

**STAFF REPORT
INFORMATIONAL
88**

A Statewide

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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 millions 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 facilities 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, generate revenue for the benefit of California's State Teachers Retirement System, and enforce the protections of the Public Trust Doctrine.

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NOTABLE ACCOMPLISHMENTS IN 2017:

There has been considerable progress in Year 1 of the Strategic Plan. Presented below are summaries of the Commission's notable achievements in 2017.

Major Accomplishments:

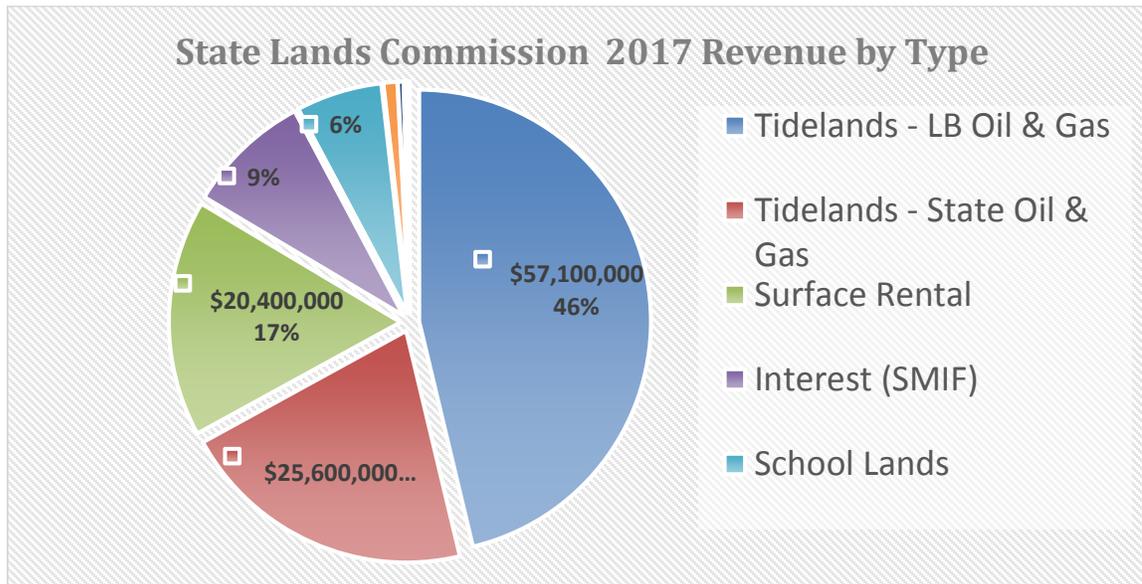
STATE LANDS COMMISSION
2017 ACCOMPLISHMENTS

1. Facilitated the responsible closure of the last coastal sand mining operation in the United States, in partnership with the Coastal Commission and the City of Marina (CEMEX, Monterey County)
2. Shutdown Platform Holly/Piers 421 Leases (Santa Barbara County)
 - + 3 leases; total of approx. 7600 acres returned to the Coastal Sanctuary
3. Shutdown Rincon Island Leases (Ventura County)
 - + 3 leases; total of approx. 1551 acres returned to the Coastal Sanctuary
4. Initiated the remediation of the Becker Onshore Well (Summerland Beach, Santa Barbara County) and completed an inventory of other legacy wells in Southern California
5. Initiated a comprehensive evaluation of the renewable energy potential of the lands/resources under the SLC's jurisdiction, including solar, wind, wave, geothermal, and biomass
6. Published Public Access Guide Document/Brochure
7. Launched Port of San Diego Ocean Planning Pilot Partnership
8. Initiated a comprehensive overhaul of the Commission's Environmental Justice and Racial Equity Policy
9. Oil Spill Prevention:
 - + Pursuant to the Lempert-Keene Seastrand Oil Spill Prevention and Response Act of 1990, staff monitored 44% of all oil transfers at marine oil terminals in CA.
 - + 0.76 barrels spilled/729,435,290 barrels transferred through CA marine oil terminals – approx. 0.0000001042% of all barrels transferred. Down from 55.1 barrels spilled in 2016.
10. Revenue Generation:
 - + \$123 million in 2017, up from \$69 million in 2016
 - + General Fund: \$105,766,400
 - + CalSTRS: \$6,365,736
 - + Lake Tahoe Science and Lake Improvement Fund: \$1,195,583

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By the Numbers:

At six public meetings in 2017, the Commission considered 473 action items. The Commission authorized 210 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 140 rent revisions, 4 assignments, and 19 amendments to existing leases.



The Commission generated over \$123 million dollars in revenue and net profits in 2017, almost double the \$69 million brought in 2016. This is due largely to an increase in oil prices. 2017 saw oil prices climb from below \$40 per barrel to over \$60. Most of the revenue, \$83.7 million, is from oil and gas royalties and net profits, of which \$57.1 is from the Long Beach Unit and West Wilmington fields. Approximately \$5.3 million of the revenue is from geothermal leases, while another \$1.9 million is from other mineral leases. Surface leasing accounted for \$20.3 million, of which over \$1 million went to the Lake Tahoe Science and Lake Improvement Account as mandated under SB 630 (Pavley). Overall, the Commission’s leasing activities resulted in \$103 million to the General Fund and \$6.3 million to the California State Teachers Retirement System (CalSTRS).

The total revenue generated by the Commission’s activities is almost two and a half times its budget of \$49.945 million. With 211 authorized positions, the total revenue generated by the Commission equates to over \$580,000 per position.

The Commission’s Boundary Unit completed three extensive and complicated surveys in 2017. These took place at the CEMEX sand mining site in Monterey

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County, Park Moabi along the Colorado River near Needles in San Bernardino County, and at Corte Madera Creek in Marin County. The Boundary Unit also made several trips to Donner Lake in Nevada County in support of litigation relating to the extent of the Commission's jurisdiction. Activities planned for 2018 include a survey of levee elevations in the Bolsa Chica ecological reserve and surveys with drone support of coastal hazards in Southern California.

Acting as the CEQA lead agency, the Commission certified one Final EIR, one EIS/EIR, a Final Supplemental EIR, and an Addendum to a final EIR. The Commission also adopted two addendums to mitigated negative declarations.

Finally, staff conducted 669 status determinations in response to both private and public inquiries about the Commission's land ownership and jurisdiction. Staff issued 54 jurisdictional determination letters and 39 Non-Objection letters. Each of these documents represent many staff hours of research and analysis.

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 146 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.

The implementation progress for 2017 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, 30 Targeted Outcomes are complete, 106 are in progress, and 6 have not yet started.

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Targeted Outcomes	2016	2017
Completed:	7	+23
In Progress:	109	106
Differed:	0	4
Not Started:	20	6
Total	136	146

Most of the approved actions, 265, 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 prevalent 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.

Lead Innovative and Responsible Land and Resource Management
Surface Leasing and Land Management

The Commission received 242 surface lease applications in 2017, 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 210 general leases through in 2017. Also authorized were 140 rent revisions, 24 assignments of lease, 19 lease amendments, and lesser numbers of miscellaneous actions.

Of particular note, the Commission authorized a sale of 63.3 acres of commercially-zoned school lands in Barstow for over \$4.5 million. The proceeds of the sale benefit the School Land Bank Fund. The Commission also authorized staff to hire a consultant to develop a school lands investment plan. The investment plan will be used to help guide the Commission in making revenue-generating acquisitions using the \$69 million currently in the School Land Bank Fund. All lease revenue generated from school lands benefits the California State

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Teachers Retirement System. Commission staff also coordinated with CalRecycle on the clean-up of sovereign lands in Crockett, Contra Costa County that had been used as an illegal dumping ground for old cars, appliances, and other assorted junk and trash. CalRecycle performed the work at a cost of approximately \$125,000 and the Commission then paid to secure the site with barriers and a locked gate.

In 2017 the Governor signed two key bills that affect the Commission. SB 44 (Jackson) requires the Commission to administer a coastal hazard and legacy oil and gas well removal and remediation program. Funding in the amount of \$2,000,000 for fiscal year 2018-19 was provided in the Governor's proposed budget. SB 50 (Allen) will make certain conveyances of federal lands void unless the Commission is provided with the right of first refusal or the right to transfer the property to another entity. SB 50 also requires the Commission, the Wildlife Conservation Board, and the Department of Fish and Wildlife to enter into a memorandum of understanding to ensure that all feasible efforts will be undertaken to protect against a future unauthorized conveyance or change in federal public land designation.

Oil Spill Prevention

Staff perform inspections and safety audits of oil production facilities, including offshore platforms and islands. Staff also perform safety inspections of oil transfer facilities, including marine oil terminals.

Oil Production Facilities:

In 2017 staff conducted a total of 2,251 safety inspections at 15 separate locations, including 148 monthly inspections, 267 follow-up inspections of inspection deficiencies or safety device failures between scheduled inspections, and 1836 routine pollution surveillance activities. Staff also perform safety audits of oil producing facilities on a five-year cycle. Each audit takes an average of 6 months to complete. During 2017, Commission's staff completed the audit of the beachfront production facility at Montalvo in Ventura County. Staff also commenced the audit of the four artificial oil production islands in Long Beach Harbor and the associated onshore production and processing areas, collectively known as the Long Beach Unit.

Oil Transfer Facilities:

During 2017, staff monitored 44% (2,447 monitors) of all oil transfers (5,625 transfers) conducted at marine oil terminals in California. This represents a decline over 2016, during which 51% of every oil transfer was monitored. This decline is due to a shortage of personnel in both field offices. During this same period, 729,435,260 barrels of product were transferred at marine oil terminals in California. Each barrel is 42 gallons. Spills directly resulting from oil transfers

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during this time were 0.76 barrel, or 32 gallons (approximately 0.000000001042% of all barrels transferred). Through 2017, staff conducted 85 spot and annual inspections and 1 training and certification program review at marine oil terminals.

After successful completion of the rulemaking requirements for updating Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS), the revised 2016 MOTEMS became effective on January 1, 2017. Staff developed and issued a new MOTEMS Audit Manual in May 2017 that updates the previous 2004 version and incorporates the latest 2016 MOTEMS provisions.

Throughout the year, staff reviewed multiple MOTEMS Audit reports, designs, drawings and inspections related submittals from all 34 marine oil terminals in California. Overall, marine oil terminals in California continue to make substantial progress towards compliance and most Northern California marine oil terminals have achieved near full MOTEMS compliance. Also, construction for two major MOTEMS-compliant marine oil terminals in San Diego and Martinez were completed.

Staff has also taken steps to address unmanaged systemic hazards at marine oil terminals. In 2017, staff identified nine unmanaged system hazards at marine oil terminals. Hazard identification is an important step of risk assessment for accident prevention efforts. Staff is developing a systems safety audit program to help identify hazards and develop controls to mitigate impacts. Staff is also working with the Governor's Office of Emergency Services to revise the State Multi-Hazard Mitigation Plan.

Marine Invasive Species Prevention

The Marine Invasive Species Program is a statewide multiagency program consisting of the Commission, California Department of Fish and Wildlife, State Water Resources Control Board, and Board of Equalization. The Marine Invasive Species Program is charged with moving the state expeditiously toward eliminating the discharge of nonindigenous species into the waters of the state. Once established, nonindigenous species pose significant threats to human health, the economy, and the environment.

Through November 8, 2016, California ports received 10,602 qualifying arrivals (vessels of 300 gross registered tons or more capable of carrying ballast water). Of these, 2,296 arrivals were inspected for compliance with Marine Invasive Species Act. The number of vessel violations of the Marine Invasive Species Act increased in 2017 after a 3-year drop from 2014-2016. After reaching a low of 28 vessels in violation in 2016, in 2017 the number of vessels in violation was 45, with the final analysis of the 4th quarter data not yet complete so that number will

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likely rise. The main contributing factor to this increase in violations was an increase in number of vessel arrivals at California ports (likely due to an improving economy) from 9,148 arrivals in 2016 to 10,602 in 2017. Thus, while the total number of vessels in violation increased in 2017, proportionately 2016 and 2017 saw the same rate of vessels in violation at 0.4% of all arrivals

Other notable accomplishments for the Marine Invasive Species Program in 2017 include:

- Article 4.9 (enforcement regulations) was approved by the Commission in August 2016. The adoption of the regulations (2 CCR section 2299.01 et seq.) was filed with the Secretary of State on March 21, 2017, and implemented on July 1, 2017. More information on enforcement actions in 2017 is shown under the *Enforcement and Compliance* heading hereinafter.
- Article 4.5 (fee increase regulations) was published in the Notice Register on September 23, 2016. Amendments to the regulations (2 CCR section 2271) were filed with the Secretary of State on February 28, 2017, and became effective on April 1, 2017. The vessel arrival fee was increased from \$850 to \$1,000 per qualifying arrival. The fee increase was necessary to ensure continued solvency of the Marine Invasive Species Control Fund.
- Staff completed a rulemaking to adopt new vessel biofouling management regulations. The adoption of 2 CCR section 2298.1 et seq. was filed with the Secretary of State on August 14, 2017, and became effective on October 1, 2017. The biofouling management regulations are the first of their kind in the United States, and one of the first in the world to be implemented. Staff conducted extensive outreach prior to the implementation of the new regulations including hosting a webinar and in-person Customer Service meetings in Northern and Southern California.

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. Staff continued its efforts to incorporate climate resiliency into its activities throughout 2017. Staff, with assistance from one of its Sea Grant Fellows, created a GIS-based Sea Level Rise Viewer tool that enables staff to view multiple datasets laid over zoomable aerial imagery. The datasets include Commission leases, City and County sea level rise planning databases, sensitive habitat, critical infrastructure, FEMA flood layers, California tide stations, social vulnerability index based on 2010 census data, and sea level rise projections with increments of 0-6 feet. The Sea Level Rise Viewer will assist

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staff in making sea-level rise analyses for lease applications, fill in data gaps on site determinations, and providing basic sea-level rise preparedness to applicants, lessees, and the public. Staff was trained on the tool in a series of training sessions in January 2018.

Beginning in 2016 and continuing through 2017, 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 are located in an area that may be subject to effects of climate change, including sea-level rise. The acknowledgement also states 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.

San Diego Ocean Planning Partnership Pilot Project

The Commission and the Port of San Diego formed the San Diego Ocean Planning Partnership to collaborate on an ocean planning pilot in the ocean space offshore San Diego County (<https://www.sdoceanplanning.org/>). In 2017, the San Diego Ocean Planning Partnership Pilot Project with the Port of San Diego was launched. Throughout 2017, the Pilot Project moved through its first phase of stakeholder engagement and data collection. The Port and Commission staff are meeting with individual stakeholders and groups, and will hold public community meetings in 2018. The Partners will draft a preliminary assessment report of all that has been learned in the first phase, which will be released for public comment in the summer of 2018, and finalized in the fall of 2018. Concurrently, staff has begun to develop the interactive spatial viewer tool and will release a preview of the tool by the end of 2018. To ensure the scientific rigor and value of the data and science that will be incorporated into the viewer tool, an independent technical and expert review panel will be established to review these deliverables and their components, as well as subsequent products from the Partnership. The preliminary assessment report and beta-version of the tool will inform the next phase of planning, which will include the development of a more robust interactive spatial viewer tool as well as a framework for decision-making and project evaluation.

Strategic Partnerships

The Commission continues to embrace and promote collaboration and partnership with federal, state, regional, local, and academic agencies and organizations, as well as non-governmental organizations; private industry; and

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other stakeholders and interested parties. The Commission participates in collaborative 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, the San Joaquin River Conservancy, and the Lower American River Conservancy Advisory Committee.

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 2017, the Commission formalized a Public Trust coordination team with the California Coastal Commission. Additionally, the Commission remains active in the following collaborations and partnerships:

- San Diego Ocean Planning Partnership 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
- Interagency Decommissioning Work Group (for oil production facilities)

Coastal Hazard Removal/Legacy Well Inventory

As previously described, SB 44 provides funding of up to \$2,000,000 annually, beginning in fiscal year 2018-19, to administer a coastal hazard and legacy oil and gas well removal and remediation program. With funding support from the Governor's Office and the Legislature, the Commission made significant progress in 2017 and is poised to continue its progress over the next couple of years in removing coastal hazards and remediating legacy offshore oil and gas wells. 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 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, the Becker Onshore Well is a remediation priority. The first phase of the project involved a preliminary excavation and assessment of the

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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 certified the Final EIR for the project at its August 17, 2017 public meeting ([Staff Report 82, August 17, 2017](#)). The actual plugging and abandonment of the well is slated for early 2018.

Staff, working with contractors, also removed coastal hazards from one site in the Santa Barbara area in 2017. The hazards removed included 61 6-inch H-piles, 19 railroad irons, 5 12-inch wood piles, 6 sections of remnant steel pipes, and various remnant steel pieces.

At the direction of the Commission, staff initiated a comprehensive study to assess the number and status of offshore old wells that may not have been abandoned properly. To date, staff has identified a total of 200 Legacy Wells. Of these, 192 are located in the Summerland oil field offshore of Santa Barbara County. The remaining eight are in the Elwood and Rincon fields, which were developed after Summerland (around 1929). Staff 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 oversees and assist's the State's 72 legislative trustees in the management and protection of state-owned public trust lands. Staff continues to assist trustees comply with AB 691 (Muratsuchi), which 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. In 2016, staff created a webpage with resources and guidance to help trustees fulfill the AB 691 requirements. The webpage includes sea-level rise and flooding mapping tools, peer-reviewed science and planning materials, and sea-level rise guidance. Staff identified 37 grantees that are required to submit an SLR assessment. To date, two completed assessments and one incomplete assessment have been received. Staff has also received numerous inquiries from grantees with questions regarding the AB 691 requirements, available grants/funding sources, and requests for examples of submitted assessments. The completed sea-level rise assessments are published on this webpage.

Staff received requests for and issued five comprehensive public trust consistency determination letters. Staff also reviews annual financial reports required under Public Resources Code section 6306. Trustees are required to

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submit their financial information by December 31. Out of 72 current Trustees, staff received and reviewed 50 financial reports in 2017.

At its November 2017 public meeting, the Commission approved a landmark title settlement and land exchange agreement at Pier 70 in San Francisco involving about 72 acres of tidelands, submerged lands and uplands situated between the Giant's Ballpark and Candlestick/Hunters Point. Pier 70 is a historic shipyard and active ship repair facility on San Francisco's waterfront that the Port of San Francisco is trying to revitalize. Commission staff has worked on this important agreement for many years, thoroughly researching the title and boundary history, analyzing various legal principles, drafting legislation, and negotiating the legal settlement. The title settlement and exchange agreement will facilitate the responsible redevelopment of Pier 70, including opening a significant portion of the site for public access and recreation.

Bolsa Chica Lowlands Restoration Project

In December 2017, the Bolsa Chica Land Trust, a not for profit organization, that works closely with Commission staff on the Bolsa Chica Lowlands Restoration Project in Huntington Beach was awarded a grant to study sustainability alternatives for the project. The grant money, \$282,492, will be used by the Trust to hire a consultant to study the project's current design, analyze alternatives, and make recommendations on ways to sustain habitat while reducing long-term operational costs. The study will also take into account the effects of climate change and sea level rise. The study is anticipated to begin in the summer of 2018 and be completed in 2019. Staff, along with on-site California Department of Fish and Wildlife staff, will coordinate with the Trust and provide access and information to the consultant. The restoration project has resulted in Bolsa Chica once again becoming viable bay habitat with 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. However, it faces high annual operations and maintenance costs and no permanent funding source.

Public Access

Strategy 1.3 of the Commission's Strategic Plan directs staff to protect, expand, and enhance appropriate public use and access to and along the State's inland and coastal waterways. A major highlight of 2017 was the Commission's adoption of the Legal Guide to the Public's Rights to Access and Use California's Navigable Waters and the accompanying Public's Rights to Access and Use California's Navigable Waters brochure at its November 2017 public meeting ([Staff Report 78, November 29, 2017](#)). Both the legal guide and the brochure are intended to aid in understanding the rights of the public as well as their limitations. During the development of the legal guide, staff received input from

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government agencies, environmental and river recreation groups, homeowners' associations, private property rights advocates, and other interested members of the public. Some of the contributors included the American Whitewater Association, Tahoe Lakefront Owners' Association, San Francisco Baykeeper, and Pacific Legal Foundation. The brochure is available in Spanish and English.

The Commission continues to promote public access in its leasing actions. In 2017, the Commission authorized 63 action items that promote Strategy 1.3. Most of these involve leases for recreational docks and piers that contain provisions intended to protect public access within the Public Trust easement at Lake Tahoe or on inland waterways.

The Commission also accepted three Offers to Dedicate a lateral access easement across beachfront properties in Malibu, Los Angeles County. Offers to Dedicate 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 Offers to Dedicate 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 2017, staff initiated an evaluation of the potential for various types of renewable energy resources on the lands under its jurisdiction. The primary goal of this study is to gain a better understanding of the lands and resources under the Commission's jurisdiction and how they may fit within the framework of local, state and national renewable energy trends. Commission staff has begun to evaluate the potential for selected renewable energy production types such as wind, solar photovoltaic, geothermal energy, and biomass, focusing primarily on the Commission's school lands. Staff also initiated an evaluation effort for the Commission's offshore lands, including offshore wind, wave and tidal renewable energy production types. Initially, Commission staff conducted a comprehensive literature survey to become familiar with the technology and operational aspect of the various types of renewable energy projects. Subsequently, staff developed a series of screening criteria for each type of renewable energy resource and land type, focusing primarily on environmental considerations such as marine protected areas national marine sanctuaries offshore and federal wilderness, conservation and recreation areas and national parks onshore. These screening criteria were then used to identify parcels under the Commission's jurisdiction with the highest potential for development. Potential resource maps, developed in Arc GIS, using data from the National Renewable Energy Laboratory were used to evaluate the resource potential for further development. For all evaluated

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parcels, the characteristics and their associated potential will be compiled in a database that will eventually become a comprehensive list of lands and their respective renewable resource potentials. Moving into 2018 and beyond, staff will continue to build on this initial effort by collaborating with various stakeholders, industry, environmental advocates, local governments and other agencies, such as the California Energy Commission and the Public Utilities Commission.

Enforcement and Compliance

The Commission continues to make significant progress in its enforcement and compliance actions. Following are some of the highlights from 2017.

- CEMEX Lapis Sand Mining Plant Closure: The Commission, in partnership with the California Coastal Commission and the City of Marina, reach an agreement with CEMEX relating to the sand mining operation in Monterey County. The agreement calls for the closure of the plant, the last coastal sand mining operation in the continental United States, by December 2020 with limits of how much sand can be removed in the interim. The timing of the closure allows for the responsible transition of the employees at the site to other operations or opportunities. The agreement also calls for the site to be restored and sold to an entity that will conserve the land and provide public access. Further, the agreement will conserve and protect important Public Trust resources in the area and reduce the amount of coastal erosion downcoast of the plant.
- Rincon Island Limited Partnership (RILP), Rincon Island, Ventura County: In 2016, Commission staff aggressively pursued an enforcement action against RILP, an oil and gas lessee operating at Rincon Island, an artificial island in the Santa Barbara Channel, because of violation of its lease terms. A staff recommendation to terminate the leases was on the Commission's August 2016 meeting agenda, but RILP preemptively filed for bankruptcy in Texas. Through 2017, Commission staff attorneys in partnership with the Attorney General's Office as well as outside counsel in Texas participated in the bankruptcy proceedings. The Commission ultimately prevailed and the bankruptcy trustee quitclaimed the leases back to the State in December 2017. The Commission has secured the facilities and is now in the process of contracting for the plugging and abandonment of the wells. Previously, in August 2017, Commission staff secured a settlement agreement in the amount of \$8 million with ARCO, RILP's predecessor to the lease. Staff is also in the process of calling the \$9.65 million bond required by the lease. Those monies will go towards the plugging and abandonment activities. ***Through the Commission's actions, three offshore oil and gas leases offshore Ventura County***

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involving approximately 1551 acres of tide and submerged lands have been added to the California Coastal Sanctuary.

- Platform Holly/Venoco, LLC Bankruptcy, Santa Barbara County: In April 2017, Venoco quitclaimed its leasehold interests in three offshore oil and gas leases back to the State and filed for bankruptcy. The Commission subsequently secured the facilities, which include offshore oil production at Platform Holly and two production piers offshore the city of Goleta (Piers 421), and contracted for crews to manage the platform in order to prevent oil spills and discharge of harmful hydrogen sulfide gas. Staff also secured the \$22 million bond required by the lease, which will be put toward the plugging and abandonment of the oil wells. Staff and the Attorney General's Office continue to pursue legal remedies through bankruptcy court. In addition, Venoco quitclaimed State Oil and Gas Lease No. 3150 back to the state in November 2017. The lease was located offshore of the city of Carpinteria and did not contain any oil and gas facilities or other infrastructure within the leasehold. ***Through the Commission's actions, three offshore oil and gas leases, including the last state offshore platform within the Santa Barbara Channel, involving approximately 7600 acres of tide and submerged lands have been added to the California Coastal Sanctuary.***
- Refugio Beach Natural Resources Damages Assessment (NRDA): Commission staff continues to actively participate 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 any settlement will compensate fully for all damage to Public Trust resources.
- The Commission authorized 111 actions, including new leases for previously unauthorized facilities, bringing holdover leases current, and collecting late rent, resulting in \$631,400 in increased annual revenue.
- Staff performed numerous monthly desk audits of oil and gas royalties, 17 of which were found to be inaccurate and subsequently corrected, resulting in additional recoveries of \$486,391.
- Staff completed four royalty audits resulting in recoveries of almost \$1.4 million. Another 4 royalty audits were in progress during 2017 and are expected to be completed in 2018.
- Between July 1, 2017 and December 31, 2017, staff pursued enforcement actions on 4 vessels for violations of the Marine Invasive Species Act. At

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this time, two enforcement actions have resulted in settlement. A total of \$87,500 has been deposited into the Marine Invasive Species Control Fund. This amount will help fund further efforts to protect California's waters from marine invasive species and deter future violations of the Marine Invasive Species Act.

Engage Californians to Help Safeguard Their Trust Lands and Resources

In 2017, the Commission embarked on overhauling its Environmental Justice Policy. During the past year, the Commission embarked on a path to overhaul its Environmental Justice Policy, anchored on statewide outreach, with the goal of understanding the different issues Californians face related to the public lands and resources the Commission manages. Our staff team has met with dozens of environmental justice organizations, local agencies, and individuals from Southern California to the Central Valley. These conversations helped staff understand various concerns, how they differ from region to region, and how environmental justice is connected to the Commission's programs, statutory duties, mission, and vision. The Commission recently began receiving assistance from a consultant, with funding through the Resources Legacy Foundation, which is assisting staff to engage environmental justice and equity organizations. Eight environmental justice organizations are participating in a focus group the consultant convened. They include Azul, Central Coast Alliance for a Sustainable Economy, Communities for a Better Environment, Center on Race, Poverty & the Environment, East Yard Communities for Environmental Justice, Leadership Counsel for Justice & Accountability, and Sacred Places Institute. The focus group will ultimately provide staff and the Commission with recommendations and feedback for updating the Commission's Environmental Justice Policy. Staff anticipates completing its new Environmental Justice Policy in 2018 and bringing it before the Commission for consideration at a regularly scheduled public meeting.

As part of its commitment to engaging Californians to help safeguard their trust lands and resources, the Commission has been supportive of the efforts announced by the Cities of Imperial Beach and Chula Vista, and the Port of San Diego, to address Tijuana River pollution that has caused human health problems, threatened local economies, and damaged the environment. The Tijuana River watershed is an approximately 1,750 square mile watershed on both sides of the United States-Mexico international border between California and Mexico. Nearly three-quarters of the watershed is located in Mexico, but it drains to the Pacific Ocean through the Tijuana River Valley that is north of the border in San Diego County. The Tijuana River Valley is a natural floodplain with tidally flushed wetland and riparian areas that supports threatened and endangered species and includes several federally-listed historical and archaeological sites. The Tijuana River watershed includes a range of natural

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ecosystems, including a tidal saltwater estuary at the mouth of the Tijuana River and sandy beaches along the Pacific Ocean shoreline. However, the pollution entering the Tijuana River Watershed threatens human health, damages local economies, and prevents the public from enjoying local beaches. In February 2017, approximately 28 million gallons of sewage spilled into the Tijuana River, resulting in beach closures in Imperial Beach, an area that already has alarmingly high beach closure rates. The Executive Officer, at the direction of the Commission, sent a letter to the mayors of the Cities of Imperial Beach and Chula Vista and the Chairman of the Board of Port Commissioners of the Port of San Diego in support of their actions to draw attention and resolve the issue. The Commission was then updated on the status of the issue with an informational presentation at its November 29, 2017 public meeting. Staff will continue to actively monitor and engage with local, state and federal agencies and the local communities to help find solutions to this significant human health and safety and environmental issue.

In 2016, the Commission adopted a Tribal Consultation Policy. Staff procedures and application processes were updated to incorporate tribal outreach and coordination, as well as the requirements of Assembly Bill 52, related to tribal consultation during CEQA review. There are 155 tribes in California, including 109 federally recognized tribes and 46 non-federally recognized tribes. The Commission has received AB 52 notification requests from 14 tribes. In 2017, staff training in AB 52 tribal consultation was conducted and internal working procedures and roles and responsibilities were established. The intent of the training is to ensure that tribal interests are represented in Commission decisions. 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. In 2017, 24 letters were sent to tribes on 2 different projects, including the Becker Well remediation project and the AT&T fiber optic environmental document addendum. Additionally, staff is active in ongoing coordination with two of the tribes, Lone Pine Paiute Shoshone Reservation and the Big Pine Paiute Tribe, within the Owen Lake vicinity.

The Commission also strives to be responsive to Californians. In 2017, the Commission received 101 Public Records Act Requests and responded to 88 of those to date. Commission staff also hosted a Public Trust outreach session for local agencies in the Humboldt Bay area, held public meetings for applicants and lessees in Huntington Harbour, Corte Madera, and at Kings Beach in the north Lake Tahoe area. Staff also participated in numerous speaking engagements at regional, statewide, national, and international conferences, symposiums, and public meetings and authored various publications.

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Cultivate Operational Excellence by Integrating Technology

The Commission continued upgrading and expanding its technology base in 2017. The focus was on improving the reliability and security of the Commission's IT infrastructure and services, delivering additional cloud collaboration services, improving productivity and data accuracy with automation, providing more and richer geographic information (internally and externally to support decision making) and further utilizing social media services to communicate with the public.

The Commission completed a multi-year workstation technology upgrade. Based on evolving employee computing needs, a transition to mobility was emphasized. Laptops replaced many old desktops, secure WiFi was implemented at the 3 main offices, and Virtual Private Network (VPN) was implemented to all job roles requiring remote access. Staff is now more efficient, utilizing laptops in conference rooms and in teleworking from home and while traveling.

Based on several internal and external assessments, Commission information security risks were identified and were aggressively addressed. Enterprise firewall rules were simplified and strengthened, access permissions were tightened, restricted WiFi access with secure certificates and rules were applied, security and phishing training was implemented for all users, and vulnerability scanning was expanded to all devices on the network. Several malware attacks were identified and stopped or recovered from in 2017.

Several cloud collaboration services were implemented in 2017, including large file sharing (internal and external), cloud-accessible email and calendar, cloud-based office productivity tools, personal file storage, and team collaboration sites. An internal web presence was implemented to keep employees informed of Commission-related activities and resources.

Three important business processes were automated in 2017 including Marine Invasive Species Program Online Reporting, Mitigation Monitoring and Staff Report Review. The Marine Invasive Species Program Online Reporting improved a labor intensive, error-prone manual reporting system with a secure error-checking web entry form and workflow for off-shore ballast water exchange reporting. The Mitigation Monitoring process was implemented to track mitigation measures adopted by the Commission. And Lastly, the preparation, review, and approval of staff reports for Commission meetings was automated, replacing an unreliable and unsupported system.

Our Geographical Information Systems team provided key information and services to staff to make more informed decisions, including new map-based

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services, digitized more paper content, delivered richer aerial content from an Unmanned Aerial Vehicle (UAV), supported the San Diego Ocean Planning Partnership, and made progress on the eventual delivery of the Spatially Indexed Records Management System (SIRMS) service.

One of the new map-based services is an in-house GIS Portal. It was implemented in 2017 with multiple Commission map applications and layers, including leases, school lands, mineral interests, geothermal, oil and gas wells, abandoned mines, and marine oil terminals. The GIS Portal also utilizes external data sets including Wildfire Tracker and NOAA Sea Level Rise. The information on the Portal provides spatial information to assist staff in evaluating applications, making assessments, and formulating recommendations.

With respect to digitizing paper content, more than 27,000 aerial photographs, containing over 5 terabytes of data, were digitized and catalogued in 2017. And in support of the San Diego Ocean Planning Partnership between the Commission and the Port of San Diego, over 100 geographic datasets were collected and integrated into the Commission's GIS.

Most of these GIS-based datasets and digitized records will ultimately be housed in SIRMS. SIRMS is a GIS-based records management system that will increase the efficiency of the Commission's business processes, enhance technical functionality, increase staff and eventually the public's accessibility to Commission records, and eliminate process and document redundancies. SIRMS is a multi-year project. Initial funding was allocated in fiscal year 2016-17 and was used to engage a consultant, document 3 key business processes, and define detailed system requirements, and render solution architecture. Funding for subsequent phases has been included in the Governor's Proposed 2018-19 Budget. With this funding, a consultant will be engaged for implementation of the first business process transformation.

In December, the Commission acquired a new UAV, or drone, with greater capabilities than its current drone, specifically it is smaller and more portable and has a video camera in addition to still camera. The first drone, acquired last year, was deployed numerous times in conjunction with boundary surveys, most notably the surveys at the CEMEX sand mining site, but was also used in enforcement/compliance investigations in the Delta and at a hard rock mining operation in the desert, and in litigation support at Donner Lake. Staff is planning on deploying the new drone in the coming months as part of the Bolsa Chica levee survey and in coastal hazards investigations.

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Staff has also continued to expand its use of social media applications to notify, educate, and engage the public. Staff began using Twitter and Flickr in 2016 and continues to do so. Staff began using YouTube and LinkedIn in 2017.

In 2018, the Commission will be acquiring an electronic timekeeping system. This system will replace the paper timesheets currently used. This will move the Commission closer towards a paperless office and save staff hours in filling out, processing, and manually entering the data into the State Controller's Office system. Additionally, it will track leave balances in real time, act as the conduit for leave requests, and provide managers with up-to-date information on the time staff spends on projects. The information entered into the electronic time keeping system is also transferable to the statewide Fi\$Cal system for budgeting, accounting, procurement, and cash management that the Commission will be transitioning to beginning July 1, 2018.

CONCLUSION:

The Commission continued to make progress in achieving its Strategic Goals in 2017. There were many notable accomplishments, including facilitating the CEMEX sand mining closure, securing and starting the abandonment process of two offshore oil production facilities, thereby returning over 9,000 acres to the California Coastal Sanctuary, and making significant progress on overhauling its Environmental Justice Policy. Staff anticipates keeping the momentum as we enter the third year of the Strategic Plan. Some of the major initiatives that staff hopes to either complete or make major progress on in 2018 include:

- Lead Innovative and Responsible Land and Resource Management
 - Complete full abandonment of Becker Well
 - Commence plugging and abandonment of Platform Holley and Piers 421
 - Commence plugging and abandonment of Rincon Island
 - Continue work on the San Diego Ocean Planning Partnership Pilot Project
 - Continue to actively oppose efforts by the federal government to open the Pacific Outer Continental Shelf area to new oil and gas development
 - Complete the legislatively-mandated report "2018 Assessment of the Efficacy, Availability, and Environmental Impacts of Ballast Water Treatment Technologies in California Waters"
 - Update the Commission's lease application to include more climate change/sea level rise questions in order to incorporate more specific and comprehensive adaptation strategies into individual leases
 - Commence inventory of forested School Lands
- Meet the Challenges of Our Future
 - Continue the evaluation of renewable energy resource potential on sovereign and school lands

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- Issue a Request for Proposal for a consultant to develop School Land Investment Plan
- Develop and implement a Workforce Plan and initiate the development of a Succession Plan
- Engage Californians to Help Safeguard Their Trust Lands and Resources
 - Complete Environmental Justice Policy overhaul
 - Complete Government Alliance on Race and Equity (GARE) training
 - Host the biennial Prevention First Conference in September
 - Hold Commission meetings in more diverse locations in California
- Cultivate Operational Excellence by Integrating Technology
 - Begin transition to Fi\$Cal
 - Initiate the SIRMS project
 - Implement electronic timekeeping system to replace the current laborious paper timecard manual system
 - Complete the Significant Lands Inventory GIS layer
 - Implement a “Statement of Economic Interests - Form 700” (e-signature) cloud service
 - Transition the Commission’s server infrastructure to the cloud for more control and lower costs

Staff looks forward to meeting the challenges and achieving the goals of the Commission’s Strategic Plan to the benefit all the people of California.

Exhibit A

Strategic Plan Implementation Update – 2017

Key Action	Targeted Outcome	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	Not Started
	1.1.1.2 Incorporate BMPs into applicable new or renewed leases consistent with State and federal requirements.	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.	1.1.2.1 Update regulations for enforcement of the Marine Invasive Species Act (MISA)	2017 Complete
	1.1.2.2 Update Regulations for Vessel Biofouling	2017 Complete
	1.1.2.2.1 Revise regulations for vessel biofouling to include performance standards	Deferred
	1.1.2.3 Update Regulations for: Ballast Water Management for Vessels Arriving from Outside PCR	Not Started
	1.1.2.4 Update Regulations for: Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS)	In Progress
	1.1.2.5 Update Regulations for: Marine Terminal Operations and Safety	Not Started
	1.1.2.6 Update Regulations for: Oil & Gas Exploration, Drilling, Operations	Deferred
	1.1.2.7 Update Regulations for: Oil and Gas P&A/Decommissioning	In Progress
	1.1.2.8 Update Regulations for: Pipeline Standards	In Progress
	1.1.2.9 Update regulations for Trespass / Lease Enforcement	2017 Complete
	1.1.2.10 Update Regulations for: Geophysical Survey Permits	In Progress
1.1.2.11 Update regulation for Significant Lands Inventory	Not Started	

Key Action	Targeted Outcome	Status
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.	1.1.3.1A Evaluate available biofouling management technologies	In Progress
	1.1.3.1B Evaluate available ballast water treatment technologies	Not Started
	1.1.3.2A Implement Ballast Water Discharge Performance Standards that prevent the introduction of non-indigenous species into State marine waters.	In Progress
	1.1.3.2B Implement biofouling management requirements that prevent the introduction of nonindigenous species into State waters.	In Progress
	1.1.3.3 Develop an outreach program	In Progress
	1.1.3.4 Identify enforcement strategies	In Progress
1.1.4 Identify and abate hazards and associated liability on sovereign and school lands.	1.1.4.1 & 4.2.3.2 Create publicly available GIS layers to identify, monitor and track legacy oil and gas leaks and seeps.	In Progress
	1.1.4.2 Develop a strategy to secure funding to remediate leaks from improperly abandoned wells.	2017 Complete
	1.1.4.3 Expand efforts to inventory and remediate legacy abandoned mines on lands under the Commission's jurisdiction.	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.	2017 Complete
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.	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.	2016 Complete

Key Action	Targeted Outcome	Status
<p>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.</p>	<p>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.</p>	In Progress
	<p>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.</p>	2017 Complete
	<p>1.2.1.3 Work with the Commission’s grantee ports, relevant local, state and federal governmental agencies, and non-governmental organizations to ensure port policies and programs are consistent with Executive Order B-32-15,² including the California Freight Mobility Plan,³ the Sustainable Freight Pathways to Zero and Near-Zero-Emissions⁴ and the California Energy Commission’s Integrated Energy Policy Report.</p>	2017 Complete
	<p>1.2.1.4 Respond promptly to trust consistency determination requests and reports of inconsistent uses.</p>	2017 Complete
	<p>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.</p>	2017 Complete
	<p>1.2.1.6 & 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.</p>	2016 Complete

Key Action	Targeted Outcome	Status
<p>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.</p>	<p>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.</p>	<p>In Progress</p>
<p>1.2.3 Promote public trust consistent waterfront development and revitalization, addressing sea- level rise and climate change in the planning process.</p>	<p>1.2.3.1 Sovereign Land: Ensure that the public’s trust needs, values, and principles are analyzed, considering sea-level rise and climate change, for each proposal to use or develop public trust lands.</p>	<p>In Progress</p>
	<p>1.2.3.2 Granted Land: Ensure that the public’s trust needs, values, and principles are analyzed, considering sea-level rise and climate change, for each proposal to use or develop public trust lands.</p>	<p>In Progress</p>
	<p>1.2.3.3 Mineral: Ensure that the public’s trust needs, values, and principles are analyzed, considering sea-level rise and climate change, for each proposal to use or develop public trust lands.</p>	<p>Deferred</p>

Key Action	Targeted Outcome	Status
<p>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.</p>	<p>1.2.4.1 Secure stable, long term funding for the Bolsa Chica Lowlands Restoration Project.⁷</p>	In Progress
	<p>1.2.4.2 Develop strategic partnerships and public involvement to identify and prioritize sovereign lands for public access, habitat preservation, restoration, and enhancement.</p>	In Progress
	<p>1.2.4.3 Incorporate consideration of the state Marine Protected Area network into Commission planning and leasing practices.</p>	2017 Complete
<p>1.3.1 Ensure public access to coastal and inland waterways through private and public agency leases.</p>	<p>1.3.1.1 Include terms in leases that provide for, protect and enhance public access.</p>	In Progress
<p>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.</p>	<p>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.</p>	2017 Complete
	<p>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.</p>	In Progress
<p>1.3.3 Acquire property interests that enhance access to, or the resource value of, sovereign lands as trustee of the Kapiloff Land Bank Fund⁹ or through title settlements and existing land exchange authority.</p>	<p>1.3.3.1 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.</p>	2017 Complete

Key Action	Targeted Outcome	Status
<p>1.4.1 Provide applicants and grantees with the best available science on the impacts of climate change, sea-level rise, and adaptation strategies.</p>	<p>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) through targeted outreach.</p>	In Progress
	<p>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.</p>	In Progress
<p>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.</p>	<p>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.</p>	In Progress
	<p>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.</p>	In Progress
	<p>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.</p>	In Progress
	<p>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.</p>	In Progress
	<p>1.4.2.5 Prioritize consideration of water conservation proposals consistent with Executive Order B-29-15.</p>	2017 Complete

Key Action	Targeted Outcome	Status
<p>1.4.3 Adopt flexible, adaptive approaches to address sea-level rise that protect vulnerable populations and give priority to natural infrastructure solutions consistent with the public's trust needs and the State's climate change adaptation strategy "Safeguarding California"¹³ and Executive Order B-30-1514 on climate adaptation.</p>	<p>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.</p>	<p>In Progress</p>

Key Action	Targeted Outcome	Status
<p>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.</p>	<p>1.5.1.1 Sustain a 5-year Safety and Spill Prevention Audit cycle at all offshore and onshore marine oil production facilities.</p>	<p>In Progress</p>
	<p>1.5.1.2 Establish a Systems Safety Audit Team to identify systemic risks at marine terminals based on risk assessments</p>	<p>In Progress</p>
	<p>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.</p>	<p>In Progress</p>
	<p>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.</p>	<p>In Progress</p>
	<p>1.5.1.5 Surface Land: Review and update the Pipeline Integrity Inspection Program to ensure best achievable protection by Commission lessees.</p>	<p>In Progress</p>
	<p>1.5.1.6 Mineral: Review and update the Pipeline Integrity Inspection Program to ensure best achievable protection by Commission lessees.</p>	<p>In Progress</p>
	<p>1.5.1.7 Regulatory: Review and update the Pipeline Integrity Inspection Program to ensure best achievable protection by Commission lessees.</p>	<p>In Progress</p>
<p>1.5.2 Ensure lease and contract compliance with sound oil and gas development practices in compliance with regulatory and statutory requirements.</p>	<p>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).</p>	<p>In Progress</p>
	<p>1.5.2.2 Commit eligible public trust lands to the Coastal Sanctuary, while ensuring continued responsible and safe resource development under existing leases.</p>	<p>In Progress</p>

Key Action	Targeted Outcome	Status
<p>1.5.3 Improve inspection and safety audit programs, through risk-based prioritization models.</p>	<p>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.</p>	<p>In Progress</p>
	<p>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.</p>	<p>In Progress</p>
<p>2.1.1 Consolidate school lands holdings through exchanges or acquisitions, including leveraging the School Land Bank Fund, 15 to increase marketability and revenue from lands and mineral interests.</p>	<p>2.1.1.1 Develop and implement an investment plan for the approximately \$60 million in the School Land Bank Fund.</p>	<p>In Progress</p>
	<p>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.</p>	<p>In Progress</p>
	<p>2.1.1.3 Employ existing exchange authority to acquire lands with valuable commercial resources or other revenue potential.</p>	<p>In Progress</p>
	<p>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.</p>	<p>In Progress</p>
<p>2.1.2 Market land holdings to promote renewable energy and environmentally responsible resource and energy development projects.</p>	<p>2.1.2.1 Conduct a thorough mineral inventory, actively market unleased lands' mineral potential, and promote lands for development or exchange.</p>	<p>In Progress</p>

Key Action	Targeted Outcome	Status
<p>2.1.3 Identify sovereign and school lands resources that have renewable energy or other development potential or are suitable for mitigation purposes.</p>	<p>2.1.3.1 & 4.2.1.3 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.</p>	<p>In Progress</p>
	<p>2.1.3.2B Biomass: Conduct a thorough inventory of lands with biomass potential, leveraging GIS, and in collaboration with recognized authoritative entities, to actively market and promote resource development potential.</p>	<p>In Progress</p>
	<p>2.1.3.2G Geothermal: Develop science-based criteria to identify Commission lands suitable for developing renewable energy resources while protecting ecologically core lands.</p>	<p>In Progress</p>
	<p>2.1.3.2S Solar Energy: Develop science-based criteria to identify Commission lands suitable for developing renewable energy resources while protecting ecologically core lands.</p>	<p>In Progress</p>
	<p>2.1.3.2WA Wave Energy: Conduct a thorough inventory of lands with wave energy potential, leveraging GIS, and in collaboration with recognized authoritative entities, to actively market and promote resource development potential.</p>	<p>In Progress</p>
	<p>2.1.3.2WL Wind Energy: Land: Conduct a thorough inventory of lands with land base wind energy potential, leveraging GIS, and in collaboration with recognized authoritative entities, to actively market and promote resource development potential.</p>	<p>In Progress</p>
	<p>2.1.3.2WO Wind Offshore Energy: Conduct a thorough inventory of lands with offshore wind energy potential, leveraging GIS, and in collaboration with recognized authoritative entities, to actively market and promote resource development potential.</p>	<p>In Progress</p>

Key Action	Targeted Outcome	Status
<p>2.1.3 Identify sovereign and school lands resources that have renewable energy or other development potential or are suitable for mitigation purposes.</p>	<p>2.1.3.3.B Biomass Energy: Develop science-based criteria to identify Commission lands suitable for developing renewable energy resources while protecting ecologically core lands.</p>	<p>2017 Complete</p>
	<p>2.1.3.3.G Geothermal Energy: Develop science-based criteria to identify Commission lands suitable for developing renewable energy resources while protecting ecologically core lands.</p>	<p>2017 Complete</p>
	<p>2.1.3.3.S Solar Energy: Develop science-based criteria to identify Commission lands suitable for developing renewable energy resources while protecting ecologically core lands.</p>	<p>2017 Complete</p>
	<p>2.1.3.3.WA Wave Energy: Develop science-based criteria to identify Commission lands suitable for developing renewable energy resources while protecting ecologically core lands.</p>	<p>In Progress</p>
	<p>2.1.3.3.WL Wind Land Energy: Develop science-based criteria to identify Commission lands suitable for developing land base wind energy resources while protecting ecologically core lands.</p>	<p>In Progress</p>
	<p>2.1.3.3.WO Wind Offshore Energy: Develop science-based criteria to identify Commission lands suitable for developing renewable energy resources while protecting ecologically core lands.</p>	<p>In Progress</p>
	<p>2.1.3.4 Surface Land: Identify lands meeting these criteria and those parcels with potential for exchange or acquisition.</p>	<p>In Progress</p>
	<p>2.1.3.5 Mineral: Identify lands meeting these criteria and those parcels with potential for exchange or acquisition.</p>	<p>In Progress</p>

Key Action	Targeted Outcome	Status
<p>2.1.4 Continue to actively participate in the Desert Renewable Energy Conservation Plan¹⁸ process to ensure leasing of school lands for renewable energy is efficient, transparent, and in State’s best interests.</p>	<p>2.1.4.1 Ensure robust staff participation in Desert Renewable Energy Conservation Plan.</p>	<p>2016 Complete</p>
<p>2.1.5 Lease, exchange, or sell school lands with sensitive resource values for environmental mitigation purposes to facilitate renewable energy development and production.</p>	<p>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.</p>	<p>In Progress</p>
<p>2.2.1 Provide consistent and accurate revenue billing and reporting.</p>	<p>2.2.1.1 Integrate technological tools and staff training to increase responsiveness and reporting capabilities.</p>	<p>In Progress</p>
<p>2.2.2 Promptly address and resolve delinquent accounts receivable.</p>	<p>2.2.2.1 Immediately process all accounts past due by 90 days.</p>	<p>In Progress</p>
<p>2.2.3 Maintain a timely schedule of audits and royalty verification reviews.</p>	<p>2.2.3.1 Improve royalty verification accuracy and reduce the number of unpaid royalties identified in lease audits.</p>	<p>In Progress</p>
	<p>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.</p>	<p>In Progress</p>
<p>2.2.4 Prevent leases from transitioning into long-term holdover status.</p>	<p>2.2.4.1 Engage lessees early and diligently to complete renewals and prevent leases from going into holdover status.</p>	<p>In Progress</p>

Key Action	Targeted Outcome	Status
<p>2.3.1 Continue to use existing funding sources strategically and efficiently, particularly to address challenges associated with climate change and sea-level rise.</p>	<p>2.3.1.1 Ensure that all costs to process applications for the use of sovereign and school lands are reimbursed by applicants.</p>	In Progress
	<p>2.3.1.2 Market and encourage use of the Kapiloff Land Bank Fund20 for environmental mitigation offset projects and management and enhancement of sovereign lands.</p>	In Progress
	<p>2.3.1.3 Through leasing practices and title settlements, incorporate opportunities to acquire property for public access and habitat enhancement, restoration, and preservation.</p>	In Progress
<p>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.</p>	<p>2.3.2.1 Incorporate lease management fees into all major commercial, industrial and mineral development leases.</p>	In Progress
	<p>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.</p>	In Progress
	<p>2.3.2.3 Review and update relevant regulations to enhance the Commission’s ability to levy penalties for regulatory non-compliance, where applicable.</p>	2016 Complete
	<p>2.3.2.4 Secure funding to remove remnants of industrial infrastructure hazards, abandoned vessels and improperly abandoned legacy oil wells.</p>	In Progress
	<p>2.3.2.5 Seek grants for priority environmental planning, management and restoration activities.</p>	Deferred
<p>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.</p>	<p>2.3.3.1 Prepare and implement a management and staff succession plan.</p>	In Progress
	<p>2.3.3.2 Expand internship and California Sea Grant State Fellowship opportunities and programs.</p>	In Progress
	<p>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.</p>	In Progress

Key Action	Targeted Outcome	Status
<p>2.3.4 Invest in developing and retaining qualified and committed staff.</p>	<p>2.3.4.1 Provide staff timely and regular training about the evolving science of climate change and sea-level rise.</p>	<p>In Progress</p>
	<p>2.3.4.2 Promote professional development opportunities and encourage flexible work schedules and telecommuting to improve performance and reduce vehicle commute miles traveled.</p>	<p>In Progress</p>
<p>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.</p>	<p>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.</p>	<p>In Progress</p>
<p>3.1.2 Enhance public outreach using technology and explore the benefits of using social media to engage the public.</p>	<p>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.</p>	<p>In Progress</p>

Key Action	Targeted Outcome	Status
<p>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.</p>	<p>3.1.3.1 Leverage speaking opportunities at workshops, hearings, and conferences to educate the public and other stakeholders about the Commission's activities.</p>	In Progress
	<p>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.</p>	In Progress
	<p>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.</p>	In Progress
	<p>3.1.3.4 MISF: Continue to improve the Commission's annual Marine Facilities Stakeholder Meetings to educate and facilitate engagement with the regulated community.</p>	In Progress
<p>3.2.1 Continue to devote staff resources to interagency and intergovernmental policy development and implementation activities.</p>	<p>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.</p>	2017 Complete
	<p>3.2.1.2 Ensure robust staff participation in agency working groups</p>	In Progress
<p>3.2.2 Conduct effective tribal consultations consistent with Executive Order B-10-1122 and AB 52 (Stats. 2014, Ch. 532)23 requirements for consultation during California Environmental Quality Act (CEQA) review.</p>	<p>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.</p>	2017 Complete

Key Action	Targeted Outcome	Status
<p>3.2.3 Explore opportunities for new partnerships with non-governmental organizations (NGOs) and local groups.</p>	<p>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.</p>	<p>In Progress</p>
<p>4.1.1 Continuously enhance the Commission's web presence to communicate fresh content, be device responsive and relevant for Commission stakeholders and constituents.</p>	<p>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.</p>	<p>In Progress</p>
<p>4.1.2 Enhance the functionality and coverage of electronic notifications to Commission stakeholders and constituents using a relationship management system.</p>	<p>4.1.2.1 Deliver timely, relevant information to the wider public audience regarding notifications and regulations.</p>	<p>2017 Complete</p>
<p>4.1.3 Extend the OpenGov financial transparency platform 24 to allow public access to additional fiscal information and reports.</p>	<p>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.</p>	<p>In Progress</p>
	<p>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.</p>	<p>In Progress</p>

Key Action	Targeted Outcome	Status
<p>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.</p>	<p>4.1.4.1 Build out mobile crowd sourcing applications and operational dashboards that communicate in real-time or near real-time.</p>	<p>2016 Complete</p>
<p>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.</p>	<p>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.</p>	<p>In Progress</p>
<p>4.1.6 Automate manual business processes for interactive public interfaces based on public stakeholder and constituent demand.</p>	<p>4.1.6.1 Substantially reduce paper and improve manual public interactive business processes with efficient, accurate web-based electronic solutions.</p>	<p>In Progress</p>
<p>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.</p>	<p>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.</p>	<p>In Progress</p>
	<p>4.2.1.4 Mineral: 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.</p>	<p>In Progress</p>

Key Action	Targeted Outcome	Status
<p>4.2.2 Create, deliver and manage a centralized, curated geospatial information library for internal and public use.</p>	<p>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.</p>	In Progress
	<p>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.</p>	In Progress
<p>4.2.3 Deliver geospatial solutions that improve analysis and decision-making.</p>	<p>4.2.3.1 Enable pervasive use of intuitive web mapping applications to visually engage citizens and staff.</p>	In Progress
<p>4.2.4 Expand GIS field collection capabilities to include mobile devices, unmanned aerial systems and watercraft.</p>	<p>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).</p>	In Progress
<p>4.3.1 Develop and follow a comprehensive integrated data (repositories, classifications, security, etc.) and business process architecture to drive product selections.</p>	<p>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.</p>	In Progress
<p>4.3.2 Digitize essential historical maps and documents based on risk reduction priority and industry standards for consumption.</p>	<p>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.</p>	In Progress
<p>4.3.3 Implement a document management platform that meets current and future anticipated needs for internal use and public interaction.</p>	<p>4.3.3.1 Centralize data on comprehensive platforms that can be effectively searched and reported from.</p>	In Progress

Key Action	Targeted Outcome	Status
<p>4.3.4 Establish and execute right-sized data governance policies and standards to balance user experience with security and transparency.</p>	<p>4.3.4.1 Establish and execute right-sized data governance policies and standards to balance user experience with security and transparency.</p>	<p>In Progress</p>
<p>4.3.5 Consolidate disparate data sources into a single federated and secure structure based on risk reduction and usage priority need and value.</p>	<p>4.3.5.1 Provide a secure capability to share large documents outside the Commission.</p>	<p>2016 Complete</p>
<p>4.3.6 Implement processes and tools to respond to litigation discovery actions and Public Records Act requests²⁹ in a prompt and comprehensive manner.</p>	<p>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.</p>	<p>In Progress</p>
<p>4.4.1 Transition the Commission to mobile platforms (integrated laptops, pads, phones) to meet employee business requirements.</p>	<p>4.4.1.1 Complete the transition from desktop to mobile platforms for targeted users.</p>	<p>2017 Complete</p>
<p>4.4.2 Deliver mobility services including wireless, virtual private network and remote access to remove the physical access boundaries based on customer demand.</p>	<p>4.4.2.1 Complete the rollout of full office wireless coverage for Commission mobile devices and temporary authorized “guests” at all major sites.</p>	<p>2017 Complete</p>
	<p>4.4.2.2 Complete the secure implementation and operation of virtual private network access to the Commission’s private network.</p>	<p>2017 Complete</p>
	<p>4.4.2.3 Provide secure and controlled authorized access for contractors where needed.</p>	<p>Not Started</p>

Key Action	Targeted Outcome	Status
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.	2016 Complete
	4.4.3.2 Deliver integrated instant messaging, screen sharing, white-boarding, file sharing and video conferencing for Commission employees and external collaboration.	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).	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.	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.	In Progress
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.	In Progress

Key Action	Targeted Outcome	Status
<p>4.5.2 Continually enhance the Commission’s “security in depth” posture (tools and processes) to meet the increasing volume and morphing cyber threats.</p>	<p>4.5.2.1 Enhance endpoint deployment and security effectiveness while meeting user experience expectations.</p>	<p>In Progress</p>
	<p>4.5.2.2 Deliver complete Business Continuity and Disaster Recovery systems to meet changing organizational requirements.</p>	<p>In Progress</p>
	<p>4.5.2.3 Deliver a long-term data archival system.</p>	<p>In Progress</p>
<p>4.5.3 Commit to architecture-based product selection and integration decisions to continuously improve operations, services, and reduce total cost of ownership.</p>	<p>4.5.3.1 Commit to architecture-based product selection and integration decisions to continuously improve operations, services, and reduce total cost of ownership.</p>	<p>In Progress</p>
<p>4.5.4 Implement a customer-driven steering committee to prioritize IT projects and programs.</p>	<p>4.5.4.1 Implement a customer-driven steering committee to prioritize IT projects and programs.</p>	<p>2017 Complete</p>