource development under existing leases.	MRM	In Progress
1.5.3 Improve inspection and safety audit programs, through risk-based prioritization models.	1.5.3.1 Mineral: Develop a systematic approach to audit, inspection and monitoring activities relying on both a quantitative model and qualitative performance and risk-related data.	MRM	In Progress
	1.5.3.2 Regulatory: Develop a systematic approach to audit, inspection and monitoring activities relying on both a quantitative model and qualitative performance and risk-related data.	MEP	Not Yet Started

STRATEGIC GOAL 2.0 MEET THE CHALLENGES OF OUR FUTURE

2.1 Optimize returns for the responsible development and use of State lands and resources, both onshore and offshore.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
2.1.1 Consolidate school lands holdings through exchanges or acquisitions, including leveraging the School Land Bank Fund, ¹⁵ to increase marketability and revenue from lands and mineral interests.	2.1.1.1 Develop and implement an investment plan for the approximately \$60 million in the School Land Bank Fund.	LM	Not Yet Started
	2.1.1.2 Complete land exchanges with the U.S. Bureau of Land Management to decrease inholdings and increase consolidated parcels in the California desert area for revenue generating opportunities.	LM	In Progress
	2.1.1.3 Employ existing exchange authority to acquire lands with valuable commercial resources or other revenue potential.	LM	Not Yet Started
	2.1.1.4 Manage mineral resources to plan effectively and responsibly for access to and development and conservation of mineral resources and lands for existing and future generations.	MRM	In Progress
2.1.2 Market land holdings to promote renewable energy and environmentally responsible resource and energy development projects.	2.1.2.1 Conduct a thorough mineral inventory, actively market unleased lands' mineral potential, and promote lands for development or exchange.	MRM	In Progress

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2.1.3 Identify sovereign and school lands resources that have renewable energy or other development potential or are suitable for mitigation purposes.	2.1.3.1 Surface Land 16: Conduct a thorough inventory of lands with renewable resources potential (including solar, wind, wave, biomass, and geothermal), leveraging GIS, and in collaboration with recognized authoritative entities, to actively market and promote resource development potential.	LM	Not Yet Started
	2.1.3.2 Mineral 17: Conduct a thorough inventory of lands with renewable resources potential (including solar, wind, wave, biomass, and geothermal), leveraging GIS, and in collaboration with recognized authoritative entities, to actively market and promote resource development potential.	MRM	In Progress
	2.1.3.3 Develop science-based criteria to identify Commission lands suitable for developing renewable energy resources while protecting ecologically core lands.	SPA	In Progress
	2.1.3.4 Surface Land: Identify lands meeting these criteria and those parcels with potential for exchange or acquisition.	LM	Not Yet Started
	2.1.3.5 Mineral: Identify lands meeting these criteria and those parcels with potential for exchange or acquisition.	MRM	In Progress
2.1.4 Continue to actively participate in the Desert Renewable Energy Conservation Plan ¹⁸ process to ensure leasing of school lands for renewable energy is efficient, transparent, and in State's best interests.	2.1.4.1 Ensure robust staff participation in Desert Renewable Energy Conservation Plan. ¹⁹	SPA	In Progress
2.1.5 Lease, exchange, or sell school lands with sensitive resource values for environmental mitigation purposes in order to facilitate renewable energy development and production.	2.1.5.1 Lease school land parcels for mitigation purposes or employ existing exchange authority to acquire lands with valuable commercial resources or other revenue potential.	LM	Not Yet Started

2.2 Ensure timely receipt of revenues and royalties from the use and development of State lands and minerals.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
2.2.1 Provide consistent and accurate revenue billing and reporting.	2.2.1.1 Integrate technological tools and staff training in order to increase responsiveness and reporting capabilities	AS	In Progress
2.2.2 Promptly address and resolve delinquent accounts receivable.	2.2.2.1 Immediately process all accounts past due by 90 days.	AS	In Progress
2.2.3 Maintain a timely schedule of audits and royalty verification reviews.	2.2.3.1 Improve royalty verification accuracy and reduce the number of unpaid royalties identified in lease audits.	MRM	Complete
	2.2.3.2 Enhance the scope and frequency of audits, in collaboration with the City of Long Beach, of the Long Beach Unit's extraordinary costs, capital expenditure, pension, payroll, and expense allocations.	MRM	In Progress
2.2.4 Prevent leases from transitioning into long-term holdover status.	2.2.4.1 Engage lessees early and diligently to complete renewals and prevent leases from going into holdover status.	LM	In Progress

2.3 Align budget and policy initiatives and staff resources with the Commission and State priorities, including securing stable funding sources and resources to fulfill the Commission's mission and vision.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
2.3.1 Continue to use existing funding sources strategically and efficiently, particularly to address challenges associated with climate change and sea-level rise.	2.3.1.1 Ensure that all costs to process applications for the use of sovereign and school lands are reimbursed by applicants.	AS	In Progress
	2.3.1.2 Market and encourage use of the Kapiloff Land Bank Fund ²⁰ for environmental mitigation offset projects and management and enhancement of sovereign lands.	EXEC	Not Yet Started
	2.3.1.3 Through leasing practices and title settlements, incorporate opportunities to acquire property for public access and habitat enhancement, restoration, and preservation.	LM	Not Yet Started

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2.3.2 Explore strategies to fund all Commission priorities, including options for reinvesting revenues from non-renewable sources into program addressing climate change, sea-level rise, and legacy hazards remediation.	2.3.2.1 Incorporate lease management fees into all major commercial, industrial and mineral development leases.	LM	In Progress
	2.3.2.2 Explore alternatives, in addition to its administrative penalty authority, to ensure the State is receiving appropriate compensation for the private use of State lands.	LGL	Not Yet Started
	2.3.2.3 Review and update relevant regulations to enhance the Commission's ability to levy penalties for regulatory non-compliance, where applicable.	LGL	In Progress
	2.3.2.4 Secure funding to remove remnants of industrial infrastructure hazards, abandoned vessels and improperly abandoned legacy oil wells.	EXEC	In Progress
	2.3.2.5 Seek grants for priority environmental planning, management and restoration activities.	AS	In Progress
2.3.3 Maintain fully staffed and effective work processes by conducting succession planning to address the loss of institutional knowledge caused by management and staff attrition.	2.3.3.1 Prepare and implement a management and staff Succession Plan.	AS	In Progress
	2.3.3.2 Expand internship and California Sea Grant State Fellowship opportunities and programs.	AS	Not Yet Started
	2.3.3.3 Update staffing classifications to align with required staff skills, knowledge and abilities to meet the current and future challenges of the Commission.	AS	In Progress
2.3.4 Invest in developing and retaining qualified and committed staff.	2.3.4.1 Provide staff timely and regular training about the evolving science of climate change and sea-level rise.	SPA	In Progress
	2.3.4.2 Promote professional development opportunities and encourage flexible work schedules and telecommuting to improve performance and reduce vehicle commute miles traveled.	EXEC	In Progress

STRATEGIC GOAL 3.0 ENGAGE CALIFORNIANS TO HELP SAFEGUARD THEIR TRUST LANDS AND RESOURCES

3.1 Foster, improve, and enhance relationships to engage the Legislature, public, local, state and federal agencies, legislative grantees, Commission lessees, potential applicants, non-governmental organizations, and the regulated community.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
3.1.1 Improve and modernize how the Commission disseminates information to the public, lessees, grantees, the regulated community, other agencies, California Native American Tribes, and industry.	3.1.1.1 Continuously improve the Commission's website to be a more informative, relevant, interactive public resource that leverages mobile and web-based technology.	EA	In Progress
3.1.2 Enhance public outreach through the use of technology and explore the benefits of using social media to engage the public.	3.1.2.1 Employ the power of cloud-based customer (constituent) relationship management software and social media tools to engage constituencies regarding Commission programs and policies.	EA	In Progress
3.1.3 Prioritize and effectively use targeted outreach and strategic partnerships to develop and enrich the lines of communication with the Commission's stakeholders.	3.1.3.1 Leverage speaking opportunities at workshops, hearings, and conferences to educate the public and other stakeholders about the Commission's activities.	EXEC	In Progress
	3.1.3.2 Continue to improve the Commission's leadership role in marine safety and marine pollution prevention through the Commission's biennial Prevention First Conference.	MEP	In Progress
	3.1.3.3 Terminal: Continue to improve the Commission's annual Marine Facilities Stakeholder Meetings to educate and facilitate engagement with the regulated community	MEP	In Progress
	3.1.3.4 MISP: Continue to improve the Commission's annual Marine Facilities Stakeholder Meetings to educate and facilitate engagement with the regulated community.	MIS	In Progress

3.2 Commit to early and meaningful coordination and collaboration with local, state and federal agencies, California Native American Tribes, and local and regional communities and all individuals disproportionately impacted by environmental pollution.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
3.2.1 Continue to devote staff resources to interagency and intergovernmental policy development and implementation activities.	3.2.1.1 Review and update applicable existing interagency agreements, memoranda of understanding and cooperative agreements to ensure that these agreements address current Commission priorities.	EXEC	In Progress
	3.2.1.2 Ensure robust staff participation in agency working groups	EXEC	In Progress

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3.2.2 Conduct effective tribal consultations consistent with Executive Order B-10-11 ²² and AB 52 (Stats. 2014, Ch. 532) ²³ requirements for consultation during California Environmental Quality Act (CEQA) review.	3.2.2.1 In cooperation with the Native American Heritage Commission, develop and publish a Tribal Consultation policy and incorporate the policy into applicable CEQA reviews and lease and permit considerations.	SPA	In Progress
3.2.3 Explore opportunities for new partnerships with non-governmental organizations (NGOs) and local groups.	3.2.3.1 Actively seek engagement of NGOs and local/regional community groups to inform the Commission's decision-making processes and staff's project review and analysis.	EA	Not Yet Started

STRATEGIC GOAL 4.0 CULTIVATE OPERATIONAL EXCELLENCE BY INTEGRATING TECHNOLOGY

4.1 Implement rich technologies and business processes to increase the public's ability to interrelate with Commission programs and policies.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
4.1.1 Continuously enhance the Commission's web presence to communicate fresh content, be device responsive and relevant for Commission stakeholders and constituents.	4.1.1.1 Transition from data deficient to data proficient by building collaboration and communication platforms that engage staff, stakeholders and constituents to improve visibility into and from within the organization.	EA	In Progress
4.1.2 Enhance the functionality and coverage of electronic notifications to Commission stakeholders and constituents using a relationship management system.	4.1.2.1 Deliver timely, relevant information to the wider public audience regarding notifications and regulations.	EA	In Progress
4.1.3 Extend the OpenGov financial transparency platform 24 to allow public access to additional fiscal information and reports.	4.1.3.1 Fiscal Records: Provide the Commission's administrative records (e.g., fiscal records, records of proceedings developed pursuant to CEQA, § 21167.6, etc.) for its discretionary actions in a searchable, electronic format that can be easily assembled for public review.	AS	In Progress
	4.1.3.2 Admin Records (CEQA): Provide the Commission's administrative records (e.g., fiscal records, records of proceedings developed pursuant to CEQA, § 21167.6, etc.) for its discretionary actions in a searchable, electronic format that can be easily assembled for public review.	LGL	In Progress
4.1.4 Establish and manage a healthy social media presence to share Commission activity notifications and utilize crowd-sourcing for feedback on Commission regulations.	4.1.4.1 Build out mobile crowd sourcing applications and operational dashboards that communicate in real-time or near real-time.	EA	In Progress
4.1.5 Develop and maintain a single electronic database and dashboard for production, injection, royalty and net profit data for all mineral leases and contracts to be accessible by the public.	4.1.5.1 Develop and maintain a single electronic database and dashboard for production, injection, royalty and net profit data for all mineral leases and contracts to be accessible by the public.	MRM	In Progress
4.1.6 Automate manual business processes for interactive public interfaces based on public stakeholder and constituent demand.	4.1.6.1 Substantially reduce paper and improve manual public interactive business processes with efficient, accurate web-based electronic solutions.	IS	In Progress

4.2 Extend Geographic Information Systems (GIS) content and capabilities to be an integrated decision making tool for the Commission's management of resources and a valued visualization and communication mechanism for the public.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
4.2.1 Build a comprehensive set of authoritative geospatial data that will enhance Commission decision making and enrich the public's understanding of the Commission's mission, vision, policies and activities.	4.2.1.1 Design and implement an Open Data portal on the Commission's website for GIS maps, data, and historical documents that integrates with the larger statewide Open Data initiatives.	IS	In Progress
	4.2.1.2 Develop a public web-based application that provides GIS mapping and information about trust grant requirements and the history for each grantee. ²⁵	EA	In Progress
	4.2.1.3 Surface 26: Conduct a thorough inventory of lands with renewable resources potential (including solar, wind, wave, biomass, and geothermal), leveraging GIS, and in collaboration with recognized authoritative entities, to actively market and promote resource development potential.	LM	Not Yet Started
	4.2.1.4 Mineral 27: Conduct a thorough inventory of lands with renewable resources potential (including solar, wind, wave, biomass, and geothermal), leveraging GIS, and in collaboration with recognized authoritative entities, to actively market and promote resource development potential.	MRM	In Progress
4.2.2 Create, deliver and manage a centralized, curated geospatial information library for internal and public use.	4.2.2.1 Construct and maintain a spatial inventory of Commission managed assets that facilitates an improved understanding of the environment on and around Commission managed lands.	IS	In Progress
	4.2.2.2 Provide greater use of GIS and electronic catalogs in resource management, and integrate GIS into business processes, decision-making, and public outreach.	IS	In Progress

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4.2.3 Deliver geospatial solutions that improve analysis and decision-making.	4.2.3.1. Enable pervasive use of intuitive web mapping applications to visually engage citizens and staff.	IS	In Progress
	4.2.3.2 Create publicly available GIS layers to identify, monitor and track legacy oil and gas leaks and seeps. ²⁸	MRM	In Progress
4.2.4 Expand GIS field collection capabilities to include mobile devices, unmanned aerial systems and watercraft.	4.2.4.1 Collect GIS field data using mobile devices (e.g., iPads), unmanned aerial or underwater systems (e.g., drones or remotely operated vehicles [ROVs]), and watercraft.	IS	In Progress

4.3 Implement an automated electronic data management system for records, historical documents and digitized maps for internal and public consumption.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS ^a
4.3.1 Develop and follow a comprehensive integrated data (repositories, classifications, security, etc.) and business process architecture to drive product selections.	4.3.1.1 Deliver a comprehensive solution architecture that drives data management priorities, reduces rework and risk, and improves timely delivery of integrated solutions.	IS	In Progress
4.3.2 Digitize essential historical maps and documents based on risk reduction priority and industry standards for consumption.	4.3.2.1 Preserve, convert and digitize all high risk/high value maps, books, and other historical records and provide public access to secure repository.	AS	In Progress
4.3.3 Implement a document management platform that meets current and future anticipated needs for internal use and public interaction.	4.3.3.1 Centralize data on comprehensive platforms that can be effectively searched and reported from.	IS	In Progress
4.3.4 Establish and execute right-sized data governance policies and standards to balance user experience with security and transparency.	4.3.4.1 Establish and execute right-sized data governance policies and standards to balance user experience with security and transparency.	IS	In Progress
4.3.5 Consolidate disparate data sources into a single federated and secure structure based on risk reduction and usage priority need and value.	4.3.5.1 Provide a secure capability to share large documents outside the Commission.	IS	In Progress
4.3.6 Implement processes and tools to respond to litigation discovery actions and Public Records Act requests ²⁹ in a prompt and comprehensive manner.	4.3.6.1 Enable prompt compliance in completing Public Records Act requests and meeting e-discovery requirements by reducing the resource burden on staff and improve responsiveness.	LGL	Complete

4.4 Deliver enhanced Information Technology (IT) tools, services, and applications to more effectively and transparently manage the Commission's lands and resources.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS ^a
4.4.1 Transition the Commission to mobile platforms (integrated laptops, pads, phones) to meet employee business requirements.	4.4.1.1 Complete the transition from desktop to mobile platforms for targeted users.	IS	In Progress
4.4.2 Deliver mobility services including wireless, virtual private network and remote access to remove the physical access boundaries based on customer demand.	4.4.2.1 Complete the rollout of full office wireless coverage for Commission mobile devices and temporary authorized "guests" at all major sites.	IS	In Progress
	4.4.2.2 Complete the secure implementation and operation of virtual private network access to the Commission's private network.	IS	Complete
	4.4.2.3 Provide secure and controlled authorized access for contractors where needed.	IS	In Progress
4.4.3 Deliver integrated collaboration tools.	4.4.3.1 Deliver a single integrated phone system for the Commission to improve reliability, employee productivity and reduced total cost of ownership.	IS	Complete
	4.4.3.2 Deliver integrated instant messaging, screen sharing, white-boarding, file sharing and video conferencing for Commission employees and external collaboration.	IS	In Progress
	4.4.3.3 Provide a complete internal employee communication system including a dynamic intranet web site, messaging and instructional content (procedures and videos).	IS	In Progress
4.4.4 Implement automated workflow solutions to improve internal processes.	4.4.4.1 Implement automated workflow solutions to improve internal processes.	IS	In Progress
4.4.5 Deliver automated electronic solutions to improve administrative record-keeping and eliminate reliance on paper files.	4.4.5.1 Provide tools and processes that enable the Commission to be paperless for standard internal processes by 2020.	AS	In Progress

EXHIBIT A

STRATEGIC PLAN IMPLEMENTATION UPDATE - 2016

Legend

Administrative Services Division (AS)

Environmental Planning and Management Division (EPM)

Executive Office (EO)

External Affairs Division (EA)

Information Service Division (IS)

Land Management Division (LM)

Legal (LGL)

Marine Environmental Protection Division (MEP)

Marine Invasive Species Program (MIS)

Mineral Resources Management Division (MRM)

Science Policy Advisor (SPA)

4.5 Deliver secure and available Information Technology (IT) services.

KEY ACTION	TARGETED OUTCOME	LEAD DIVISION	IMPLEMENTATION STATUS*
4.5.1 Enhance right-sized governance and process (testing, change control, incident management and communications) to balance the speed of introducing new services with managing risk.	4.5.1.1 Enhance right-sized governance and process (testing, change control, incident management and communications) to balance the speed of introducing new services with managing risk.	IS	In Progress
4.5.2 Continually enhance the Commission's "security in depth" posture (tools and processes) to meet the increasing volume and morphing cyber threats.	4.5.2.1 Enhance endpoint deployment and security effectiveness while meeting user experience expectations.	IS	Complete
	4.5.2.2 Deliver complete Business Continuity and Disaster Recovery systems to meet changing organizational requirements.	IS	Not Yet Started
	4.5.2.3 Deliver a long-term data archival system.	IS	Not Yet Started
4.5.3 Commit to architecture-based product selection and integration decisions to continuously improve operations, services, and reduce total cost of ownership.	4.5.3.1 Commit to architecture-based product selection and integration decisions to continuously improve operations, services, and reduce total cost of ownership.	IS	In Progress
4.5.4 Implement a customer-driven steering committee to prioritize IT projects and programs.	4.5.4.1 Implement a customer-driven steering committee to prioritize IT projects and programs.	EXEC	In Progress