



CALIFORNIA STATE LANDS COMMISSION
STRATEGIC PLAN
2016-2020



December 18, 2015

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MESSAGE FROM THE COMMISSIONERS

The State Lands Commission is proud to adopt this plan to guide its course for the next five years. This plan is the culmination of robust stakeholder input and collaboration and will guide the Commission's stewardship of the public lands and resources entrusted to its care, including meeting challenges such as adapting to sea-level rise, addressing climate change, and promoting public access.

"This strategic plan ensures that today's decisions are made with an eye to the future. It leverages technology, invites renewable energy development, and outlines an investment plan for the School Land Bank Fund," says Lt. Governor and Commission Chair Gavin Newsom. "Perhaps most importantly, it incorporates the impacts of sea-level rise and climate change, greenhouse gas emissions, and litter and marine debris within its future project analyses and reviews."

The Commission recognizes that the challenges associated with climate change require the State to dramatically change the way it produces and consumes energy, and that there is a bridge to a sustainable future. The Commission is committed to building that bridge through efforts to responsibly increase its renewable energy development and facility portfolio, while responsibly managing existing energy production and development leases.

This strategic plan positions the Commission as a leader in land and resource management, prioritizing transparency within the Commission's practices and operations, and setting the highest levels of safety and environmental protection for the resources under its jurisdiction. It also calls for leveraging technology to increase public engagement and to be more efficient and responsive in all facets of its work.

"This plan is truly stakeholder driven; it is a living document that will guide the Commission's work through 2020," says State Controller and Commission Member Betty Yee, who will chair the Commission in even-numbered years. "The emphasis on the Commission's fiduciary responsibilities, partnerships, ensuring adequate staffing and balanced land and resource management are critical elements of this plan, and it is a plan we can be proud of."

The Commission manages hundreds of thousands of acres of state-owned lands and resources. Its primary functions are to issue leases for use of these lands and resources, as well as to prevent oil spills at offshore platforms and marine oil terminals and protect state waters from marine invasive species introductions. This plan enables the Commission to adapt to emerging challenges, while creating a meaningful and rich framework to effectuate state policy goals, promote public access, and enforce the protections of the Public Trust Doctrine.

The Commission and its staff are committed to rolling up their sleeves and diligently working to implement the goals and strategies in this strategic plan, continuing to be a model of effective, nimble government, providing the highest levels of stewardship and transparency, and embracing public engagement.

ABOUT THE STATE LANDS COMMISSION



GAVIN NEWSOM
Lieutenant Governor



BETTY T. YEE
State Controller



MICHAEL COHEN
Director of Finance

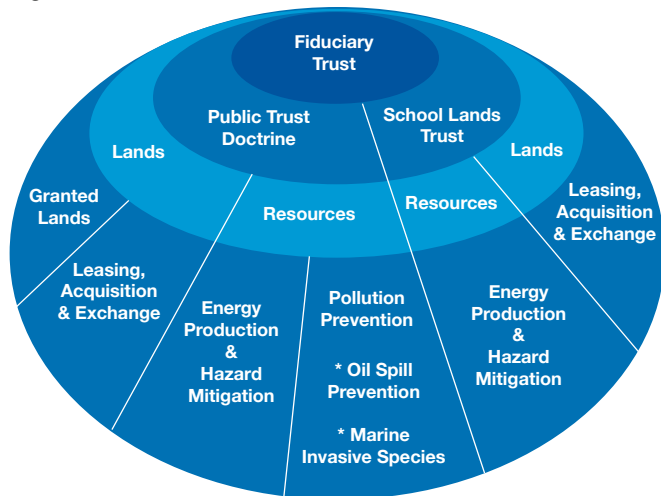
The California Legislature established the California State Lands Commission in 1938. The Legislature, in forming the Commission, determined that fiscal integrity and accountability in managing the land and resources entrusted to the Commission’s care together with necessary checks and balances could be assured by selecting, as Commissioners, the Lieutenant Governor and two principal financial officers of the State – the State Controller and Governor’s Director of Finance. Transparency through public engagement is assured in that all Commission actions and decisions are made at properly noticed public meetings.

The Commission is primarily a land and resource trust manager. The Commission has the same concerns as any landowning trustee in the preservation and protection of its assets, while making sound policy, economic and environmentally responsible judgments in the best interest of the State’s beneficiaries, the People of California. The Commission employs a variety of management and regulatory tools to ensure a sustainable, balanced, deliberative approach to protect and enhance

The Commission is entrusted with the authority and responsibility to prudently manage and protect the important natural resources on public lands within the State.

The Commission manages approximately 5 million acres of lands and mineral interests, equal to that of the states of Connecticut and Delaware combined.

the State’s resources while allowing the use of those lands and resources for the benefit of all Californians. These include identifying boundaries between public and private lands, issuing leases for the protection, use or development of State lands and resources, and using cooperative management agreements, regulatory compliance programs, and when necessary litigation to enforce the protections of the Public Trust Doctrine, the State’s property rights, and important environmental quality and marine pollution prevention laws.





VISION STATEMENT

The California State Lands Commission is a recognized leader that champions environmentally sustainable public land management and balanced resource protection for the benefit and enjoyment of all current and future generations of Californians.

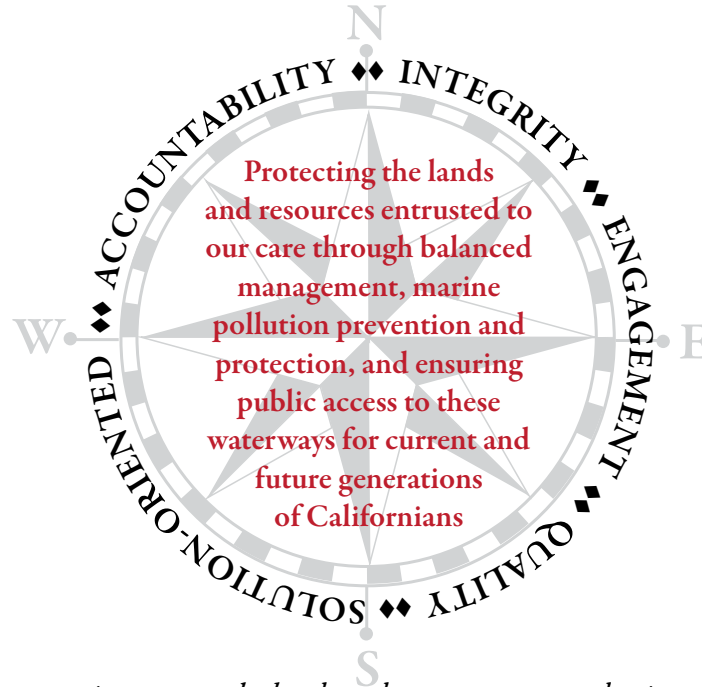
MISSION STATEMENT

The California State Lands Commission provides the people of California with effective stewardship of the lands, waterways, and resources entrusted to its care through preservation, restoration, enhancement, responsible economic development, and the promotion of public access.





GUIDING PRINCIPLES AND VALUES



The Commission's core purpose is to protect the lands and resources entrusted to its care through balanced management, marine protection and pollution prevention, adaptation to climate change and ensuring public access to these lands and waters for current and future generations of Californians. The Commission's principles and values shape its culture and serve as a foundation to achieve its mission in accordance with its vision.

- ▼ **Accountability** – Seek balance among competing uses with long-term protection of lands and resources, consistent with constitutional, statutory, and common law provisions.
- ▼ **Integrity** – Adhere to the highest ethical standards in all aspects of our work and service to the public.
- ▼ **Engagement** – Ensure robust and transparent public engagement.
- ▼ **Quality** – Provide superior public service through our expansive and unique professional staff expertise.
- ▼ **Solution-oriented** – Committed to making science-based decisions in the public's best interest through a collaborative and informed public process.



STRATEGIC GOALS



LEAD INNOVATIVE and RESPONSIBLE
LAND and RESOURCE MANAGEMENT



MEET THE CHALLENGES OF OUR FUTURE



ENGAGE CALIFORNIANS TO HELP SAFEGUARD
THEIR TRUST LANDS and RESOURCES



CULTIVATE OPERATIONAL EXCELLENCE
BY INTEGRATING TECHNOLOGY



PARTNERSHIPS

The Commission recognizes that successful partnerships are foundational to serving the people of California and achieving our strategic goals. The Commission is a member of several state boards, commissions, and conservancies, including:

- ▼ Ocean Protection Council (OPC)
- ▼ California Coastal Commission (CCC)
- ▼ San Francisco Bay Conservation and Development Commission (BCDC)
- ▼ Delta Protection Commission
- ▼ Baldwin Hills Conservancy
- ▼ San Joaquin River Conservancy

The Commission also strives to solve complex natural resource and land management challenges and be proactive in addressing emerging issues with local, state and federal agency partners, including the California Natural Resources Agency, OPC, CCC, BCDC, Department of Fish and Wildlife and Fish and Game Commission, Tahoe Regional Planning Agency, California Energy Commission, Wildlife Conservation Board, Department of Parks and Recreation, State Coastal Conservancy, Department of Conservation, Division of Oil, Gas, and Geothermal Resources, U.S. Bureau of Land Management, U.S. Bureau of Reclamation, U.S. Bureaus of Ocean Energy Management and Safety and Environmental Enforcement, U.S. Army Corps of Engineers, U.S. Coast Guard, U.S. Navy, National Oceanic and Atmospheric Administration, and U.S. Fish and Wildlife Service. The Commission is a signatory to various cooperative interagency agreements with state and federal agencies including the implementation of the California network of Marine Protected Areas, the development of the Desert Renewable Energy Conservation Plan, the San Francisco Bay Dredged Material Management Program, and the Southern California Wetlands Recovery Project Working Agreement.

California ports and harbor districts are one of the State's primary economic and coastal resources. Furthermore, California's ports and harbors are an essential element of the national maritime industry. Many of California's ports and harbor districts manage State-owned lands and assets for the benefit of all the people of California (Pub. Resources Code, § 6306, § 6009, and § 6009.1). In addition to the management of public trust lands and assets, trustee ports and harbor districts are catalysts for comprehensive economic and job growth in California. The State has a vested interest in the success of these ports and harbor districts. The Commission and its staff have a proven record of successfully partnering with these ports and harbor districts to facilitate and promote responsible maritime commerce, navigation, trade, and waterfront revitalization, consistent with the common law Public Trust Doctrine.

COMMITMENTS AND STRATEGIES

1.0 LEAD INNOVATIVE AND RESPONSIBLE LAND AND RESOURCE MANAGEMENT

- ▼ The Commission's management of the State's sovereign lands and natural resources and its oversight of lands legislatively granted to local jurisdictions is based on the highest standards of public health and safety, environmental protection, fiscal responsibility, economic benefits, consistency with the Public Trust Doctrine, and whether proposed uses affecting these lands and resources are in the State's best interests.
- ▼ As the state agency entrusted to manage and protect ungranted tidelands, submerged lands, and the beds and banks of navigable lakes and waterways, the Commission is uniquely situated to protect the people's rights in and to these irreplaceable resources.
- ▼ California continues to set new, aggressive targets for significantly reducing greenhouse gas emissions and establish strategies to prepare for sea-level rise and address climate change. The Commission is committed to incorporating these policies, as appropriate, into project analyses, project approvals, and new leases.
- ▼ Recognizing that California's ports and harbor districts serve a critical and unique role for the State and the nation, the Commission is committed to partnering with its legislative grantee ports and harbor districts to promote maritime commerce, navigation, domestic and international trade, commercial fishing, vessel passenger service, resource protection and restoration, and responsible waterfront revitalization.
- ▼ It is vital for the Commission to have the tools and resources, based on rigorous and best available science, to address current and emerging challenges to its land and resource management responsibilities.
- ▼ The Commission is committed to applying the best achievable technology and those manpower levels, training procedures, and operational methods that provide the greatest degree of protection achievable, required under California's Oil Spill Prevention and Response Act.

Strategies to Achieve this Goal

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

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

2.0 MEET THE CHALLENGES OF OUR FUTURE

- ▼ The Commission recognizes that the effects and challenges associated with climate change require the State to dramatically change the way it produces and consumes energy, and that there is a bridge to a sustainable future. The Commission is committed to building that bridge through efforts to responsibly increase its renewable energy development and facility portfolio, while responsibly managing existing energy production and development leases.
- ▼ The Commission strives to protect its lands and resources while promoting appropriate economic development and ensuring that the public is appropriately compensated for the use and occupation of its land and development of its resources.
- ▼ The Commission is dedicated to increasing investment to develop and retain qualified and committed staff.
- ▼ Stable and secure funding sources and resources are required to fulfill the Commission’s mission and vision.

Strategies to Achieve this Goal

- 2.1 Optimize returns for the responsible development and use of State lands and resources, both onshore and offshore.
- 2.2 Ensure timely receipt of revenues and royalties from the use and development of State lands and minerals.
- 2.3 Align budget and policy initiatives and staff resources with Commission and State priorities, including securing stable funding sources and resources to fulfill the Commission’s mission and vision.

In 2014, the Commission became the first state agency in the nation to present its entire financial picture on the Internet at CAStateLands.OpenGov.com. Through this website, California residents can learn how government works for them by seeing how the State generates and administers nearly half a billion dollars in revenue from oil and gas contracts, mineral royalties, and leasing programs.



3.0. ENGAGE CALIFORNIANS TO HELP SAFEGUARD THEIR TRUST LANDS AND RESOURCES

- ▼ The Commission's continued stewardship of its lands and resources can only be achieved when the public has a deep trust in its ability to properly manage them. To build the public's trust, the Commission recognizes the importance of a strong, informed, transparent and engaged public process.
- ▼ The Commission recognizes that it is the continued strength of the democratic process that is vital to the sustainability of our mission and realization of our vision. The source of strength in the democratic process lies in public engagement. To increase the quality of public engagement, the public must be empowered to act. This empowerment can come in many forms that are under the Commission's control such as education, transparency, awareness, and communication.
- ▼ The Commission strives to use its website (www.slc.ca.gov), public meetings, targeted outreach efforts, strategic partnerships, and other tools to provide the public, lessees, grantees, applicants, regulated community, non-governmental organizations, California Native American Tribes, and partner agencies with up-to-date information on its responsibilities, programs, and current and future activities.

Strategies to Achieve this Goal

- 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.
- 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.

4.0. CULTIVATE OPERATIONAL EXCELLENCE BY INTEGRATING TECHNOLOGY

- ▼ The Commission is committed to using the best available technology to enhance the transparency, efficiency, and effectiveness of its activities.
- ▼ The Commission recognizes the opportunity to be a leader in the democratization of data and will ensure that the platforms used are widely accessible and device agnostic.
- ▼ The Commission acknowledges the need to manage and secure its data.

Strategies to Achieve this Goal

- 4.1 Implement rich technologies and business processes to increase the public's ability to interrelate with Commission programs and policies.
- 4.2 Extend Geographic Information Systems (GIS) content and capabilities to be an integrated decision making tool for the Commission's management of lands and resources and a valued visualization and communication mechanism for the public.
- 4.3 Implement an automated electronic data management system for records, historical documents and digitized maps for internal and public consumption.
- 4.4 Deliver enhanced Information Technology (IT) tools, services, and applications to more effectively and transparently manage the Commission's lands and resources, thereby improving project timeliness and public services.
- 4.5 Deliver secure and available IT services.





STRATEGIC WORK PLAN



1.0 LEAD INNOVATIVE AND RESPONSIBLE LAND AND RESOURCE MANAGEMENT

Strategy 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 Actions

- 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.
- 1.1.2 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.
- 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.
- 1.1.4 Identify and abate hazards and associated liability on sovereign and school lands.
- 1.1.5 Refine Mitigation Monitoring Program tracking to ensure lessee compliance.
- 1.1.6 Enhance the Commission’s Lease Compliance Enforcement Program to ensure efficiency and efficacy.



Targeted Outcomes

- ▼ 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.
- ▼ Update regulations for the following:
 - Marine Terminal Operations and Safety
 - Oil and Gas Drilling and Operations
 - Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS)
 - Vessel Biofouling
 - Enforcement of the Marine Invasive Species Act
 - Trespass/Lease Enforcement
 - Geophysical Survey Permits
- ▼ Evaluate available ballast water treatment and biofouling management technologies, present technical information to address concerns and misinformation on new technologies, develop an outreach program, and identify enforcement strategies.
- ▼ Create publicly available Geographic Information Systems (GIS) layers to identify, monitor and track legacy oil and gas leaks and seeps. Develop a strategy to secure funding to remediate leaks from improperly abandoned wells.
- ▼ Expand efforts to inventory and remediate legacy abandoned mines on lands under the Commission's jurisdiction.
- ▼ Review and update dredging, marina, and grazing Best Management Practices (BMPs); incorporate BMPs into applicable new or renewed leases consistent with federal requirements.
- ▼ 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.





Strategy 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 system.

Key Actions

- 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.
- 1.2.2 Develop strategic partnerships with trustee ports, harbor districts, and other grantees and lessees, to facilitate opportunities for responsibly enhancing California’s “blue economy,” consistent with the Public Trust Doctrine, Marine Protected Areas, and other applicable policies and laws.
- 1.2.3 Promote public trust consistent waterfront development and revitalization, addressing sea-level rise and climate change in the planning process.
- 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.

Targeted Outcomes

- ▼ Secure stable, long term funding for the Bolsa Chica Lowlands Restoration Project.
- ▼ 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.
- ▼ 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, including the California Freight Mobility Plan, the Sustainable Freight Pathways to Zero and Near-Zero-Emissions and the California Energy Commission's Integrated Energy Policy Report.

- ▼ 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.
- ▼ 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.
- ▼ Respond promptly to trust consistency determination requests and reports of inconsistent uses.
- ▼ 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.
- ▼ Develop a public web-based application that provides GIS mapping and information about trust grant requirements and the history for each grantee.
- ▼ Develop strategic partnerships and public involvement in order to identify and prioritize sovereign lands for public access, habitat preservation, restoration, and enhancement.
- ▼ Incorporate consideration of the state Marine Protected Area network into Commission planning and leasing practices.



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

Key Actions

- 1.3.1 Ensure public access to coastal and inland waterways through private and public agency leases.
- 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.
- 1.3.3 Acquire property interests that enhance access to, or the resource value of, sovereign lands as trustee of the Kapiloff Land Bank Fund or through title settlements and existing land exchange authority.

Targeted Outcomes

- ▼ Prepare and disseminate a Legal Guide to Rights on and to California Navigable Waters and companion public brochure for coastal and inland waterways.
- ▼ 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.
- ▼ Include terms in leases that provide for, protect and enhance public access.
- ▼ Through strategic partnerships, joint ventures, and other forms of collaboration, work with other public and private entities to increase public access to and along public trust lands.





Strategy 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 Actions

- 1.4.1 Provide applicants and grantees with the best available science on the impacts of climate change, sea-level rise, and adaptation strategies.
- 1.4.2 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.
- 1.4.3 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” and Executive Order B-30-15 on climate adaptation.



Targeted Outcomes

- ▼ 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.
- ▼ 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) through targeted outreach.
- ▼ Coordinate with agency partners to develop a framework that details how the State can best support local sea-level rise adaptation and coastal resilience.
- ▼ Through lease terms and other mechanisms, develop strategies to address and, where possible avoid, shoreline armoring, ocean acidification, and generation of marine debris.
- ▼ Include an analysis of natural alternatives to engineered solutions and consider relocation of highly vulnerable infrastructure in proposed coastal protective structure project reviews.
- ▼ 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.
- ▼ Incorporate sustainable leasing BMPs to encourage water conservation, recycling, and reduction of litter generation and marine debris into new and renewed leases.
- ▼ Prioritize consideration of water conservation proposals consistent with Executive Order B-29-15.



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

Key Actions

- 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.
- 1.5.2 Ensure lease and contract compliance with sound oil and gas development practices in compliance with regulatory and statutory requirements.
- 1.5.3 Improve inspection and safety audit programs, through risk-based prioritization models.

Targeted Outcomes

- ▼ Sustain a 5-year Safety and Spill Prevention Audit cycle at all offshore and onshore marine oil production facilities.
- ▼ 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).
- ▼ Establish a Systems Safety Audit Team to identify systemic risks at marine terminals based on risk assessments.
- ▼ Develop a systematic approach to audit, inspection and monitoring activities relying on both a quantitative model and qualitative performance and risk-related data.
- ▼ Commit eligible public trust lands to the Coastal Sanctuary, while ensuring continued responsible and safe resource development under existing leases.
- ▼ Conduct worldwide research for developing best achievable technologies and methods for safe and environmentally superior means of oil production, handling and transportation.
- ▼ Review and update the Pipeline Integrity Inspection Program to ensure best achievable protection by Commission lessees.



2.0 MEET THE CHALLENGES OF OUR FUTURE

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

Key Actions

- 2.1.1 Consolidate school lands holdings through exchanges or acquisitions, including leveraging the School Land Bank Fund, to increase marketability and revenue from lands and mineral interests.
- 2.1.2 Market land holdings to promote renewable energy and environmentally responsible resource and energy development projects.
- 2.1.3 Identify sovereign and school lands resources that have renewable energy or other development potential or are suitable for mitigation purposes.
- 2.1.4 Continue to actively participate in the Desert Renewable Energy Conservation Plan process to ensure leasing of school lands for renewable energy is efficient, transparent, and in the best interest of the State.
- 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.



Targeted Outcomes

- ▼ Develop science-based criteria to identify Commission lands suitable for developing renewable energy resources while protecting ecologically core lands; identify lands meeting these criteria and those parcels with potential for exchange or acquisition.
- ▼ 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.
- ▼ Develop and implement an investment plan for the approximately \$60 million in the School Land Bank Fund.
- ▼ Lease school land parcels for mitigation purposes or employ existing exchange authority to acquire lands with valuable commercial resources or other revenue potential.
- ▼ Conduct a thorough mineral inventory, actively market unleased lands' mineral potential, and promote lands for development or exchange.
- ▼ 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.
- ▼ Manage mineral resources to effectively and responsibly plan for access to, and development and conservation of mineral resources for existing and future generations.





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

Key Actions

- 2.2.1 Provide consistent and accurate revenue billing and reporting.
- 2.2.2 Promptly address and resolve delinquent accounts receivable.
- 2.2.3 Maintain a timely schedule of audits and royalty verification reviews.
- 2.2.4 Prevent leases from transitioning into long-term holdover status.

Targeted Outcomes

- ▼ Integrate technological tools and staff training in order to increase responsiveness and reporting capabilities.
- ▼ Immediately process all accounts past due by 90 days.
- ▼ Improve royalty verification accuracy and reduce the number of unpaid royalties identified in lease audits.
- ▼ 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.
- ▼ Engage lessees early and diligently to complete renewals and prevent leases from going into holdover status.



Strategy 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 Actions

- 2.3.1 Continue to use existing funding sources strategically and efficiently, particularly to address challenges associated with climate change and sea-level rise.
- 2.3.2 Explore strategies to fund all Commission priorities, including options for reinvesting revenues from non-renewable sources into programs addressing climate change, sea-level rise, and legacy hazards remediation.
- 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.
- 2.3.4 Invest in developing and retaining qualified and committed staff.

Targeted Outcomes

- ▼ Ensure that all costs to process applications for the use of sovereign and school lands are reimbursed by applicants.
- ▼ Incorporate lease management fees into all major commercial, industrial and mineral development leases.
- ▼ Through leasing practices and title settlements, incorporate opportunities to acquire property for public access and habitat enhancement, restoration, and preservation.
- ▼ Market and encourage use of the Kapiloff Land Bank Fund for environmental mitigation offset projects and management and enhancement of sovereign lands.

- ▼ Explore alternatives, in addition to its administrative penalty authority, to ensure the State is receiving appropriate compensation for the private use of State lands.
- ▼ Review and update relevant regulations to enhance the Commission's ability to levy penalties for regulatory non-compliance, where applicable.
- ▼ Secure funding to remove remnants of industrial infrastructure hazards, abandoned vessels and improperly abandoned legacy oil wells.
- ▼ Seek grants for priority environmental planning, management and restoration activities.
- ▼ Provide staff timely and regular training about the evolving science of climate change and sea-level rise.
- ▼ Promote professional development opportunities and encourage flexible work schedules and telecommuting to improve performance and reduce vehicle commute miles traveled.
- ▼ Expand internship and California Sea Grant State Fellowship opportunities and programs.
- ▼ Update staffing classifications to align with required staff skills, knowledge and abilities to meet the current and future challenges of the Commission.
- ▼ Prepare and implement a management and staff Succession Plan.



3.0 ENGAGE CALIFORNIANS TO HELP SAFEGUARD THEIR TRUST LANDS AND RESOURCES

Strategy 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 Actions

- 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.
- 3.1.2 Enhance public outreach through the use of technology and explore the benefits of using social media to engage the public.
- 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.

Targeted Outcomes

- ▼ Continuously improve the Commission’s website to be a more informative, relevant, interactive public resource that leverages mobile and web-based technology.
- ▼ Employ the power of cloud-based customer (constituent) relationship management software and social media tools to engage constituencies regarding Commission programs and policies.
- ▼ Leverage speaking opportunities at workshops, hearings, and conferences to educate the public and other stakeholders about the Commission’s activities.
- ▼ Continue to improve the Commission’s leadership role in marine safety and marine pollution prevention through the Commission’s biennial Prevention First Conference.
- ▼ Continue to improve the Commission’s annual Marine Facilities Stakeholder Meetings to educate and facilitate engagement with the regulated community.





Strategy 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 Actions

- 3.2.1 Continue to devote staff resources to interagency and intergovernmental policy development and implementation activities.
- 3.2.2 Conduct effective tribal consultations consistent with Executive Order B-10-11 and AB 52 (Stats. 2014, Ch. 532) requirements for consultation during California Environmental Quality Act (CEQA) review.
- 3.2.3 Explore opportunities for new partnerships with non-governmental organizations and local groups.

Targeted Outcomes

- ▼ Ensure robust staff participation in agency working groups such as, but not limited to:
 - State Coastal Leadership Group on Sea-Level Rise (includes Safeguarding California Plan implementation)
 - Desert Renewable Energy Conservation Plan
 - Marine Protected Areas Partnership
 - Marine Renewable Energy and Desalination Working Groups
 - Marine Spatial Planning, and Marine Aquaculture Development Committee
 - Oil Spill Technical Advisory Committee
 - Owens Lake Master Project Agency Forum
 - Riparian Habitat Joint Venture
 - San Francisco Bay Conservation and Development Commission’s Engineering Criteria Review Board collaborations
 - Southern California Wetlands Recovery Project
 - U.S. Army Corps of Engineers Interagency Meeting collaborations
 - Lake Tahoe: Lake Tahoe Science and Lake Improvement Account working groups, Aquatic Invasive Species Coordination Committee, Shorezone Review Committee, Tahoe Yellow Cress working group
- ▼ 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.
- ▼ Review and update applicable existing interagency agreements, memoranda of understanding and cooperative agreements to ensure that these agreements address current Commission priorities.
- ▼ Actively seek engagement of non-governmental organizations and local and regional community groups to inform the Commission’s decision-making processes and staff’s project review and analysis.

4.0 CULTIVATE OPERATIONAL EXCELLENCE BY INTEGRATING TECHNOLOGY

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

Key Actions

- 4.1.1 Continuously enhance the Commission’s web presence to communicate fresh content, be device responsive and relevant for Commission stakeholders and constituents.
- 4.1.2 Enhance the functionality and coverage of electronic notifications to Commission stakeholders and constituents using a relationship management system.
- 4.1.3 Extend the OpenGov financial transparency platform to allow public access to additional fiscal information and reports.
- 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.
- 4.1.5 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.
- 4.1.6 Automate manual business processes for interactive public interfaces based on public stakeholder and constituent demand.

Targeted Outcomes

- ▼ Build out mobile crowd sourcing applications and operational dashboards that communicate in real-time or near real-time.
- ▼ 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.
- ▼ Deliver timely, relevant information to the wider public audience regarding notifications and regulations.
- ▼ Provide the Commission’s administrative records (e.g., records of proceedings developed pursuant to CEQA § 21167.6) for its discretionary actions in a searchable, electronic format that can be easily assembled for public review.
- ▼ Substantially reduce paper and improve manual public interactive business processes with efficient, accurate web-based electronic solutions for: Marine Invasive Species Program reporting forms, Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS) audits, offshore geophysical surveys, public comments on rulemakings, and documents the Commission prepares as the lead agency under CEQA.

Strategy 4.2 – Strategy 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 Actions

- 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.
- 4.2.2 Create, deliver and manage a centralized, curated geospatial information library for internal and public use.
- 4.2.3 Deliver geospatial solutions that improve analysis and decision-making.
- 4.2.4 Expand GIS field collection capabilities to include mobile devices, unmanned aerial systems and watercraft.

Targeted Outcomes

- ▼ 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.
- ▼ Construct and maintain a spatial inventory of Commission managed assets that facilitates an improved understanding of the environment on and around Commission managed lands.
- ▼ Provide greater use of GIS and electronic catalogs in resource management, and integrate GIS into business processes, decision-making, and public outreach.
- ▼ Enable pervasive use of intuitive web mapping applications to visually engage citizens and staff.

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

Key Actions

- 4.3.1 Develop and follow a comprehensive integrated data (repositories, classifications, security, etc.) and business process architecture to drive product selections.
- 4.3.2 Digitize essential historical maps and documents based on risk reduction priority and industry standards for consumption.
- 4.3.3 Implement a document management platform that meets current and future anticipated needs for internal use and public interaction.
- 4.3.4 Establish and execute right-sized data governance policies and standards to balance user experience with security and transparency.
- 4.3.5 Consolidate disparate data sources into a single federated and secure structure based on risk reduction and usage priority need and value.
- 4.3.6 Implement processes and tools to respond to litigation discovery actions and Public Records Act requests in a prompt and comprehensive manner.

Targeted Outcomes

- ▼ Deliver a comprehensive solution architecture that drives data management priorities, reduces rework and risk and improves timely delivery of integrated solutions.
- ▼ Centralize data on comprehensive platforms that can be effectively searched and reported from.
- ▼ Preserve, convert and digitize all high risk/high value maps, books, and other historical records and provide public access to secure repository.
- ▼ Provide a secure capability to share large documents outside the Commission.
- ▼ Enable prompt compliance in completing Public Records Act requests and meeting e-discovery requirements by reducing the resource burden on staff and improve responsiveness.

Strategy 4.4 – Deliver enhanced Information Technology (IT) tools, services, and applications to more effectively and transparently manage the Commission’s lands and resources, improving project timeliness and public services.

Key Actions

- 4.4.1 Transition the Commission to mobile platforms (integrated laptops, pads, phones) to meet employee business requirements.
- 4.4.2 Deliver mobility services including wireless, virtual private network and remote access to remove the physical access boundaries based on customer demand.
- 4.4.3 Deliver integrated collaboration tools.
- 4.4.4 Implement automated workflow solutions to improve internal processes.
- 4.4.5 Deliver automated electronic solutions to improve administrative record-keeping and eliminate reliance on paper files.

Targeted Outcomes

- ▼ Complete the transition from desktop to mobile platforms for targeted users.
- ▼ Complete the rollout of full office wireless coverage for Commission mobile devices and temporary authorized “guests” at all major sites.
- ▼ Complete the secure implementation and operation of virtual private network access to the Commission’s private network.
- ▼ Provide secure and controlled authorized access for contractors where needed.
- ▼ Deliver a single integrated phone system for the Commission to improve reliability, employee productivity and reduced total cost of ownership.
- ▼ Deliver integrated instant messaging, screen sharing, white-boarding, file sharing and video conferencing for Commission employees and external collaboration.
- ▼ Provide a complete internal employee communication system including a dynamic intranet web site, messaging and instructional content (procedures and videos).
- ▼ Provide tools and processes that enable the Commission to be paperless for standard internal processes by 2020.

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

Key Actions

- 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.
- 4.5.2 Continually enhance the Commission’s “security in depth” posture (tools and processes) to meet the increasing volume and morphing cyber threats.
- 4.5.3 Commit to architecture-based product selection and integration decisions to continuously improve operations, services, and reduce total cost of ownership.
- 4.5.4 Implement a customer-driven steering committee to prioritize IT projects and programs.

Targeted Outcomes

- ▼ Enhance endpoint deployment and security effectiveness while meeting user experience expectations.
- ▼ Deliver complete Business Continuity and Disaster Recovery systems to meet changing organizational requirements.
- ▼ Deliver a long-term data archival system.

APPENDIX A MANAGEMENT OF THE TRUST RESOURCES

The Commission is a land and resource trust manager, embracing its responsibilities as a trustee for the lands and resources under its care. Because sovereign lands and school lands are extensive and contain varied natural and cultural resources and are home to various endangered species, their management requires a wide variety of programs and expertise. State lands are used by both public and private entities and leases or permits may be granted by the Commission for many purposes including marinas, wetlands restoration and enhancement, open space, wildlife habitat, state parks, recreational piers, industrial wharves, marine terminals, dredging, timber harvesting, grazing, mining of sand, gravel, and other minerals, and the development and extraction of oil, gas, and geothermal resources.



THE PUBLIC TRUST DOCTRINE

The Commission's guiding principles for managing the State's tidelands and submerged lands, navigable waterways, and associated natural resources under its jurisdiction are based on the highest standards of environmental protection, financial responsibility and compliance with the common law Public Trust Doctrine. Many of the Commission's actions have as their basis the responsibility of a trustee of Public Trust lands and resources. With a basis in Roman Civil Law and British Common Law, this doctrine designated the reigning monarch as the primary trustee of the public's right to use the waterways of the realm. Following the English tradition, the beds of California's navigable waterways—or sovereign lands, as they are sometimes known—became state property when California became a State in 1850, and were henceforth subject to the Public Trust Doctrine. Today, these lands are managed by the Commission to ensure that their use and management are consistent with Public Trust law, values, and principles.



Through the administration of its Public Trust responsibilities, the Commission enforces the public's right to enjoy access to and use of California's waterways for commercial and recreational navigation, fishing, swimming and other water-related recreation. The trust also promotes the responsible development and protection of ports, harbors, marinas and other water-related facilities for the support of commerce, navigation and fisheries. Trust lands may also be preserved and enhanced for open space, wildlife habitat, environmental protection, and for visitor-serving facilities and other uses consistent with the trust.

THE SCHOOL LANDS TRUST

"School lands" are what remain of the nearly 5.5 million acres throughout the State that Congress granted to California in 1853 to benefit public education. School lands were placed into a statutory trust in 1984 when the Legislature enacted the School Land Bank Act (Act) and created the School Land Bank Fund. The Commission is the trustee of the Fund. Today these lands support common schools and the revenue, by statute, supports the State Teachers' Retirement System. Over half of school lands are located in the California Desert. The Act states that school lands and attendant interests are to be proactively managed and enhanced to provide an economic base in support of public education. The Act further requires the Commission to take all action necessary to fully develop school lands, indemnity interests, and attendant mineral interests into a permanent and productive resource base.

APPENDIX B COMMISSION PROGRAMS



Land Management

Lands under the Commission's jurisdiction are of two distinct types – sovereign and school lands. The Commission may issue leases and permits for the use of public lands based on environmental, public health and safety, economic benefits, and overall public benefit considerations.

Sovereign Lands

The first type, sovereign lands, encompasses approximately four million acres. These lands include the beds of California's navigable rivers, lakes and streams as well as State tide and submerged lands that extend from the shoreline to three miles offshore along California's more than 1,130 miles of coastline. In short, the Commission's jurisdiction over sovereign lands extends to more than 120 rivers and sloughs, 40 lakes, and the State's bays and coastal waters.

Examples of sovereign land leases include marinas, boat launching facilities, recreational piers, utility lines, industrial wharves, wetlands, open space, marine terminals, restaurants, and hotels. Revenues from these sources in the 2014-15 fiscal year were approximately \$17.2 million. Commission revenues from its leasing activities on sovereign lands are predominately deposited into the State's General Fund.



School Lands



The second type of lands, referred to as "school lands," is what remain of the nearly 5.5 million acres throughout the State that Congress granted to California in 1853 to benefit public education. The State retains surface and mineral ownership of approximately 462,830 acres of these school lands and retains the mineral rights in an additional 790,000 acres. The Commission manages these properties for the benefit of retired teachers. As trustee of the School Land Bank Fund, the Commission is authorized to exchange or sell these lands with

the proceeds deposited in the School Land Bank Fund to acquire other lands with higher revenue producing potential. These lands are primarily in the California Desert and hold significant potential for responsible renewable energy development.

Mineral Resources Management



of

The Commission manages energy and mineral resource development and use under approximately 130 oil, gas, geothermal, and mineral leases covering more than 95,000 acres state-owned lands, both onshore and offshore. Resources managed by the Commission are diverse and range from commercially valuable minerals such as oil, natural gas, hard rock minerals, sand, gravel and geothermal steam to unique natural resources such as forests, grazing lands, wetlands, riparian vegetation, and fish and wildlife habitat. These lands

also have the potential as sites for tide, wave, wind, and solar renewable energy resources.

Since the Commission's establishment in 1938, it has generated over \$11.2 billion in revenues. Oil and gas revenues collected by the Commission in the 2014-15 fiscal year were approximately \$245 million and revenues from the production of electrical energy using geothermal steam were more than \$5.4 million. An additional \$2.1 million was collected from mining of "hard rock" minerals and aggregates.



Granted Public Trust Lands

Since statehood, the Legislature has enacted nearly 300 statutes granting State-owned sovereign trust lands to over 80 local governmental entities, including California's five largest ports, to manage in trust for the benefit of the people of California. Tidelands and submerged lands and navigable waterways granted by the Legislature to local governmental entities are public trust assets of the State that are managed locally. The Legislature delegated the State's residual and review authority for all granted tidelands and submerged lands to the Commission. In performing this responsibility the Commission is authorized to investigate, audit, and review the administration of all tideland and submerged land grants for compliance with granting statutes and other laws but primarily seeks to partner and support grantees in their proper management of sovereign land and resources to benefit the statewide public.



Marine Pollution Prevention

The Commission is responsible for providing the best achievable protection of the State's marine environment through prevention of oil spills and invasive species introductions. The statutory authority for the Commission's Oil Spill Prevention Program is in the Lempert-Keene-Seastrand Oil Spill Prevention and Response Act of 1990. This Act covers all aspects of marine oil spill prevention and response in California and divides responsibilities between the Commission and the Office of Spill Prevention and Response, a division of the California Department of Fish and Wildlife. The Commission regulates all marine oil terminals in the State to provide the best achievable protection of the public health, safety, and the environment. The Commission's jurisdiction applies to onshore marine oil terminals and to oil producing islands and offshore oil platforms within State waters. The Commission implements a robust field inspection and process safety audit program at the State's 58 marine oil terminals and at offshore oil platforms and production facilities.

The Commission also administers the State's Marine Invasive Species Program. In this capacity, the Commission regulates vessel biofouling and ballast water discharge to prevent or minimize the release of non-native (invasive) species in California marine waters from commercial vessels arriving at California ports. Both the Commission's Oil Spill Prevention Program and the Marine Invasive Species Program are solely supported by fees assessed on the maritime industry.



APPENDIX C

STRENGTHS, CHALLENGES, OPPORTUNITIES, THREATS ANALYSIS

Both internal and external factors can influence the Commission's success in achieving its mission and goals. The Commission has evaluated these factors and identified the following critical strengths, challenges, opportunities, and threats (SCOTs).

STRENGTHS

- ▼ An independent Commission, comprised of two constitutional officers and a gubernatorial appointee that is engaged, knowledgeable, and focused on addressing emerging challenges and opportunities.
- ▼ An agency dedicated to open government, transparency, and accountability.
- ▼ Global leadership, with a strong field presence, in marine oil safety systems and prevention of oil spills and marine invasive species introductions.
- ▼ Effective collaboration with local, state, federal, and international stakeholders to achieve balanced management of public waterways, lands, and resources.
- ▼ An unparalleled repository of historical information on land ownership and water boundaries in California, and a respected authority on the common law Public Trust Doctrine.
- ▼ A skilled, professional staff committed to improving efficiency and productivity through multi-divisional and cross-disciplinary teams.

CHALLENGES

- ▼ Integrating and leveraging technology and redirecting staff and other resources, given current budget realities, to:
 - respond to threats to public lands and waterways (e.g., from legacy oil and gas wells and abandoned mines and vessels);
 - address climate change, sea-level rise, marine debris, and other emerging issues;
 - market land and resource development opportunities;
 - monitor and improve lease compliance and enforcement; and
 - engage the public using social media and the Commission's website.
- ▼ Strengthening relationships with, and oversight of, grantees of public trust lands to ensure appropriate use and protection of California's trust lands and assets.
- ▼ Digitizing and preserving historical documents and maps relating to water boundaries and ownership of state lands.
- ▼ Succession planning to attract and retain skilled staff and address the loss of institutional memory when staff retires.

OPPORTUNITIES

- ▼ Navigating complex regulatory processes to pro-mote renewable energy development on sovereign or school lands—geothermal, solar, wave, wind, etc.— and associated jobs without adversely affecting other users, wildlife, cultural, and other values.
- ▼ Appropriately optimize state revenues on school lands to through proactive leasing, auditing, and improving valuation processes.
- ▼ Furthering School Land Trust goals via land exchanges with the federal government.
- ▼ Using opportunities presented by new lessees and lessee turnover to incorporate sustainable best management practices, science, and technologies to address sea-level rise, climate change, public access, and other critical concerns in Commission leases.
- ▼ Leveraging new technology to improve project timeliness and public service.

THREATS

- ▼ Impact of sea-level rise and climate change to California’s shoreline and environment, resulting in:
 - a public that cannot access California shorelines, inland waterways or beaches;
 - unauthorized armoring of the coast; and
 - challenges to state ownership of sovereign lands due to sea-level rise.
- ▼ Health, safety, and environmental concerns that may also pose a liability to the state, including oil spills, legacy oil and gas wells, abandoned mines and vessels, invasive species introductions, and unauthorized occupation and use of state lands.
- ▼ Volatility of market forces affecting energy enterprises and other economic uses that impact state sovereign and School lands.
- ▼ Reductions in staff resources resulting from ongoing state budget constraints, and ability to attract and retain skilled staff.



PHOTO CREDITS

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Top, Sacramento River, courtesy of California Department of Water Resources.

L-R, Monterey County coastline, Sacramento River Delta, Owens River in the Owens Valley, courtesy of California Department of Water Resources.

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