

STAFF REPORT INFORMATIONAL 02

A Statewide

02/04/20
J. Lucchesi
C. Connor
B. Stoddard

S Statewide

INFORMATIONAL UPDATE ON THE IMPLEMENTATION OF THE COMMISSION'S 2016-2020 STRATEGIC PLAN

BACKGROUND:

This informational staff report provides an update on staff's progress during 2019, Year Four of the Commission's 5-year Strategic Plan. The Commission adopted its Strategic Plan at its December 18, 2015 public meeting ([Item 117](#)). The Plan was the culmination of robust stakeholder input and collaboration and guides the Commission's stewardship of public lands and resources and promotes public access.

The 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 responsibilities are to manage the use and protection of these lands and resources through leases and other agreements, 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 State's General Fund and for the benefit of the California State Teachers' Retirement System, and enforce the protections of the Public Trust Doctrine.



STAFF REPORT NO. 02 (CONT'D)

The following is a look back at the Commission's Strategic Plan accomplishments in 2019 and a look forward at what the Commission plans to achieve in 2020, the last year of this Strategic Plan.

NOTABLE ACCOMPLISHMENTS IN 2019:

Since its creation in 1938, the Commission has been led by 20 Lieutenant Governors, 11 State Controllers, and 32 Finance Directors. Notably, 2019 marked the first year in its 81-year history that the Commission is represented entirely by women: Lieutenant Governor Eleni Kounalakis (Chair), State Controller Betty Yee, and Department of Finance Director Keely Bosler.



The Commission again made major progress in its Strategic Plan implementation. Presented below are the Commission's more notable achievements in 2019.

- Managed the return of over 7,200 acres to the California Coastal Sanctuary where these offshore lands can no longer be used for oil and gas production.
- Completed the plugging and abandonment of the Piers 421 production well offshore Goleta—an incredible accomplishment given the complexities of this well, the significant teamwork between the Commission, the Office of Spill Prevention and Response, OSPR, the Department of Oil, Gas, Geothermal Resources (now the California Geologic Energy Management Division, CalGEM), the U.S. Coast Guard, City of Goleta and ExxonMobil, and the importance of this effort to the local community.
- Plugged and abandoned 24 of the 50 *offshore* (island) wells in the Rincon Decommissioning Project. Additionally, 24 of the 25 State *onshore* wells have been abandoned, and the removal of the wellheads and concrete well cellars is underway—all ahead of schedule and under budget.
- Sponsored AB 585 (Limón, Ch. 123/19) that minimizes the State's future financial liability for decommissioning oil and gas infrastructure and ensures all lessees fulfill their decommissioning obligations.
- Approved the decommissioning of Units 2 and 3 of the San Onofre Nuclear Generating Station.
- Entered into a landmark collaboration agreement with the California Coastal Commission, California Department of Parks and Recreation, and the California Coastal Conservancy for a public engagement and planning process to inform the development of a contemporary coastal access program at Hollister Ranch, Santa Barbara County.

STAFF REPORT NO. 02 (CONT'D)

- Approved a landmark boundary line and easement agreement with over 180 property owners along the shore of Donner Lake in Nevada County that clarifies public/private property ownership and secures public access rights to the Lake.
- From January 1 through December 31, 2019, staff monitored 27 percent of oil transfers (1,546 of 5,723 transfers) conducted at marine oil terminals (MOTs) in California. During this same period, 735,900,709 barrels of product were transferred at MOTs in California. Spills directly resulting from oil transfers during this time were just 0.40 barrel, or 17 gallons. This is approximately 0.00000005 percent of all barrels transferred, or 5 parts per billion.
- Launched a new online system that allows the public to access, submit, and track lease and permit applications. With this new tool, the Commission can also preserve and make available to the public digital copies of historical records that provide insight into the lands and resources managed by the Commission and the history of California.
- Launched a new web-mapping application for the State waters offshore San Diego, designed to help users better understand the dynamic ocean space and ocean-related data offshore San Diego County.

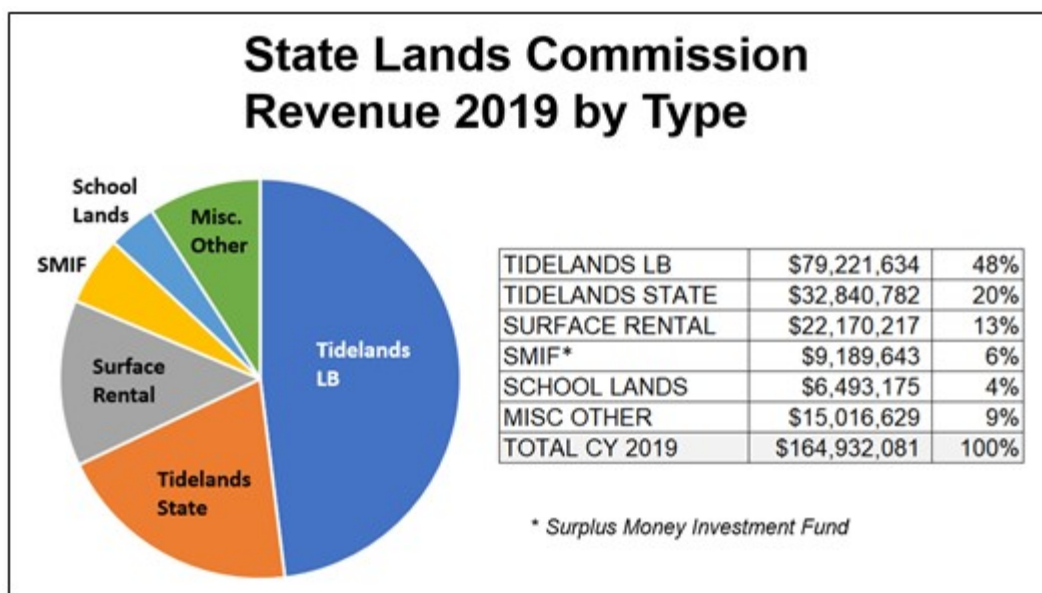


By the Numbers:

The Commission generated over \$164 million in revenue and net profits in 2019, down approximately 9 percent from the \$180 million generated in 2018. The drop is due largely to declines in oil prices over the course of the year and increases in deductible expenses from one oil and gas operator's plugging and abandonment activities. In 2019, oil prices dropped into the low-to-mid \$60s per barrel from a high of \$75 per

STAFF REPORT NO. 02 (CONT'D)

barrel the prior year. Most of the revenue, \$112 million, is from oil and gas royalties and net profits, of which \$79.2 million is from the Long Beach Unit and West Wilmington oilfields. Surface leasing accounted for \$22.2 million, up from \$20.5 million in 2018, of which \$1.4 million went to the Lake Tahoe Science and Improvement Account (SB 630, Ch. 762/13). Overall, the Commission's leasing activities resulted in \$149.4 million to the General Fund and \$6.5 million to the California State Teachers' Retirement System (CalSTRS). With 234 staff positions, the total revenue generated by the Commission equates to over \$638,461 per position. Since its creation in 1938, the Commission has generated over \$11.8 billion for the state of California.



The revenue generated by the Commission in 2019 is almost twice as much as its budget of \$88,862,000 for the 2019-20 fiscal year. The Commission's 2019-20 budget continues the recent trend of heavy special project funding well over the Commission's baseline budget. The Oil and Gas Plug and Abandonment activities at Platform Holly and Rincon Island account for \$40,040,000, along with \$4,000,000 to fund litigation costs related to those efforts. Other 2019-20 special projects include: \$2,000,000 for one more year of Bolsa Chica dredging; \$2,000,000 to continue the new Coastal Hazards Removal program (SB 44, Ch. 645/17); and \$1,245,000 towards maintenance and operations of the new records management IT project (Online System for Customer Applications and Records, aka OSCAR).

In addition to special project funding, the 2019-20 budget brings a new forestry position to restart the Commission's forested School Lands management program, plus a new Environmental Justice Liaison and an administrative liaison to drive implementation of the Commission's Environmental Justice Policy. The Commission is also gaining two new IT positions to right-size the Information Services Division and continue to build a

STAFF REPORT NO. 02 (CONT'D)

solid technological foundation for its strategic goals. Finally, the California Natural Resources Agency has included \$906,000 for the Commission in an agency-wide initiative for record preservation and digitization.

The Commission held seven public meetings in 2019, one of which was a special meeting. The Commission continued to hold meetings in diverse locations throughout the State in order to allow the local public the opportunity to speak directly to the Commissioners on actions being considered by the Commission or other matters of concern. Commission meetings were held in the cities of Madera, Martinez, Oceanside, Sacramento, Los Angeles, and San Diego.

Most of the actions the Commission approved 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. This strategy is intrinsically tied to the Commission's management and leasing of the lands under its



jurisdiction. Many 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. Other strategies frequently 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.

IMPLEMENTATION:

The Plan has 147 specific Targeted Outcomes (TOs) under the four Strategic Goals. Completion of these TOs drives the implementation of the Plan's 63 Key Actions. Champions in each of the Commission's divisions manage the TOs by defining success criteria, dependencies, project plans, and then track progress. The Plan identifies the approximate time during the Strategic Plan period for implementation of each TO. Some TOs can be completed in a specific year, while others take multiple years, or will continue to be implemented over the entire Plan period and even beyond.

There was substantial progress delivering TOs in 2019, showing good year-over-year strength with 20 additional TOs completed. To date, 65 TOs have been fully implemented. There are 48 TOs that are operational and ongoing in nature that have been delivered successfully during the first 4 years of the Plan. After 4 years, staff has effectively delivered 113 TOs (65 completed plus 48 ongoing) out of 147, resulting in a

STAFF REPORT NO. **02** (CONT'D)

77 percent completion rate. Below is a year-by-year summary of implementation progress.

Targeted Outcomes	2016	2017	2018	2019
Completed	7	30	45	65
Ongoing - On Track			41	48
In Progress	109	106	50	23
Not Started / Deferred	20	10	11	11
Total	136	146	147	147
% Complete	5%	21%	59%	77%

The following is a more detailed breakdown by Strategic Goal of the Commission's accomplishments in implementing the Plan in 2019.

Strategic Goal Number 1: Lead Innovative and Responsible Land and Resource Management

Surface Leasing and Land Management

The Commission manages approximately 4,000 surface leases throughout the State. At its 2019 meetings, the Commission took action on 433 items, the majority of which involved general leases for recreational uses like piers, docks, and buoys in Lake Tahoe, the Sacramento River Delta, and Huntington Harbour in Southern California. The Commission also authorized 52 rent revisions, 48 rent continuations, 44 amendments, and 18 assignments.

In June 2019, the Commission terminated the right-of-way lease with Signal Hill Service for five oil and gas pipelines serving two offshore federal oil platforms in Santa Barbara and Ventura Counties for failure to comply with lease terms.

The Commission approved the assignment of the lease of the Shell Martinez Marine Oil Terminal at its December 6 public meeting. The Commission obtained a significant increase in the performance bond from \$2 million to \$15 million in addition to other liability protections.

In October, the Commission approved a short-term lease to The SPHERE Institute for site maintenance of a 9.4-acre parcel located at 410 Airport Boulevard in Burlingame, San Mateo County. The lease provides The Sphere Institute with access to the site to conduct studies and environmental studies for the possible development of a sea-level-rise resilient natural park and tidal marsh. That project would require Commission

STAFF REPORT NO. 02 (CONT'D)

consideration for a new, longer-term lease. The short-term lease was the culmination of a multiyear public outreach process that included a Public Trust Needs Assessment, public outreach meetings, environmental justice outreach, and requests for project proposals.

The Commission made significant strides over the course of the year in obtaining lease compliance at Huntington Harbour with 20 new leases for recreational docks and cantilevered decks that have never been under lease (and eight more that were long-term delinquents).

The Commission approved a complex lease with the City of Foster City in April 2019 to rehabilitate existing levees and facilitate the Foster City Levee Protection Planning and Improvement Project.

The Commission worked with an applicant to lease a vacant filled parcel in San Jose and ensure that proper care would be given to the homeless community living on the vacant State parcel. The Commission approved the lease at its August public meeting.

The Commission's Boundary Unit staff completed five significant boundary surveys in 2019 over a total of 81 staff-days. These surveys were conducted at Donner Lake, Hollister Ranch, Santa Cruz, the Napa River, and Crockett in Contra Costa County.



Acting as the California Environmental Quality Act (CEQA) lead agency, the Commission adopted two mitigated negative declarations (MNDs) and certified two Environmental Impact Reports (EIRs) in 2019. Staff is currently preparing several other CEQA documents and anticipates as many as five MNDs, one EIR, and two EIR Addendums for projects to be considered by the Commission in 2020.

In response to Commission direction, staff contracted for a consultant to conduct an independent study of rent methodology for the Lake Tahoe Benchmark. The Lake Tahoe Benchmarks are used by staff to propose rents for leases of recreational facilities in Lake Tahoe. The study is expected to be completed in 2020.

The Commission contracted with a consultant to prepare a report to analyze potential investments for the School Land Bank Fund. The Fund currently has a balance of approximately \$70 million. Revenue generated by investments from the Fund go to CalSTRS.

STAFF REPORT NO. 02 (CONT'D)

Oil Spill Prevention

The Lempert-Keene-Seastrand Oil Spill Prevention and Response Act of 1990 covers all aspects of marine oil spill prevention and response and divides enforcement between the Commission and OSPR. The Commission is responsible for the prevention aspects of the program. Staff performs inspections and safety audits of oil production facilities, including offshore platforms and oil production islands. Staff also perform safety inspections of oil transfer facilities, including marine oil terminals. The Commission's prevention program has successfully limited the number and severity of oil spills in State waters. This is a testament to the commitment and dedication to safety by our lessees and staff.

Oil Production Facilities:

In 2019, staff conducted 2,053 safety inspections at 15 locations, including 148 monthly inspections, 260 follow-up inspections of deficiencies or safety device failures, and 1,560 pollution surveillance activities. Staff also performs safety audits of oil producing facilities on a 5-year cycle and is on track to maintain this schedule. Each audit takes roughly 6 months to complete. During 2019, staff completed the audit of the four oil production islands in Long Beach and the associated onshore production and processing areas. The team began the safety audit of Platform Emmy and the associated onshore production facilities in August. This audit is currently in progress.

As offshore oil and gas leases are quitclaimed, terminated, or surrendered to the Commission, the sovereign land and resources enter the California Coastal Sanctuary (Pub. Resources Code section 6240 et seq.). Over the past several years, the Commission has been working on the safe decommissioning and abandonment of wells, facilities, and pipelines managed pursuant to seven offshore oil and gas leases. With Venoco's quitclaim of approximately 8,694 acres of four leases (Lease Nos. PRC 3150, 3120, 3242, and 421), commercial oil and gas production in State waters offshore Goleta ended. In Ventura County, over 1,551 acres of State land for three leases (Lease Nos. PRC 145, 410, and 1466) are also in the decommissioning phase and entered the Coastal Sanctuary. Moreover, in 2019, an additional 7,280 acres of offshore land (Lease Nos. PRC 4000, 7911 and 3133) entered the Coastal Sanctuary. Since 2017, the total offshore oil and gas acreage committed to the Coastal Sanctuary now totals approximately 17,525 acres.



Marine Oil Transfer Facilities:

From January 1 through December 31, 2019, staff monitored 27 percent of oil transfers (1,546 of 5,723 transfers) conducted at marine oil terminals (MOTs) in California. This represents a decrease from 2018, during which 33 percent of every oil transfer was

STAFF REPORT NO. 02 (CONT'D)

monitored. The decline is due to a shortage of personnel in both field offices. During this same period, 735,900,709 barrels of product were transferred at MOTs in California. Each barrel is 42 gallons. Spills directly resulting from oil transfers during this time were just 0.40 barrel, or 17 gallons. This is approximately 0.00000005 percent of all barrels transferred, or 5 parts per billion. In the same time frame, staff conducted 66 spot and annual inspections and 4 training and certification program reviews at MOTs.

Also, in 2019, the Commission completed the rulemaking process to update the Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS). This work included expansion of the seismic provisions for nonstructural components, nonbuilding structures, and building structures to incorporate up-to-date technical standards, and enhancement of the illumination provisions to meet industry practices. On January 15, 2019, the California Building Standards Commission approved the revised 2019 MOTEMS. These latest MOTEMS regulation updates went into effect on January 1, 2020.

The Commission reviewed multiple MOTEMS audit reports, designs, drawings, and inspections-related submittals from all 34 MOTs in California. Overall, MOTs in California continue to make substantial progress towards full MOTEMS compliance.

The Commission has also taken steps to address unmanaged systemic hazards at marine oil terminals. Staff is developing a systems safety risk identification and management program. Lastly, the Commission has partnered with the U.S. Department of Transportation's Maritime Administration to advance research in a systems approach to accident prevention.

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 the Department of Tax and Fee Administration. The Program is charged with moving the State expeditiously toward eliminating the discharge of nonindigenous species into State waters.



From July 1, 2018 to June 30, 2019, California ports received 10,996 arrivals from vessels that were subject to the Marine Invasive Species Act (i.e., vessels 300 gross registered tons or more and capable of carrying ballast water). Fifty-two percent of vessel arrivals occurred in Southern California ports (San Diego, Los Angeles, Long Beach, El Segundo, and Hueneme) and the remaining 48 percent arrived at Northern California ports, primarily in the San Francisco Bay Area including Sacramento and Stockton. In a similar pattern to previous years, only 15 percent of vessels arriving at California ports discharged ballast water. The remaining 85 percent of vessel arrivals

STAFF REPORT NO. 02 (CONT'D)

retained all ballast water onboard, which is the most protective management strategy available, to prevent species introductions from ballast water.

Between July 2018 and June 2019, 10.9 million metric tons of ballast water were discharged into State waters; bulk cargo vessels and tankers were responsible for 86.5 percent of that discharge volume. During the reporting period, 99.5 percent of all ballast water discharged, by volume, was compliant with the Marine Invasive Species Act—an increase in compliance by 1.5 percent over the previous year. The ballast water management compliance rate has been steadily increasing over the last 5 years from 95.3 percent compliance, by volume, in 2014, to 99.5 percent compliance, by volume, for the period between July 1, 2018 and June 30, 2019.

During the reporting period, staff inspected 2,240 vessel arrivals (20.4 percent of total) for compliance with the Marine Invasive Species Act and associated regulations. Staff also conducted GIS-based analysis of each reported ballast water management location (over 10,800 individual data points) to assess vessel compliance.

Based on the vessel inspections and GIS-based analyses, 13 vessels were found to be noncompliant with ballast water management requirements during the reporting period. Of those vessels in violation, staff initiated enforcement actions on 5 vessels. To date, four out of the five enforcement actions have reached settlement, and \$184,000 in penalties was deposited into the Marine Invasive Species Control Fund.

Despite the Commission's efforts during much of the latter half of 2018 working with the Governor's Office, California Congressional staff, the California Attorney General's Office, and state agency staff from throughout the United States, to oppose and negotiate provisions in the federal Vessel Incidental Discharge Act (VIDA), it was signed into law on December 4, 2018, as part of the Frank Lobiando Coast Guard Authorization Act of 2018. VIDA will eventually preempt state authority to establish and implement state-specific requirements for the regulation of discharges incidental to the normal operation of a vessel, including ballast water. The Commission and state partners were able to include provisions that retain state authority to conduct vessel inspections and enforcement actions, collect reporting forms and fees, and to petition the U.S. Environmental Protection Agency (U.S. EPA) to strengthen discharge standards. Existing state authorities remain in effect until U.S. EPA and the U.S. Coast Guard sequentially adopt implementing regulations; that process is expected to take a total of 4 years from VIDA's passage into law.

Other recent notable accomplishments of the Marine Invasive Species Program include:

- Ballast Water Treatment Technology Assessment Report: The report, *2018 Assessment of the Efficacy, Availability, and Environmental Impacts of Ballast Water Treatment Technologies for Use in California Waters*, was submitted to the California State Legislature in February 2019 pursuant to Public Resources Code

STAFF REPORT NO. 02 (CONT'D)

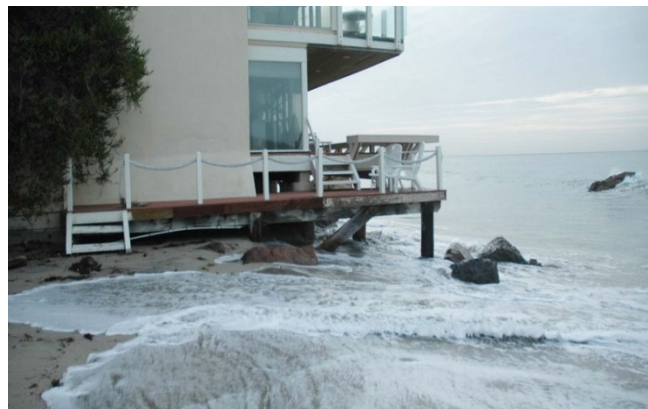
section 71205.3. The report reviewed the availability of shipboard and shore-based ballast water treatment technologies that would enable vessels to meet California's interim ballast water discharge standards.

- Biennial Report: The report, *2019 Biennial Report on the California Marine Invasive Species Program*, was submitted to the California State Legislature in February 2019 pursuant to Public Resources Code sections 71210 and 71212. The report summarized program activities and the biofouling and ballast water management practices of vessels that arrived at California ports during the period July 1, 2016 through June 30, 2018.
- Assembly Bill (AB) 912: In response to the recommendations in the 2018 ballast water treatment technology assessment report, the Commission sponsored legislation in 2019 (AB 912) to authorize the Commission to develop regulations to enforce the federal ballast water discharge performance standards. AB 912 provides that the Commission may sample ballast water discharge and biofouling for research purposes (previously the Commission only had authority to sample for compliance assessment). The bill was signed by the Governor in October 2019 and went into effect on January 1, 2020.

After almost 2 years of implementation, the Commission is seeing a positive shift in the shipping industry reporting and recordkeeping of biofouling management practices. The Commission has engaged in extensive outreach to vessel owners, operators, and crew, and has seen a correlating decrease in violations of the reporting and recordkeeping requirements.

Climate Change/Sea-Level Rise

The 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.



The Commission continues to integrate climate change and sea-level rise analyses into its lease application processing and staff recommendations. Staff uses the best available science, resources, and tools to analyze present and future impacts to Public Trust lands and presents this information to the Commission, the public, and lessees through staff reports. The Commission relies on the 2018 State Sea-Level Rise Policy Guidance authored by the Ocean Protection

STAFF REPORT NO. 02 (CONT'D)

Council, as well as other sources such as the California Fourth Climate Assessment, and consults a variety of climate and sea-level rise modeling and visualization aids, including its own custom-built sea-level rise map viewer, to better understand the dynamics and projections of climate change and sea-level rise. The staff reports describe climate vulnerabilities and risks, as well as options for lessees to increase resiliency and adaptation. Particularly in tidally influenced areas, shorter leases were issued throughout 2019 to provide the Commission with more frequent opportunities to evaluate the impacts of climate change on lease premises and to ensure adaptation measures are taken to protect vulnerable Public Trust lands and resources. Internal learning sessions were conducted in the summer and fall of 2019 to advance staff's knowledge of current climate change science, policy, and adaptation strategies in California. In July and August of 2019, all staff were invited to participate in a learning session about California's Fourth Climate Change Assessment, led by the Commission's California Sea Grant Fellows. Later in the fall, additional learning sessions focusing on oceans and coasts were offered. In 2020, climate learning sessions will cover renewable energy, forests and wildfire, and inland waterways.



Sea-level rise vulnerability and potential adaptation strategies were assessed on those State Lands granted to local jurisdictions by the legislature and submitted to the Commission in July 2019, pursuant to AB 691 (Muratsuchi, Chapter 592, Statutes of 2013; Public Resources Code section 6311.5). Local grantees like ports, harbors, cities, and counties manage some of the State's most critical Public Trust lands and resources that support the robust blue economy, unique and vital coastal and marine habitats, and cherished recreation and cultural sites. The assessments contain information about the financial costs of vulnerability, local maps of sea-level rise projections and scenarios, and Public Trust lands, assets, uses, and values most at risk from sea-level rise and climate change impacts. They were reviewed in 2019 and are now being synthesized by Commission staff and the consulting firm hired to assist staff. The Commission intends to use the information to recommend State actions that can best support local adaptation implementation efforts, identify data gaps, and inform future assessment efforts.

In 2019, the Commission continued to participate on interagency teams that collaborate and coordinate on climate change and sea-level rise policy. The Public Trust Coordination Project, a partnership with the California Coastal Commission funded through a grant from the National Oceanic and Atmospheric Administration (NOAA),

STAFF REPORT NO. 02 (CONT'D)

made progress on its efforts to address issues surrounding sea-level rise, the ambulatory Public Trust boundary, and impacts to Public Trust resources. In September 2019, the State Lands Commission and the California Coastal Commission entered into a Memorandum of Understanding to enhance staff coordination and communication on lease and permit application processing, and share more information specifically related to climate change and sea-level rise to better protect and adapt Public Trust lands, resources, uses, and values. Commission staff also participated on the implementation team for the Ocean Protection Council's 2018 California Ocean Litter Prevention Strategy and looks forward to advancing the strategy further in 2020.

San Diego Ocean Planning Partnership

The San Diego Ocean Planning Partnership (SDOPP) is a collaborative pilot project centered on understanding and balancing Public Trust ocean uses including commerce, navigation, fisheries, recreation, and environmental stewardship. The first phase, called the Assessment Phase, was completed in 2018 and culminated in the Commission's acceptance of the [San Diego Ocean Planning Partnership Preliminary Assessment Report](#). The purpose of the Assessment Phase was to better understand this ocean space through public engagement and compiling and reviewing relevant coastal and marine-related data. Based on that input, the public web mapping application for the San Diego Ocean Planning Partnership was released in April 2019. Subsequently a presentation was made at the June Commission meeting, highlighting the application and other recent GIS advances made by the Commission. Maintenance, updates, and enhancements to the application and the overall ocean planning effort will be ongoing.

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 other stakeholders and interested parties. The Commission participates in collaborative partnerships with numerous state agencies including the California Natural Resources Agency, California Department of Fish and Wildlife, Office of Spill Prevention and Response, State Coastal Conservancy, Department of Parks and Recreation; and numerous federal agencies including the Bureau of Land Management, Bureau of Ocean Energy Management, National Oceanic and Atmospheric Administration, U.S. Fish and Wildlife Service, and 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



STAFF REPORT NO. 02 (CONT'D)

Protection Commission, Baldwin Hills Conservancy, San Joaquin River Conservancy, and Lower American River Conservancy Advisory Committee.

The Commission is also a signatory to 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.

As noted previously, the Commission entered into a landmark collaboration agreement with the Coastal Commission, State Parks, and Coastal Conservancy for the development of a contemporary coastal access program at Hollister Ranch in Santa Barbara County, and an interagency coordination and collaboration agreement with the Coastal Commission to enhance greater coordination on issues related to sea-level rise.

The Commission also partnered with CalEPA and Imperial County to remove solid waste from Slab City in Imperial County.

Finally, the Commission continues to participate 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 Ocean Alliance (formerly the West Coast Regional Planning Body)
- Bureau of Energy Management Offshore Renewable Energy Task Force

Coastal Hazard and Legacy Oil and Gas Well Removal and Remediation Program

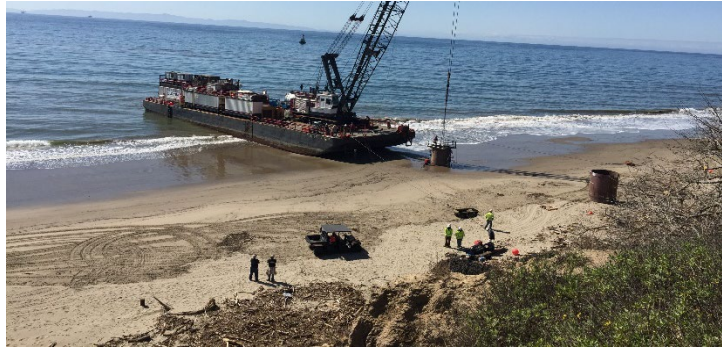
SB 44 (Jackson, Ch. 645/17) provides up to \$2 million annually to administer a coastal hazard and legacy oil and gas well removal and remediation program. The Commission made significant progress in 2019, the first full year after the law went into effect and will continue its efforts until the 2027-2028 fiscal year. Plans include completing drone and dive surveys to correlate oil sheen origins with well locations, assessing priority wells, and developing a schedule for legacy oil and gas well re-abandonments, and continuing to remove coastal hazards. Last December, the Commission submitted its [SB 44 report](#) to the Legislature.



STAFF REPORT NO. 02 (CONT'D)

Legacy Well Inventory and Remediation:

In January 2019, the Commission retained the services of InterAct PMTI, Inc., an oil and gas engineering consultant firm, to provide engineering analysis, develop abandonment plans including cost estimates, and assist with CEQA preparation for the plugging or re-plugging and abandonment of leaking legacy wells. This work is a precursor to hiring a contractor to subsequently execute each abandonment plan. In addition, InterAct performs on-call field investigations when new suspected legacy well oil leaks are discovered.



As of December 1, 2019, draft engineering reports and abandonment plans have been completed and are under review for several projects, including the plugging and abandonment, of three leaking wells located on and nearshore Summerland Beach in Santa Barbara County—the Treadwell Number 10, CH Olsson Number 805, and Duquesne Number 910 wells. Through these efforts staff and the Commission's contractors have discovered another nearshore site that seems to be leaking oil. Staff believes that this fourth site may be a legacy well and the Commission's contractors are working to verify the specific location of a wellhead or to determine if it is a natural seep.

As a result of the on-site investigations, InterAct has developed engineering assessments for these wells. These assessments analyze plug and abandonment options for each well, with a recommended approach for each based on the relative safety, efficacy, and cost of the approach. In addition, an Environmental Impact Report Addendum has been developed to assess the potential for environmental impacts to plug and abandon nearshore and tidal zone legacy wells. This Addendum is intended to be used for CEQA compliance when pursuing future legacy well abandonment projects.

Coastal Hazards Removal Activities:

Coastal hazards are the remnants of artificial coastal structures that have been abandoned and orphaned (i.e., no known responsible party). These hazards are typically buried in the coastal surf zone and include wood or steel pilings, H-piles and H-beams, railroad irons, cables, angle bars, ties, pipes, pipelines, seep-tent related structural remnants of riprap structures,



STAFF REPORT NO. 02 (CONT'D)

wood structures, groins, jetties, piers, and oil and gas related infrastructure located along the California coastline. Hazard exposure depends on tide and beach erosion. Many hazards are only exposed during the high tidal erosion that occurs during winter. During the winter of 2018-19, the Commission's contractor removed approximately 193 steel H-beams, 36 railroad irons, 40 wooden sheet pilings, and 2 pipeline pieces about 81 feet in length from two sites at Ellwood Beach, west of the Elwood Pier and Elwood Beach, in Goleta.

Granted Lands

The Legislature has enacted more than 300 statutes granting sovereign Public Trust lands to over 80 local municipalities to manage in trust for the people of California. While granted Public Trust lands and assets are managed locally, the Legislature delegated the State's residual and review authority to the Commission. The Commission represents the statewide public interest to ensure that trustees manage their grants in conformance with the California Constitution, applicable granting statutes, and the Public Trust Doctrine.



The Commission continues to implement the Naval Air Station Alameda, Mare Island, Treasure Island, and Hunters Point and Candlestick Title Settlement and Exchange Agreements. The Agreements are phased, transferring lands as remediation is complete, facilitating the responsible redevelopment of Public Trust lands. Staff is also in the process of negotiating several title settlement and land exchange agreements with the Port of San Francisco and the Port of Oakland.

Staff responded to four requests to review a grantee's capital expenditures. Staff also reviews annual financial reports required under Public Resources Code section 6306. Trustees are required to submit their financial information to the Commission by

STAFF REPORT NO. **02** (CONT'D)

December 31 each year. In 2019, staff received and reviewed 66 financial reports. Some grantees have yet to submit their financial information owing to their audit schedule.

Bolsa Chica Lowlands Restoration Project

The Bolsa Chica Land Trust received funding in 2018 to hire a consultant to conduct a study of the Bolsa Chica Lowlands Restoration Project in Huntington Beach. The consultant will study the Project's design, analyze alternatives, and make recommendations on ways to sustain habitat while reducing long-term operational costs.



The study will also consider the effects of climate change and sea level rise. Commission staff, along with on-site California Department of Fish and Wildlife staff, will coordinate with the Trust and their consultant to provide oversight, technical and historical data, and site access. The study began in the fall of 2019 and is anticipated to be completed in 2020. The results will inform future funding efforts and long-term management decisions for Bolsa Chica.

STAFF REPORT NO. **02** (CONT'D)

Public Access

In March 2019, the Commission entered into a Collaborative Agreement with the California Coastal Commission, the California State Coastal Conservancy, California Department of Parks and Recreation for the development of a Contemporary Hollister Ranch Coastal Access Program (HRCAP), to further the State of California's public policy of responsibly expanding and enhancing the public's access to and along the coast and the public's cultural, educational and recreational



experiences at the Hollister Ranch. Hollister Ranch is a 14,500-acre subdivision that includes 8.5 miles of publicly owned shoreline along the Santa Barbara Channel, in Santa Barbara County, with no land-based coastal access for the public. The Gaviota Coast, of which Hollister Ranch is a significant part, is the least accessible stretch of coast in California, with less than 2 miles of publicly accessible shore in more than 60 miles of coastline. Staff from the four state agencies participated in a site visit to Hollister Ranch and are working with a consultant to develop and initiate a Public Engagement Strategy for a collaborative planning process with meaningful and comprehensive stakeholder engagement. Completion of the planning process and final HRCAP is anticipated by the end of 2020.

In 2019, the Commission also approved a landmark boundary line and easement agreement with over 180 property owners along the shore of Donner Lake that clarifies public/private property ownership and secures public access rights to the Lake. The Commission accepted 8 lateral access easements in Malibu to improve public access.

Strategic Goal Number 2: Meet the Challenges of Our Future

Workforce and Succession Planning

The Commission's Workforce and Leadership Succession Plans, which were developed during 2018, include several short- and long-term talent management strategies that involve recruitment, onboarding, knowledge transfer, a mentor program, and a leadership development program. During 2019, staff began implementation activities that included developing and launching strategies to support these initiatives. These strategies include developing a mentor pilot program, offering leadership seminars,

STAFF REPORT NO. 02 (CONT'D)

crafting an onboarding plan that supports employee engagement, expanding career growth opportunities, developing strategies to make the Commission's workforce more inclusive and diverse, and creating a resource library for skills and information to be shared among employees and divisions. Staff is also reviewing the classifications of its authorized positions to ensure that they meet the current and future needs of the Commission. The Workforce and Succession Plans provide a roadmap to build and sustain a workforce to support the Commission's operational and strategic objectives. Implementation activities will continue during 2020.

Government Alliance on Race and Equity

In 2019, staff participated in the Government Alliance on Race and Equity (GARE) Capitol Cohort implementation year. GARE is a national network of governments working to achieve racial equity and advance opportunities for all. Participation in the implementation year cohort allowed Commission staff to continue exploring opportunities in the Commission's work where environmental justice and equity intersect, which could include workforce development,



contracting, hiring practices, and internal communication and training among staff about race and social equity. Our team, consisting of 15 staff and two Sea Grant Fellows, was recognized for advancing state government operations, investments, and policy initiatives that align with a vision for racial equity, in which all people in California live in healthy, thriving, and resilient communities regardless of race. The team also began implementing initiatives identified in the Commission's Racial Equity Action Plan. Highlights include the administration of a baseline Racial Equity Survey, the development of an internal newsletter entitled, *Equity Matters*, and the creation of a Diversity and Inclusion Statement.

Promoting Renewable Energy

The Commission is dedicated to helping California transition away from a reliance on fossil fuels and meeting the State's renewable energy goals.

In 2019, the Commission received three applications related to floating offshore wind development. All applications are for leases in State waters off the coast of Lompoc and Vandenberg Air Force Base in Santa Barbara County. The first application is for scientific data collection, while the other two are for floating offshore wind demonstration projects. All three propose to provide valuable information supporting new floating offshore wind technology to generate clean electricity from a renewable source in California. Staff will continue to process these applications in 2020.

STAFF REPORT NO. 02 (CONT'D)

On school lands, the Commission currently has one wind farm lease, Tule Wind in San Diego County, and is processing three solar farm applications, Windhub Solar B and EDF Renewable Development in Kern County and Aurora Solar in San Bernardino County. Together, these solar applications cover approximately 3,148 acres of school land.

Additional efforts to develop renewable energy on school lands include the completion of the [initial evaluation of school lands](#) parcels' potential for development of utility scale solar, wind, biomass, and geothermal facilities. In mid-2018, staff determined that the immediate focus should be on identifying school lands parcels for solar and wind development. All counties have been screened for wind potential and staff has identified 163 parcels with strong wind development favorability. Thirty-nine counties have been screened for solar favorability and so far, 208 school land parcels equating to 55,000 acres have been identified with solar potential.



Staff continued to cultivate its partnerships within the Marine Renewable Energy Working Group and Intergovernmental Renewable Energy Task Force to explore and facilitate responsible offshore renewable energy development. Staff also continued their collaboration with Department of Defense (DOD) representatives and consultants focusing on “near-shore resources.” DOD consultants have developed visual simulation of offshore wind turbines in State waters. The group has also been focusing on studying the feasibility of energy storage within State waters. This study is ongoing and will continue during 2020.

Enforcement and Compliance

The Commission continues to make significant progress in its enforcement and compliance actions. The following are highlights from 2019.

During 2019, staff negotiated and successfully increased financial assurances in the form of additional bonding of five oil and gas leases by \$7.2 million. The additional bonding is expected to cover the State’s future abandonment liabilities for these leases. Staff performed numerous monthly desk audits of oil and gas royalties, three of which were found to be inaccurate and subsequently corrected, or are in the process of being corrected, resulting in additional recoveries of \$333,070.

Staff completed five royalty audits resulting in recoveries of \$668,954. Another four royalty audits were in progress during 2019 and are expected to be completed in 2020. In addition, staff independently performed an audit of the Long Beach Unit and West

STAFF REPORT NO. 02 (CONT'D)

Wilmington for oil price verification without any material findings. Performing this task resulted in saving of \$185,000 annually paid to an outside CPA firm.

The Commission facilitated the removal of the non-operational Cemex dock and related bank restoration in West Sacramento. Staff also worked with contractors and local agencies to remove two abandoned vessels and pilings at the former Crockett Marine Services site in Crockett, Contra Costa County.

In compliance with AB 2441 (Frazier), the Commission approved the report on “Abandoned Commercial Vessel Removal Plan, Sacramento–San Joaquin River Delta Region” and delivered it to the Legislature.



Strategic Goal Number 3: Engage Californians to Help Safeguard Their Trust Lands and Resources

The Commission’s continued stewardship of the State’s lands and resources depends on public support and trust. The Commission and its staff worked hard in 2019 to build and sustain trust, and to facilitate an inclusive and transparent decision-making process.

Environmental Justice Policy

In December 2018, the Commission adopted a new Environmental Justice Policy and implementation framework ([Item 75](#)). Consequently, 2019 was the first year of implementation. An informational presentation at the December 2019 Commission meeting highlighted the accomplishments of that first year ([Item 57](#)).

The Commission held two staff-wide Environmental Justice training sessions: one in Sacramento and the other in Long Beach. Approximately 170 staff attended these sessions. This training educated staff about the Commission’s Policy and built a framework of shared knowledge.

The Commission, in conjunction with CalEPA and OEHHA (California Office of Environmental Health Hazard Assessment) staff also provided training to Commission staff on CalEnviroScreen 3.0, a key tool used for identifying existing pollution and other burdens and vulnerable communities. Using this tool is central to staff’s daily work in identifying vulnerable communities impacted by projects and actions considered by the Commission.

Staff has also developed an Environmental Justice outreach worksheet as a screening tool to help coordinate work between divisions to identify which applications may need environmental justice outreach. As a result of this screening process, staff communicated with various environmental justice entities and advocates on 11

STAFF REPORT NO. 02 (CONT'D)

applications by letter, email, and telephone calls over the last few months of 2019. The worksheet was used on all proposed leasing actions at the December 2019 meeting. A comprehensive environmental justice analysis was included in five staff reports in 2019. The Commission also revamped and simplified the sign-up process for its environmental justice contact database and will continue to develop and refine this list. The new database will be more targeted and efficient, increasing the opportunities for engagement and dialogue. In 2019, the Commission received a budget appropriation for two new positions dedicated to implementing its updated Environmental Justice Policy. One position will be an Environmental Justice Liaison and the other will be a support position. Recruitment is expected to get underway in the first quarter of 2020.

In February 2020, the Commission is partnering with other state agencies, including CalEPA, Department of Conservation, State Water Resources Control Board, Department of Public Health, Public Utilities Commission, and the Leadership Counsel for Justice and Accountability to train staff on the principles of community engagement and outreach.

Tijuana River

The Commission continues to litigate against the U.S. Section of the International Boundary and Water Commission to halt the flow of toxic waste and sewage from the Tijuana River into the Pacific Ocean, with a trial date set for late 2020.

The Commission adopted a support position on two federal bills, H.R. 3895 (D-CA-51) and H.R. 4039 (D-CA-49), intended to address the untreated wastewater, sewage, trash, and sediment from Mexico that flows into California through the Tijuana River and its tributaries. H.R. 3895, introduced this past July, would increase the capital of the North American Development bank by



\$1.5 billion for water infrastructure projects to address the flow of sewage and other pollution into State waters. The bill would also establish and fund a public health trust fund. H.R. 4039, also introduced this past July, would require the U.S. EPA to carry out a program to fund water infrastructure projects near the United States and Mexico border. Both bills were referred to a policy committee and await a hearing. A support position on these bills is consistent with the Commission's past efforts to address the flow of toxic waste and sewage into California, including that the Commission is a plaintiff in litigation against the U.S. International Boundary and Water Commission. A support position is also consistent with the Commission's role and jurisdiction over sovereign land and in particular, its jurisdiction over sovereign land in the Pacific Ocean near the United States and Mexico border.

STAFF REPORT NO. 02 (CONT'D)

The Commission and its staff will continue to advocate for solutions to the transboundary pollution crisis.

Tribal Engagement and Consultation

The Commission is in its fourth year implementing its Tribal Consultation Policy. Staff procedures and application processes incorporate tribal outreach, engagement, and coordination, and when requested, consultation. There are 155 tribes in California, including 109 federally recognized tribes and 46 non-federally recognized tribes; currently, there are 16 tribes who have requested AB 52 notification when the Commission is a lead agency under CEQA. The Commission's tribal engagement work includes ensuring that the Commission complies not just with the requirements of AB 52 relating to tribal consultation during CEQA review, but also with the principle of meaningful engagement on a broader scale; therefore staff conducts outreach on applications to all potentially affected tribes, not just AB 52 tribes. Highlights of 2019 engagement are summarized below.

Project Consultation:

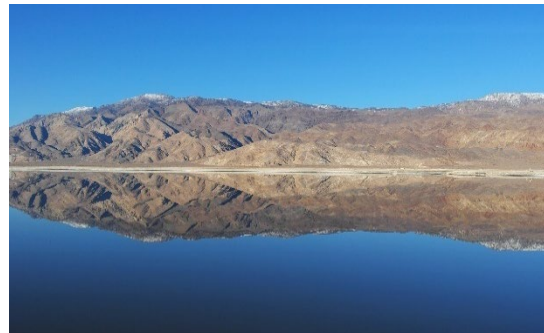
Three 2019 projects stand out for their variety, complexity, and successful integration of tribal input.

First, the Wheeler North Reef Enhancement Project, approved in February 2019, consisted of the placement of quarry rock in several offshore locations to serve as anchor substrate for kelp; this project is associated with San Onofre Nuclear Generating Station mitigation requirements. Staff facilitated the inclusion of sacred site knowledge from tribal files and the participation of a native dive team during the pre-project surveys. As a result of the indigenous knowledge that was brought in and the respect for sacred submerged areas, the project was modified to avoid certain areas, and the quarry rock placement methodology ensured that buried resources would not be crushed.

Second, in the summer and fall of 2019, the Commission facilitated the emergency removal of the abandoned CEMEX wharf located on the Sacramento River in West Sacramento. Even though the project, as an emergency, was exempt from CEQA review, staff nonetheless successfully completed joint Consultation with the United Auburn Indian Community and the Yocha Dehe Wintun Nation to ensure sensitive resources and areas were not damaged. Measures developed and included in implementation of the wharf removal activities included tribal-led training of site workers, tribal monitoring of removal activities such as soil inspection, and avoidance marking of sensitive areas.

STAFF REPORT NO. 02 (CONT'D)

Finally, approval for the conveyance of a portion of a school land parcel to the Lone Pine Paiute-Shoshone Reservation as part of the Commission's approval of a Caltrans highway project near Olancho, in Inyo County, was a first for the Commission related to implementation of its Tribal Consultation Policy. This outcome reflects approximately 4 months of consultation with the Lone Pine Paiute-Shoshone Reservation and other Owens Valley Tribes, and will result in a "Cultural Preservation Parcel" of approximately 40 acres being transferred to tribal control to ensure the protection and preservation of significant tribal cultural objects and values. This project reflects not only a successful consultation outcome but also an example of implementation of the Commission's Environmental Justice Policy Goal of striving to honor and respect tribal sovereignty.



Policy Initiatives:

Several important interagency policy initiatives kicked off in 2019 that implement the Commission's commitment to elevating the role of California's Tribal Nations. Led by the State Historic Preservation Officer, the Secretary for Natural Resources established the Cultural Resources Climate Change Task Force. This Task Force seeks to understand climate related threats to all manner of cultural resources and identify current agency practices or programs that could be enhanced to incorporate cultural resource protection considerations. In addition, the Task Force will identify and develop priority actions where indigenous knowledge could be incorporated to effectuate more sustainable outcomes. At Owens Lake, staff continues to coordinate with the five federally recognized Owens Valley Tribes, the Los Angeles Department of Water and Power, the Great Basin Unified Air Pollution Control District, and the Bureau of Land Management to complete and submit a nomination of the Lake and surrounding area to the National Register of Historic Places for its rich tribal cultural and archaeological values. In June 2019, Commission staff, together with the Office of Spill Prevention and Response, identified the need to convene a working group with the various Chumash Tribes along the Santa Barbara Coast to ensure full integration of tribal participation in the Commission's efforts to decommission Platform Holly, as well as the Commission's other nearby plug and abandonment activities. This working group has met and communicated throughout the fall of 2019 and intends in 2020 to conduct training for tribal members to facilitate participation in spill response, and to complete a handbook or protocols document for incorporation into the decommissioning project and into incident command procedures.

STAFF REPORT NO. 02 (CONT'D)

Public Service, Education, and Outreach

The Commission recognizes that it is the continued strength of the democratic process that is vital to the sustainability and success of its mission and realization of its vision. The source of strength in the democratic process lies in public engagement. To increase the quality of public engagement, the public must be empowered to act. This empowerment can come in many forms that relate to the Commission's work, such as education, transparency, awareness, and communication. The Commission also strives to be responsive to all Californians.



In 2019, the Commission received 86 Public Records Act Requests and responded to 73 to date. Staff participated in numerous speaking engagements at regional, statewide, national, and international conferences, symposiums, and public meetings, and authored various publications.

Strategic Goal Number 4: Cultivate Operational Excellence by Integrating Technology

In 2019, the use of technology to enable the Commission to serve the public was greatly expanded. Technology deliverables were focused in four areas to maximize the overall benefit. These focus areas included:

1. Improved systems reliability and protection of Commission data
2. Expanded use of collaboration tools
3. Automated business processes
4. Enabled digital content creation and transformation

Improved IT systems reliability and protection of Commission data

Consistent with the State's "Cloud First" initiative, the Commission migrated an additional 20 servers to the cloud. At year-end, 60 percent of Commission servers were transitioned, improving service reliability, cost, and flexibility. The remaining eligible servers will be transitioned in 2020. All IT services were enabled 2 days ahead of schedule (reducing employee downtime) during the Long Beach office move. Months of planning and execution paid off. All IT communications infrastructure, employee workstations, video conference rooms, telephones, and IT services were migrated in the move over a long weekend. Three disparate building access systems were federated into one, so employees can now use a single badge to access all Commission major facilities. The Sacramento–Hercules data circuit bandwidth was doubled to meet increased usage requirements. The multiyear Fi\$Cal transition continued as multiple business processes and procedures were modified or created and staffing shortfalls

STAFF REPORT NO. 02 (CONT'D)

identified and quantified. The Commission is continuing to work on addressing those shortfalls. Two new web accessibility compliance tools were implemented to help staff find and fix accessibility issues.

IT security tools and processes continued to mature in 2019. The Commission completed the “Independent Security Assessment” (required by Government Code section 11549.3). Additional security improvement areas were identified, added to the work plan and are being addressed based on risk reduction priority. New security capabilities implemented this year include Advanced Threat Protection, scanned email attachments and links, workstation data backup and hard drive encryption, upgraded vulnerability scanning (to support more devices and web application scanning), a better mobile device manager for State smartphones and a transition of the Oil Spill Database backend to a more secure platform. Several internal IT policies were reviewed and adjusted, and several phishing attacks were managed to reduce their impacts.

Expanded use of collaboration tools

Deployment of SharePoint collaboration sites accelerated to meet growing employee demand, nearly doubling in 2019 from 40 to 77 sites. OneDrive document sharing use grew as a valuable work-in-progress document creation model. The Commission [website](#) was dramatically modernized with a responsive design enabling smartphones screens to adjust to presented content. Commission meeting [Archives](#) (with a powerful new search feature) and a [Legislative Jurisdiction Database](#) were integrated into the Commission website receiving positive customer feedback. The public [Web Mapping Application](#) for the San Diego Ocean Planning Partnership (SDOPP) was released and integrated with the existing SDOPP informational website.

A Sea-Level Rise GIS viewer was released to the public and an Environmental Justice GIS viewer was deployed for internal use. Cloud-based productivity tools (Word Online, Excel Online, Outlook Online, etc.) enabled more employees to maintain a work-life balance. The mobile employee user base (using Virtual Private Network) increased 15 percent and three additional video conference rooms were equipped improving meeting effectiveness and reducing required travel.

Automated business processes

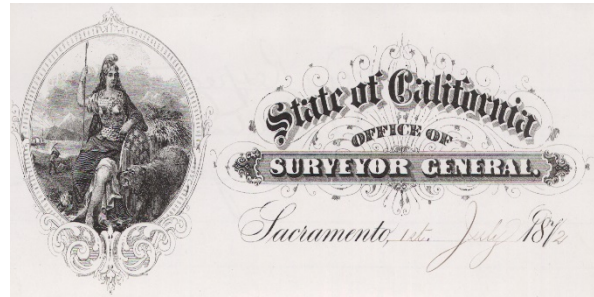
The Commission implemented OSCAR (Online System for Customer Applications and Records). OSCAR (referred to as SIRMS in previous annual reports) was implemented in three phases. All phases were delivered on time and on schedule. The OSCAR project successes were highlighted multiple times in State budget meetings as a role model IT project implementation. Phase 1 implemented a fully online lease application process, Phase 2 integrated GIS Records, and Phase 3 implemented Enterprise Search. Since the Phase 1 implementation in midsummer to the end of 2019, 154 lease applications were submitted electronically by the public. The cross-divisional project team was closely engaged throughout the project, actively connecting the business with

STAFF REPORT NO. 02 (CONT'D)

the software developers. An elaborate Transition Change Management Plan was defined and executed. Support systems are in place and enhancement requests are being made as the system value is realized by staff and the public.

Enabled digital content creation and transformation

Digitization continued in 2019 at a rapid pace. The Commission digitized 100 percent of the information in its coordinate (ZNE) system its, 23,000 aerial photographs, and 20,000 maps for Enterprise Search content in OSCAR. Digitization in process includes MOTEMS (audit reports and correspondence), 45,000 additional maps, and 7,000 Tidelands and Swamp & Overflowed land records.



The Commission's unmanned aircraft systems (UAS), or drone program delivered valuable content in 2019. UAS missions were performed at 13 different sites across California. Some of these sites had repeat missions to capture additional activity or changes to the area. The most notable content was a series of missions to obtain high quality imagery of marine oil terminals. Most of the northern California's terminals have been imaged. The objectives of these flights have been to obtain data for internal GIS integration, memorialize pipeline jurisdiction boundaries, and train new inspectors and engineers. UAS products and videos were used in public presentations, most notably Hollister Ranch, enhancing the public's and the Commission's appreciation of this largely inaccessible coastline.

The Commission's Open Data Hub went live in the summer of 2019 with five authoritative datasets. In the fall of 2019, Open Data was federated to the California Natural Resources Agency (CNRA) Open Data portal and with the new State Geoportal.

CONCLUSION:

The Commission made substantial progress in Year Four of its Strategic Plan. Staff looks forward to making further progress on the current plan while participating in the development of the 2021-2025 Strategic Plan. Goals for the fifth year of the plan include the following:



- Lead Innovative and Responsible Land and Resource Management
 - Continue the plugging and abandonment of the oil and gas wells associated with Platform Holly and Rincon Island.

STAFF REPORT NO. **02** (CONT'D)

- Complete the Hollister Ranch Contemporary Access Program to increase public access for all Californians.
- Participate in the completion of the Sustainability Alternatives Study to inform future management decision making for the Bolsa Chica Lowlands Restoration Project.
- Complete the School Lands Investment Study and Lake Tahoe Rent Methodology Study.
- Hire a consultant to conduct an inventory of the Commission's forested lands.
- Meet the Challenges of Our Future
 - Continue to evaluate renewable energy resource potential on sovereign and school lands.
 - Continue to implement the Commission's Workforce and Succession Plans.
 - Continue to implement the GARE Racial Equity Action Plan and provide staff with equity training.
- Engage Californians to Help Safeguard Their Trust Lands and Resources
 - Hire an Environmental Justice Liaison and support staff to continue to build on the Environmental Justice Implementation Blueprint.
 - Continue to hold Commission meetings in diverse locations in California.
 - Expand the use of social media to connect with and inform a broader audience about the Commission's Strategic Goals, current issues, and future meetings.
 - Continuously update the Commission's website to add current content and to make it more appealing and informative.
- Cultivate Operational Excellence by Integrating Technology
 - Continue the transition to Fi\$Cal by adapting processes and increasing skills.
 - Continue aggressive digitization of records.
 - Continue to improve the Commission's information security posture.
 - Continue adjusting the comprehensive IT services cloud strategy, architecture design and implementation roadmap to improve user access to data, manage the data growth volumes, reduce overall data storage costs, and increase flexibility.
 - Continue to improve staff's IT acumen and work productivity by delivering additional collaboration tools (including Microsoft Teams), more efficient business support processes, and targeted employee training.
 - Meet the growing demand for internal SharePoint collaboration sites, more mobility tools/services and workflow automation by optimizing internal IT business processes and tools to capture and prioritize all requests.

STAFF REPORT NO. **02** (CONT'D)

- Provide more public transparency by continuing to add new features and fresh content to the Commission website and more integrated GIS layers.
- Automate and improve Commission business processes.

Staff looks forward to continuing to achieve the Strategic Plan goals for the benefit all the people of California.

