

**CALENDAR ITEM  
INFORMATIONAL**

**69**

A Statewide

12/06/16  
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**INFORMATIONAL UPDATE ON THE IMPLEMENTATION  
OF THE COMMISSION'S 2016-2020 STRATEGIC PLAN**

**BACKGROUND:**

The California State Lands Commission adopted its five-year strategic plan on December 18, 2015. The Plan, the culmination of robust stakeholder input and collaboration, guides the Commission's stewardship of public lands and resources, including meeting challenges such as adapting to sea-level rise, addressing climate change, and promoting public access.

The adopted Strategic Plan contains the following 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

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. The Strategic 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.

**IMPLEMENTATION:**

Since the adoption of the Strategic Plan, staff developed an implementation plan that identifies the lead division and staff champion, as well as participating divisions for all Key Actions and Targeted Outcomes. There are 63 Key Actions and 136 Targeted Outcomes. The plan also identifies the approximate time during the 2016-2020 Strategic Plan period for implementation of each targeted outcome. Some Targeted Outcomes may be completed in a specific year, while others are anticipated to take multiple years or will be implemented over the course of the entire plan period.

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The implementation progress for 2016 is summarized in the attached Exhibit A. The exhibit lists the Key Action, the Targeted Outcomes associated with the Key Actions, and the Implementation Status of the Targeted Outcomes (Complete, In Progress, Not Yet Started, or Deferred). As of this Commission meeting, seven Targeted Outcomes are complete, 109 are in progress, and 20 have not yet started.

### **NOTABLE ACCOMPLISHMENTS IN 2016:**

There has been considerable progress in Year 1 of the Strategic Plan. Presented below are summaries of the Commission's notable achievements in 2016.

#### **By the Numbers**

Through its first five public meetings of 2016, the Commission considered 360 items. The Commission authorized 229 general leases – the majority being recreational leases for piers and docks in Lake Tahoe, the Sacramento River Delta, and Huntington Harbour in Southern California. The Commission also authorized another 12 geological survey permits and mineral prospecting permits.

With respect to the Strategic Plan, most of the approved actions, 220, fell under 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. Many of these same actions also included Strategy 1.3: Protect, expand, and enhance appropriate public use and access to and along the State's inland and coastal waterways. The next most common strategies addressed in the Commission's actions were Strategies 2.2, ensure timely receipt of revenues and royalties from the use and development of State lands and minerals, and 2.1, optimize returns for the responsible development and use of State lands and resources, both onshore and offshore.

From January through October, the Commission generated over \$69 million dollars in revenue and net profits. Most of the revenue, \$46.7 million, is from oil and gas royalties and net profits, of which \$30.7 is from the Long Beach Unit and West Wilmington fields. Due to sustained low oil prices, total revenue and net profits are down significantly from this time last year, when total revenue and net profits were \$89.1 million, oil and gas royalties and net profits were \$71.9 million, and the Long Beach Unit and West Wilmington were \$47.9 million. Approximately \$4.3 million of the current year's revenue is from geothermal leases, while another \$1.5 million is from other mineral leases. Surface leasing accounted for \$13.8 million, of which over \$970,000 went to the Lake Tahoe Science and Lake Improvement Account as mandated under SB 630 (Pavley). Overall, the Commission's leasing activities resulted in \$60.7 million to the General Fund and \$3.99 million to the California State Teachers Retirement System (CalSTRS).

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The total revenue generated by the Commission's activities is almost double its budget of \$37.5 million. With 232 authorized positions, the total revenue generated by the Commission equates to over \$297,000 per position.

So far this year, the Commission's Boundary Unit has completed of 14 surveys at 9 locations. These took place in Contra Costa, Los Angeles, Marin, Monterey, Nevada, Orange, Santa Cruz, Solano, and Sonoma Counties. The individual sites include Broad Beach in Los Angeles County, Donner Lake in Nevada County (3 separate surveys), the Cemex site in Monterey County (2 separate surveys), Collinsville Road in Solano County, Corte Madera Creek in Marin County, Franks Tract in Contra Costa County, the Newport Beach Oxbow Loop in Orange County, Opal Cliffs in Santa Cruz County (2 separate surveys), and Vacation Beach in Sonoma County (2 Separate Surveys).

The Commission adopted two mitigated negative declarations, an addendum to a mitigated negative declaration, and an addendum to a negative declaration. The Commission's environmental staff also completed an EIR which will be brought before the Commission for certification at a later date. Environmental staff also completed a draft EIR and issued notices of preparation for four other EIRs, all anticipated to be completed and considered by the Commission in 2017.

### **Lead Innovative and Responsible Land and Resource Management**

#### Surface Leasing

Through the first 10 months of 2016, the Commission received 241 surface lease applications, many of which are still being processed and will be considered at future meetings. The great majority of the Commission's actions involve the issuance of general leases. As noted above, the Commission authorized 229 general leases through its first five meetings of 2016. Also authorized were 52 rent revisions, 23 assignments of lease, 17 lease amendments, and lesser numbers of miscellaneous actions.

Items of significance include the authorization of a lease with the Broad Beach Geologic Hazard Abatement District for a rock revetment to protect homes and septic systems while simultaneously providing for the restoration of the beach and dune ecosystem at Broad Beach in Malibu. This is the first of this type of project authorized by the Commission. Also, on this agenda, is consideration of a lease to the Tuolumne River Preservation Trust to authorize the removal of Dennett Dam on the Tuolumne River in Modesto. The dam is a public safety hazard, as well as a barrier to public recreation and fish passage.

Also of note, were 40 authorized leases to property owners at the Greenbrae Boardwalk at Corte Madera Creek in Marin County and 35 leases to residents at

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Sandy Beach in Vallejo. Both are areas where lease compliance was previously sporadic.

Oil Spill Prevention

Commission staff perform inspections and safety audits of oil production facilities like offshore drilling platforms and islands. Staff also perform safety inspections of oil transfer facilities like marine oil terminals.

Oil Productions Facilities:

Staff perform safety audits of oil producing facilities on a five-year cycle. During 2016, Commission staff performed safety audits on three offshore facilities (Platforms Emmy, Eva, and Esther) and one onshore facility (Fort Apache). An audit for another onshore facility (Montalvo) is in progress.

Oil Transfer Facilities:

From January through October, Commission staff monitored 52% (2,508 monitors) of all oil transfers (4,864 transfers) conducted in the State of California. This represents an improvement over 2015, during which 47% of every oil transfer was monitored. During this same period, 589,375,840 barrels of product were transferred at marine oil terminals in California. Each barrel is 42 gallons. Spills directly resulting from oil transfers during this time were 55.1 barrels (approximately 0.00000009349% of all barrels transferred). Through 2016, staff conducted 71 spot and annual inspections and 4 training and certification program reviews at marine oil terminals (MOTs).

All 34 MOTs in California continue to make progress towards Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS) compliance including completion of new MOTEMS Audits. Commission staff completed review of 20 MOTEMS Audit reports. Additionally, Commission staff reviewed MOTEMS-required design upgrades for 14 MOTs. Seismic upgrades were in progress or complete for 5 MOTs in 2016.

Lastly, the Commission successfully completed the rulemaking requirements for updating MOTEMS within the California Building Standard Commission's triennial cycle. The 2016 MOTEMS was published on July 1 and will be effective on January 1, 2017.

Marine Invasive Species Prevention

The Marine Invasive Species Program (MISP) is a statewide multiagency program consisting of the California State Lands Commission, California Department of Fish and Wildlife, State Water Resources Control Board, and Board of Equalization. This multiagency program is charged with moving the state expeditiously toward eliminating the discharge of nonindigenous species

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(NIS) into the waters of the state. Once established, NIS pose significant threats to human health, the economy, and the environment.

Through November 8, 2016, California ports received 7,854 qualifying arrivals, i.e. vessels of 300 gross registered tons or more capable of carrying ballast water. Of these, 1,955 arrivals were inspected for compliance with Marine Invasive Species Act. Inspections, increased enforcement, and outreach efforts have led to a decrease in noncompliant ballast water discharges for the 3<sup>rd</sup> year in a row, with the number of incidents dropping from 10 in the first quarter of 2016 to 5 in the third quarter.

Other notable accomplishments for the Marine Invasive Species Program in 2016 include:

- Completion of the 2017 Marine Invasive Species Program Biennial Report to the Legislature.
- Article 4.9 (enforcement regulations) were approved by the Commission in August 2016, awaiting final submittal to the Office of Administrative Law.
- Article 4.5 (fee increase regulations) were published in the Notice Register on September 23, 2016. Public comment closed on November 7, 2016. The proposed regulations will be considered by the Commission at its December Commission meeting.
- Proposed biofouling management regulations (Article 4.8) are on schedule for publication on November 25, 2016 in Notice Register.

### Climate Change/Sea Level Rise

Strategy 1.4 of the Commission's Strategic Plan directs staff to 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. Commission staff continued its efforts to incorporate climate resiliency into its activities throughout 2016. This included holding targeted training sessions for Commission staff in which online sea level rise projection tools were introduced, analytical methods discussed, and in-house processes established. In addition to its participation in several local regional resiliency projects, including in San Mateo and Santa Barbara Counties, Commission staff was invited to join the Technical Advisory Committee for a Natural Shoreline Infrastructure research project that will support implementation of the Safeguarding California Plan and the State's upcoming 4<sup>th</sup> Climate Assessment Report.

During 2016, the Commission began introducing special provisions into those leases that may be affected by sea level rise. Generally, such lease terms contain an acknowledgement that the lease premises and the adjacent upland

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are located in an area that may be subject to effects of climate change, including sea-level rise. The acknowledgement also includes that the authorized improvements may require more frequent or additional maintenance and protection. The special provisions then become more specific and proportional to the type of lease and facilities. The provisions may require visual inspections of the authorized improvements annually at the end of each storm season and following all major storm events or unusual wave events such as caused by hurricanes, tsunamis, or King Tides. They may also require monitoring and submitting of reports, or even a structural assessment.

### Strategic Partnerships

The Commission embraces and promotes collaboration and partnership with federal, state, regional, local, and academic agencies and organizations, as well as non-governmental organizations, private industry, and other stakeholders and interested parties. The Commission participates in partnerships with the following entities: California Natural Resources Agency, Department of Fish and Wildlife, Office of Spill Prevention and Response, State Coastal Conservancy, Department of Parks and Recreation, federal Bureau of Land Management, federal Bureau of Ocean Energy Management, National Oceanic and Atmospheric Administration, and the U.S. Army Corps of Engineers.

In addition, the Commission is a member of the California Coastal Commission, San Francisco Bay Conservation and Development Commission, Ocean Protection Council, Delta Protection Commission, Baldwin Hills Conservancy, and the San Joaquin River Conservancy.

The Commission is also a signatory to various cooperative interagency agreements with state and federal agencies, such as the agreement for implementation of the California network of marine protected areas, agreement for development of the Desert Renewable Energy Conservation Plan, and the San Francisco Bay Dredged Materials Management Office.

In 2016 the Commission entered into the following collaborations and partnerships:

- San Diego Marine Spatial Planning with the Port of San Diego
- San Francisco Waterfront Working Group
- Lake Tahoe Shoreline Plan Steering Committee
- West Coast Regional Planning Body
- Bureau of Energy Management Offshore Renewable Energy Task Force

### Coastal Hazard Removal/Legacy Well Inventory

The Becker Onshore Well is a legacy well located at Summerland Beach in Santa Barbara County. The well is located in the surf zone area approximately 30

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to 40 feet from the mean high tide mark at the point where the Becker pier complex terminated onshore. Due to the presence of oil sheens in the ocean and oil on Summerland Beach, Commission staff has targeted the Becker onshore well in a two-phase project. The first phase involved a preliminary excavation and assessment of the well and preparation of an engineering feasibility study of how to abandon the well. This phase was completed in October 2015. Phase 2 is the actual abandonment of the well. The Commission received \$200,000 in its 2016-17 budget for the environmental review and documentation pursuant to CEQA, permitting, and engineering, which are necessary before the physical abandonment of the well can occur.

The Commission also removed coastal hazards from two sites in the Santa Barbara area, including 30 woodpiles, 10 H piles, 5 steel tie-back rods, and 40 rail road irons in 2016.

At the direction of the Commission, staff initiated a comprehensive study to assess the number and status of offshore legacy wells that may not have been abandoned properly. As a result of this work, there is a comprehensive inventory of these legacy wells, their location, status, and all available records. An informational item on this topic is on the Commission's December 6<sup>th</sup> meeting agenda. Commission staff has also created a GIS layer of these legacy wells to assist in the further analysis of the exact location and condition of these wells.

### Granted Lands

The Commission also oversees and assists the State's legislative trustees. To help its trustees comply with AB 691 (Muratsuchi), staff is creating a webpage that will feature resources and guidance to help trustees fulfill the AB 691 requirements. The bill requires certain trustees to prepare and submit to the Commission, by July 1, 2019, an assessment of the impacts of sea-level rise to their public trust lands and assets and information about how the trustee proposes to prepare for and address these impacts. The webpage will include sea-level rise and flooding mapping tools, peer-reviewed science and planning materials, and sea-level rise guidance. Staff will also publish completed sea-level rise assessments on this webpage.

Staff also receives and reviews annual financial reports required under Public Resources Code section 6306. Trustees are required to submit their financial information by December 31, 2016. Out of 72 current Trustees, staff has received 14 financial reports to date.

During 2016, the Commission closed on several phases of land exchanges to facilitate responsible waterfront development involving granted lands, including the Naval Air Station in Alameda, Oak to Ninth in Oakland, Treasure Island in

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San Francisco, and the Pacific Land Exchange in Chula Vista. As a result, Public Trust lands will be preserved, improved, or enhanced for open space, public access, water-related recreation, such as marinas and boat or kayak launch facilities, visitor serving amenities, habitat restoration, and other beneficial public trust uses that connect the public with the water or preserve natural resources.

At its December 6<sup>th</sup> meeting, Commission will also consider an oversight framework to facilitate communication and track progress on issues relating to air quality at the ports of Los Angeles and Long Beach.

### *Bolsa Chica Lowlands Restoration Project*

On August 24<sup>th</sup> the Commission, the California Department of Fish and Wildlife, the Amigos de Bolsa Chica, and local officials commemorated the 10<sup>th</sup> anniversary of the historic wetlands restoration and inlet opening at the Bolsa Chica Lowlands Restoration Project in Huntington Beach. The restoration project, covering approximately 1,247 acres, restored portions of the wetland ecosystem and tidal influence from the Pacific Ocean to half of this area to reinvigorate the wetland ecosystem. The restored tidal inlet opened on August 24, 2006, marking the first time in 107 years that the tide flowed into parts of the Bolsa Chica wetlands. The restoration project, the result of decades of planning and collaboration by volunteers and government entities, is the largest wetland restoration in southern California history. Post-restoration monitoring shows that the basin has meaningfully increased available bay habitat and improved fishery resources. Bolsa Chica is a critical stop for migrating shorebirds on the Pacific Flyway and with the introduction of tidal influence and resultant mudflats, provides a rich invertebrate community that is a food source to these birds. The Commission is proud to have played a key role in coordinating this historic event.

### *Public Access*

Strategy 1.3 of the Commission's Strategic Plan directs Commission staff to protect, expand, and enhance appropriate public use and access to and along the State's inland and coastal waterways. Through the first five Commission meetings of 2016, the Commission authorized 64 action items that promote this goal. Most of these involve leases for recreational docks and piers that contain provisions intended to protect public access along the Public Trust easement at Lake Tahoe or on inland waterways.

With respect to expanding and enhancing public access, the Commission authorized a lease to the East Bay Regional Park District to construct a portion of the Bay Trail in Contra Costa County. Similarly, through a lease condition, the Commission required the City of Los Angeles Department of Water and Power to provide and maintain public access and recreation at Owens Lake. The City



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subsequently constructed the Owens Lake Trails with a Grand Opening on April 29, 2016. The Owens Lake Trails consist of four miles of walking paths, overlook areas and land art installations. The trails aim to enhance public access, recreation, and wildlife habitat at the lake while educating visitors about the dust control efforts on the lakebed.

The Commission also accepted an Offer to Dedicate a lateral access easement across a beachfront property in Malibu, Los Angeles County. Offers to Dedicate (OTD) are typically required by the California Coastal Commission as a condition of granting a Coastal Development Permit. Lateral access easements are vital tools for ensuring California's coastline remains open and accessible to the public. The Commission has already accepted more than 280 OTDs along the coast of California, the majority of which are located in the Malibu area of Los Angeles County.

### **Meet the Challenges of Our Future**

#### *Promoting Renewable Energy*

During 2016, the Commission made strides in promoting, facilitating, and developing renewable energy resources on the lands under its jurisdiction. At its June 28 public meeting, the Commission authorized a new lease to Pacific Gas & Electric Company for the use of sovereign land associated with its Diablo Canyon nuclear power plant. Prior to authorization of the lease, PG&E, Friends of the Earth, Natural Resources Defense Council, Environment California, International Brotherhood of Electrical Workers Local 1245, Coalition of California Utility Employees, and Alliance for Nuclear Responsibility announced a joint proposal governing the closure of the power plant at the expiration of its existing NRC operating licenses and the orderly replacement of the power plant with a portfolio of greenhouse gas-free energy resources, including a commitment by PG&E to provide 55 percent of its total retail sales from eligible renewable energy resources. According to the joint proposal the parties "agree that the orderly replacement of Diablo Canyon with GHG free resources will be the reliable, flexible, and cost-effective solution for PG&E's customers." The lease authorized by the Commission will expire on August 26, 2025, which coincides with the expiration of the facility's license with the Nuclear Regulatory Commission and aligns with the joint proposal.

At its October 2016 public meeting, the Commission authorized its first renewable energy development project. The Tule Wind II project involves the development of seven wind turbines generating up to 21 megawatts of electricity on 640 acres of school lands located in eastern San Diego County. The project is part of phase II of a larger wind farm. The development will generate minimum annual rent of \$135,500 with the possibility of additional royalties based on the

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amount of electricity generated and sold. All revenue generated will benefit CalSTRS.

The Commission also owns land with geothermal potential. It leases land for geothermal production in the Geysers area of Sonoma and Lake Counties and is also exploring production options in the Truckhaven area by the Salton Sea in Imperial County. Revenue from the Geysers area was down in 2016 due lower utility prices but also to the Valley Fire in September 2015, which damaged the production facilities.

During 2016, staff completed a draft evaluation of geothermal potential of school lands located near the State's known geothermal resource areas. The purpose of the study was to locate and review all available information, evaluate the data, and identify school land parcels that exhibit suitable geothermal potential for development and leasing opportunities.

### Enforcement and Compliance

The Commission made significant progress in its enforcement and compliance actions in 2016. Following are some of the highlights of these efforts.

- Authorized a lease with the Board Beach Geologic Hazard Abatement District for a revetment and dune nourishment project in Malibu that included \$500,000 in compensation for the prior unauthorized occupation of State land.
- Recovered over \$100,000 in compensation owed the state by a commercial marina lessee due to discrepancies in annual reporting.
- Conducted public outreach with residents from the Greenbrae Boardwalk at Corte Madera Creek in Marin County and the Sandy Beach community in Vallejo that resulted in 75 new leases.
- Authorized 127 actions, including new leases for previously unauthorized facilities, bringing holdover leases current, and collecting late rent, resulting in \$229,000 in increased annual revenue.
- Recovered \$139,506 to date from 22 monthly desk audits of oil and gas royalties.
- Performed five royalty audits over extended time periods resulting in recoveries of almost \$1.3 million.

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- **Administrative Enforcement Procedures:** Pursuant to Public Resources Code sections 6224.3, 6224.4, and 6224.5, the Commission adopted regulations to implement administrative enforcement actions against individuals or entities trespassing on lands under the Commission's jurisdiction. These regulations will become effective on January 1, 2017. Under this administrative program, it will be much less costly and time consuming for the Commission to take action against those who maintain unauthorized structures, buoys or other improvements on state lands.
- **Rincon Island Limited Partnership (RILP):** Commission staff has spearheaded enforcement action against RILP, an oil and gas lessee, because of its violation of lease terms and because it has not produced oil and gas as required under the terms of the leases. A staff recommendation to terminate the leases was on the Commission's August meeting agenda, but RILP preemptively filed for bankruptcy in Texas. Commission staff, together with the Office of the Attorney General and outside counsel in Texas, has since pursued every avenue necessary and appropriate to protect the State's interests in the bankruptcy proceeding.
- **Refugio Beach Natural Resources Damages Assessment (NRDA):** The Commission staff is a participant in the NRDA established to assess the damages from the Refugio Beach oil spill of May 19, 2015. Ultimately, the assessment is expected to lead to a settlement with the responsible party. Staff's objective is to ensure that the settlement will compensate fully for all damage to Public Trust resources.

### **Engage Californians to Help Safeguard Their Trust Lands and Resources**

The Commission is committed to following Strategic Goal 3.0 to engage Californians to help safeguard their trust lands and resources. Notable accomplishments in this realm in 2016 included hosting the 12<sup>th</sup> Biennial Prevention First Symposium. Over two days in September, more than 500 experts and professionals from academia, industry, and government from around the country gathered to share information and introduce concepts in pollution prevention with a focus on marine invasive species management, environmental protection, marine oil terminal engineering and maintenance standards, pipeline safety, risk analysis, and other areas involving maritime safety and pollution prevention. There were 20 technical sessions and 70 invited speakers discussing a wide range of issues of importance, such as sea level rise, climate change, pipeline safety and overview of Refugio response. State Controller Betty Yee gave the Keynote Address. Additionally, many Commission staff moderated panels or gave presentations. In the technology exhibition, more than 50 companies presented their state of the art technologies and services.

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Additionally, in August the Commission adopted a Tribal Consultation Policy, after staff conducted a public review and outreach effort and consultation with the State's Native American tribes. Staff procedures and application processes have been updated to incorporate tribal outreach and coordination, as well as the requirements of Assembly Bill 52, related to tribal consultation during CEQA review. These actions meet Strategy 3.2 of the Commission's Strategic Plan, to 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.

The Commission has also developed and implemented a new, short-form lease application, updated its website design, launched its first Twitter Feed for the Prevention First Symposium, and created a new public GIS layer for marine oil terminals. Thus far, the Commission has received 98 Public Records Act requests and has responded to 87 of those to date. Commission staff also participated in numerous speaking engagements at regional, statewide, national, and international conferences, symposiums, and public meetings and authored various publications. Lastly, the Commission has developed individual grantee webpages on its website (<http://www.slc.ca.gov/Programs/Grantees.html>) to provide comprehensive information about each of the state's 72 current Trustees.

### **Cultivate Operational Excellence By Integrating Technology**

While many of the functions performed by the Information Services Division are related to maintaining the smooth running of the Commission's day-to-day business operations, there were two notable accomplishments in 2016. In October, the Commission purchased an unmanned aerial vehicle, or drone, to assist in surveying and providing topographic information. The drone will assist Commission staff in several areas, including: boundary surveying; identifying and cataloging physical hazards; observation of offshore oil seeps; documenting changes in sea level and coastal processes such as erosion, accretion, flooding, and sediment transport; and locating abandoned mines and their features in difficult to access terrain. The information collected will be used to create an imagery and data library, as well as multiple GIS layers. Staff has already used the drone in conjunction with a boundary survey of the mean high tide line at the Cemex facility in Monterey County. The use of the drone is consistent with key action 4.2.1 of the Commission's Strategic Plan to 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.

Also, the Commission recently acquired a specialized software package called ZyLab E-Discovery, for processing documents and records that must be

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produced in response to discovery requests and to prepare Administrative Records for litigation purposes and to comply with records requests under the Public Records Act. The software also enables the user to organize, privilege, redact, maintain, and produce necessary documents and records quickly and efficiently, thereby reducing the risk of unnecessary delay, error, and potential sanctions. The Zylab software has also been useful in the evaluation of cases because it facilitates the Commission's attorneys' ability to review all relevant documents, correspondence, and other records to determine how strong the Commission's case may be in a given situation. Additional software from DT Search and Proofpoint also facilitate server and email searches.

**CONCLUSION:**

Commission staff will build on the significant progress the Commission has made in its first year of implementing its Strategic Plan in bringing forth recommendations in 2017.

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)

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.	<b>Update Regulations for the following:</b>		
	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. <sup>1</sup>	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

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)

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, <sup>2</sup> including the California Freight Mobility Plan, <sup>3</sup> the Sustainable Freight Pathways to Zero and Near-Zero-Emissions, <sup>4</sup> and the California Energy Commission's Integrated Energy Policy Report. <sup>5</sup>	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. <sup>6</sup>	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. <sup>7</sup>	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 <sup>8</sup> 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) <sup>10</sup> 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. <sup>11</sup>	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. <sup>12</sup>	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" <sup>13</sup> and Executive Order B-30-15 <sup>14</sup> 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). <sup>15</sup>	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, <sup>15</sup> 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 <sup>18</sup> 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. <sup>19</sup>	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 <sup>20</sup> 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 <sup>22</sup> and AB 52 (Stats. 2014, Ch. 532) <sup>23</sup> 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. <sup>25</sup>	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. <sup>28</sup>	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 <sup>a</sup>
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 <sup>29</sup> 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 <sup>a</sup>
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

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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