

Meeting Date: 12/17/20  
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# Staff Report 60 (Informational)

Informational Update on Efforts to Develop the Commission's 2021-2025 Strategic Plan

## **INTRODUCTION:**

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The Commission is in the process of developing its 2021-2025 Strategic Plan Update. This next plan addresses key issues including public access, climate change and sea-level rise, environmental justice, tribal relations, sustainable economic development, and environmental protection. During recent months, the Commission has worked with a consultant to complete an extensive series of stakeholder interviews, representing various areas of interest. The Commission has also facilitated a series of tribal engagement roundtable sessions and individual Consultations. Additionally, the consultant facilitated a workshop with senior Commission management to solicit their input on the trends, issues, and priorities that will affect the Commission's work over the next 5-10 years. Commission staff have worked with the consultant to incorporate the input and feedback from these engagement efforts into an initial draft of the 2021-2025 Strategic Plan. The Commission has released this draft for public review and comment (Exhibit A). The continuing development of the Strategic Plan is an iterative process and staff looks forward to receiving feedback and additional perspectives, ideas, and comments on the current draft Strategic Plan.

California has an abundance of rivers, lakes, streams, and a spectacularly scenic coastline. The Commission manages much of these public lands on behalf of the people of California. Established in 1938, the Commission manages 4 million acres of tide and submerged lands and the natural beds of navigable rivers, streams, lakes, bays, estuaries, inlets, and straits. These lands stretch from the Klamath River and Goose Lake in the north to the Tijuana Estuary in the south, and the Pacific Coast 3 miles offshore to world-famous Lake Tahoe and the Colorado River, and includes California's two longest rivers, the Sacramento and San Joaquin. The Commission also manages state-owned school lands in the desert and the forested areas of California to support public schools. And it oversees waterfront land and coastal waters legislatively granted to cities and counties, including land underlying California's major ports and harbors. The Commission regulates large oceangoing

vessels to protect state waters from marine invasive species introductions and minimizes the risk of oil spills by providing the best achievable environmental protection at marine oil terminals, offshore oil platforms and production facilities. The Commission applies the best available science and embraces public participation and intergovernmental coordination in its decision making.

## **BACKGROUND:**

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The Commission adopted its current [Strategic Plan](#) at its December 18, 2015 public meeting ([Item 117](#)). The Plan was the culmination of robust stakeholder input and collaboration to guide the Commission's stewardship of public lands and resources and promoting 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 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 benefit of California's State Teachers' Retirement System, and enforce the protections of the Public Trust Doctrine. Annual updates on the plan's implementation can be found on the Commission's website.

## **UPDATE: OUTREACH AND ENGAGEMENT**

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The Commission has worked to facilitate a comprehensive and inclusive engagement and outreach effort to inform the development of the 2021-2025 Strategic Plan. During this process, the Commission has held a special meeting for the Strategic Plan, provided updates at each Commission meeting with opportunities for public comment, worked with a consultant to interview stakeholders across varied interests. facilitated a series of tribal engagement sessions and government-to-government Consultations.

On February 4, 2020, the Commission held a special meeting for the 2021-2025 Strategic Plan to facilitate a public discussion and solicit input and engagement from various stakeholders. Thoughtful insights and suggestions, as well as robust panel discussions provided a wealth of information, perspectives, and priorities for the Commission's consideration. During the February 28, 2020 public meeting, the

Commission received comments and recommendations for the Plan including reducing harmful air emissions at Ports through the use of zero emission technology; encouraging renewable energy, including offshore wind energy; coordinating with other agencies to map out the permitting process for renewable energy projects; promoting aquaculture; providing grant funding for public access; and providing increased public access to open space for environmental justice communities.

Following the April 2020 award of the Strategic Plan consultant contract to Stantec Consulting Services, Inc., Commission staff began working with the Stantec team immediately to identify stakeholders and develop questions and resources for stakeholder interviews. The stakeholders included individuals and entities interested in or associated with climate change/sea level rise, the blue economy, public access, California ports, renewable energy and utilities, the oil and gas industry, tribal governments, environmental justice, air quality and public health, land and wildlife conservation, public land and resource management and protection, and state and local agencies.

These virtual interviews included individual and small focus group sessions. Stantec interviewed 79 of the 149 identified stakeholders. Many of the stakeholders were unable to participate and others were not responsive. Several cited the COVID-19 pandemic as reasons for their inability to participate.

The Stantec team reviewed and organized the input across the various fields of interest to identify key topics and intersecting themes. Stakeholders frequently referred to public access, renewable energy, and climate change and sea-level rise as important topics to address in the 2021-2025 Strategic Plan. Across these topics, Stantec identified key intersecting themes: Climate, Collaborate/Convene/Mediate (Building Alignment), Equity and Environmental Justice; Post-Petroleum Economy; and the Evolving Nature of the Public Trust Doctrine in land and resources management. Stakeholders also emphasized the role of collaboration and the value of innovation in addressing climate change and sea-level rise.

Commission staff facilitated a series of virtual tribal roundtable sessions and initiated several individual Consultation efforts. The four roundtables were organized broadly according to region and potential topics of interest: North Coast; Inyo, Owens Lake and Mono Lake; South/Central Coast; and South Coast. Commission staff reached out to representatives from 39 tribes throughout the state to schedule the roundtables and individual consultations. A total of 12 tribes participated in the four roundtable discussions, and four Tribes have requested formal Consultation. During these roundtables, participants highlighted many of the same existing and

emerging issues identified by the other stakeholder groups, including climate change, renewable energy, habitat and resource protection/restoration, social equity/Environmental Justice, and public land access. Additionally, several key intersecting themes and ideas were discussed, including access to lands, respecting traditional ecological knowledge, practicing reciprocity and respect for the land, resources, and people, and co-management and partnership opportunities.

Stantec also facilitated a workshop with senior Commission management. The goals of this internal workshop, which included breakout groups, were to foster staff engagement and investment in the Plan, elicit new ideas and themes that would strengthen the Plan, develop robust strategic goals, and increase staff collaboration. During the session, senior management were asked to list topics that are dramatically different between now and when the 2016 Strategic Plan was developed and identify trends and issues that will affect the work of the Commission over the next 5-10 years.

## **UPDATE: DRAFT STRATEGIC PLAN**

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The 2021-2025 Strategic Plan is intended to be an aspirational document that is forward-looking and based on the input and comments we received through robust tribal, stakeholder, and public engagement. The draft Strategic Plan highlights the Commission's progress since the adoption of the previous Strategic Plan and identifies the emerging challenges and opportunities the Commission is committed to addressing over the next five years.

The draft Strategic Plan presents the core values that serve as a lens through which the Commission will view all its activities: Inclusivity, Accessibility, Equity, Environmental Justice, Sustainability, Visionary, and Responsible Economic Growth, Integrate Native American Perspectives.

The 2015-2020 Strategic Plan outlined a set of guiding principles that shape the Commission's culture and serve as a foundation to achieve its mission in accordance with its vision. The draft 2021-2025 Strategic Plan responds to stakeholder input by adding new guiding principles: Public Health and Safety and Stewardship. The Public Health and Safety principle is rooted in the Commission's responsibility to prioritize and embed public health and safety in every decision and action. The principle, Stewardship, emphasizes the Commission's critical role of balancing competing uses with long-term protection of lands and resources.

Based on the robust tribal engagement, public comment, and stakeholder interviews, the 2021-2025 Strategic Plan update identifies emerging issues, drivers of

change, stressors, and challenges that require urgent, far-reaching, and forward-focused action. These drivers of change are:

- Climate Change and Sea Level Rise
- Environmental, Economic, and Social Injustice
- Support Tribal Self-Governance and Self-Determination
- Evolving Public Trust Principles and Values
- Post-Petroleum Era
- Renewable Economies and Sustainability
- Policy Configuration
- Technological Advancements
- Workforce Investment

The drivers of change present both challenges and opportunities. As is the case with many complex issues, the optimum response to one driver is often intersectional with responses to the other drivers. For example, strategic goals and actions addressing climate change and transitioning to a post-petroleum era will involve revisiting appropriate uses of public trust lands and protection of public trust resources.

The Commission responds to this call to action with seven 2021-2025 strategic focus areas and accompanying goals:

1. Leading Climate Activism
2. Prioritizing Social, Economic and Environmental Justice
3. Partnering with Sovereign Tribal Governments and Communities
4. Meeting Evolving Public Trust Needs
5. Leveraging Technology
6. Committing to Collaborative Leadership
7. Building a Reimagined Workforce

Commission staff have worked with Stantec to incorporate the input, ideas, and comments from the stakeholder and tribal engagement and public meetings and comments into the draft Strategic Plan presented today. The Strategic Plan development is an iterative process. This is a working draft, and the Commission is committed to being responsive to the input and comments from the engagement process. The Commission will continue to provide updates on the development of the Strategic Plan and gather input and perspective from our tribal partners, stakeholders, and the public to inform the final draft of the 2021-2025 Strategic Plan.

## **EXHIBIT:**

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- A. Draft 2021-2025 Strategic Plan Update

## HOW TO GET INVOLVED:

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The public's voice, insight, and experience are important to the development of the Strategic Plan. Specifically, the Commission wants to hear perspectives on what should be eliminated, changed, or added to the current draft Strategic Plan, what will the Commission's biggest challenges be and how the Commission can balance sustainable economic growth (including revenue generation for the state), with environmental protection through the lens of equity and climate change.

If you would like to provide input on the draft Plan, we recommend you review the full document prior to comment as the parts inform the whole. The draft is available in the attached text form to ensure a focus on content and to better track comments through use of page and line numbers. The final draft will be presented in a user-friendly format with graphics and other enhancements. It will also receive a full copy edit so while you are welcome to offer grammar or other suggestions, we seek your thoughts about the document content.

Please share your thoughts and suggestions on the draft Strategic Plan by phone at (916) 574-1800 or by email at [StrategicPlan@slc.ca.gov](mailto:StrategicPlan@slc.ca.gov) by ~~January 31~~ February 1, 2021. The current tentative Commission meeting schedule for 2021 is to be determined.

Meeting information will be announced as it becomes available.

California State Lands Commission  
2021-2025 Strategic Plan  
Public Comment Draft  
December 17, 2020



## GUIDE TO REVIEWERS

This update of the Commission's Strategic Plan highlights issues and topics heard during stakeholder interviews conducted during the summer and fall of 2020, from Commission staff, and from public input gathered during Commission meetings. It offers a proactive response to the unfolding future and takes a firm stand on a series of issues.

We recommend you review the full document prior to commenting, as the parts inform the whole. The draft is offered in this text form to ensure a focus on content and to better track comments through use of page and line numbers. The final draft will be presented in a user-friendly format with graphics and other enhancements. It will also receive a full copy edit so while you are welcome to offer grammar or other suggestions, we seek your thoughts about the document content.

Comments on the document are due by January 31, 2021 at 11:59 p.m. (PST) and may be submitted to [strategicplan@slc.ca.gov](mailto:strategicplan@slc.ca.gov) as either email text or via a Microsoft Word attachment.

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1 GRAPHIC

2 (Placeholder, State of California Map representing the general jurisdiction of the Commission.)

3 MISSION

4 The California State Lands Commission provides the people of California with effective stewardship of  
5 the lands, waterways, and resources entrusted to its care founded in the principles of equity,  
6 sustainability, and resiliency, through preservation, restoration, enhancement, responsible economic  
7 development, and the promotion of public access.

8 LETTER FROM THE COMMISSIONERS

9 (Placeholder, to be provided with final draft.)

10 THE STATE LANDS COMMISSION

11 Betty T. Yee, State Controller, Chair

12 Eleni Kounalakis, Lieutenant Governor, Member

13 Keely Bosler, Director of Department of Finance, Member

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# EXECUTIVE HIGHLIGHTS

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This document was developed in 2020—a year defined by change and challenge. Developed in the midst of a global pandemic and a time when California was experiencing the emerging consequences of climate change, the 2021-2025 California State Lands Commission Strategic Plan Update (Update) reflects the need to rapidly adjust and evolve to meet the challenges of today and tomorrow. The Update reflects an array of insights garnered from members, staff, sovereign tribal partners, and a range of stakeholders as they viewed the future from their altered way of life in an increasingly virtual world.

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Change is inevitable, but how the Commission responds to the challenges that change brings, and how it adapts and embraces the opportunities that come from it, has a profound effect on the results. For the Commission, this means that strategic planning is not just an exercise completed once every five years. The Commission’s strategic planning is dynamic and responsive, driving deliberative action every day in all that it does

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In many ways, this Update was well-timed. In 2020, the state and nation collectively began to review, analyze, plan, and look ahead to how we can do better, be more inclusive, and make decisions that protect our environment as climate change accelerates. *Inclusivity, accessibility, equity, sustainability, and environmental justice* serve as foundational values and intersectional lenses through which to view each application, process, issue, and decision. The Commission keeps these values top-of-mind as it approaches all activities and statewide responsibilities.

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As an Update, the plan considers the Commission’s historic roles, accomplishments, and results it has achieved during the five years of the previous Strategic Plan. The work completed over these years took many forms, including:

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- Adopting an extensive Environmental Justice Policy and Implementation Plan
- Establishing annual operations plans that align with our overall Strategic Plan
- Providing, in partnership with the California Department of Justice, a legal guide detailing the public’s rights to access and use California’s navigable waterways
- Launching the 2019 OSCAR system (Online System for Customer Applications and Records) to streamline and automate application and permitting processes
- Offering full virtual access and on-demand replays for all Commission meetings
- Adopting a meaningful and mutually beneficial Tribal Consultation Policy
- Returning over 16,000 acres of land to the Coastal Sanctuary to never be developed for offshore oil or gas production
- Generating revenue for the general fund and California’s State Teachers Retirement System through leasing activities
- Expanding oil spill prevention activities and staff monitoring programs

49 Just as important as those results were how they were achieved. By working together, collaborating,  
50 and strengthening partnerships, the Commission achieved more meaningful and effective outcomes.

51 This Update also attempts to address the challenges and opportunities of the unsettling time the  
52 Commission now encounters. These include the need to:

- 53 • Proactively address climate change and sea-level rise
- 54 • Justly transition to a post-petroleum economy
- 55 • Ensure environmental and social justice
- 56 • Exercise leadership as conveners and builders of consensus on vexing cross-sector issues and  
57 to build policy alignment
- 58 • Explore the evolving Public Trust principles to reflect the values and needs of a changing  
59 society to ensure the benefit of Public Trust lands and resources are protected and accessible  
60 for all Californians
- 61 • Embrace and safeguard multi-benefit School Lands and resource management stewardship  
62 that equitably balances responsible local and regional economic development, supports living  
63 wages, environmental protection, and revenue generation
- 64 • Redouble technological advancement and innovation efforts to better serve the people of  
65 California

66 As is the case with many complex issues, the necessary responses to each one often intersects with  
67 other drivers. For example, strategic goals and actions addressing climate change and transitioning to  
68 a post-petroleum economy will involve revisiting appropriate uses of public trust lands and protection  
69 of public trust resources.

70 The Commission's values and guiding principles provide the overarching foundation for every strategy  
71 and action. Working with the values and guiding principles in mind will support decision-making that  
72 provides sustainable, equitable benefits. The plan sets forth actions to unify state agencies for  
73 environmental protections that provide coastal resiliency grounded in science, partnerships,  
74 communication, and local support. By working with partners, listening to the people of California,  
75 looking for new and innovative ways to manage lands and businesses in California, and prioritizing  
76 actions and activities that put all people at the center of the conversation, the Commission achieves  
77 better results. These results must be shared equitably and enjoyed by all Californians, both now and  
78 in the future.

79 In addition to affirming its on-going commitments, the Update includes new strategic focus areas,  
80 goals, and actions. Many actions will yield near-term results, while others represent an investment in  
81 a series of steps taken to achieve long-term outcomes. The featured strategies are:

- 82 1. Leading Climate Activism
- 83 2. Prioritizing Social, Economic and Environmental Justice
- 84 3. Partnering with Sovereign Tribal Governments and Communities

- 85 4. Meeting Evolving Public Trust Needs
- 86 5. Leveraging Technology
- 87 6. Committing to Collaborative Leadership
- 88 7. Building a Reimagined Workforce

89 For more information on the strategies, we encourage you to explore this full Strategic Plan Update.

## 90 ABOUT THE STATE LANDS COMMISSION

91 Strategic plans consider four basic things:

- 92 • Where an organization has been and where it is now
- 93 • The drivers of change the organization must navigate and leverage to be successful in the  
94 future
- 95 • The optimal responses to those drivers of change
- 96 • The strategies and actions needed to achieve the desired results

97 The Commission is committed to performing all the necessary duties required to achieve its mission.  
98 This plan focuses on the strategies required to successfully meet the demands of the future.

99 The following establishes the foundation for the strategies. It considers the rich history of the  
100 Commission, its vision for the future, the values and principles driving its culture and decisions, and  
101 its success in achieving goals outlined in the previous plan.

### 102 History

103 Established in 1938 by the California Legislature, the Commission manages four-million acres of tide  
104 and submerged lands and the beds of natural and navigable rivers, streams, lakes, bays, estuaries,  
105 inlets, and straits. These are often referred to as sovereign lands or public trust lands and stretch  
106 from the Klamath River and Goose Lake in the north to the Tijuana Estuary in the south, and the  
107 Colorado River in the east, and from the Pacific Coast 3 miles offshore in the west to world-famous  
108 Lake Tahoe in the east, and includes California’s two longest rivers, the Sacramento and San  
109 Joaquin. The Commission is also the trustee of approximately a half-million acres of land, known as  
110 School Lands, that were granted to the state by the U.S. Government in 1853, and which are  
111 managed for the benefit of the State Teachers Retirement System.

112 Since its creation, 20 Lieutenant Governors, 11 State Controllers, and 32 Finance Directors have led  
113 the Commission. Notably, 2019 marked the first year in its 81-year history that the Commission was  
114 led entirely by women: Lieutenant Governor Eleni Kounalakis, State Controller Betty Yee, and  
115 Department of Finance Director Keely Bosler, along with the Executive Officer of the Commission,  
116 Jennifer Lucchesi.

## 117 Public Trust

118 The Commission is passionate about its role as a steward of the Public Trust. The public’s right to use  
119 California’s waterways for commerce, navigation, fishing, boating, natural habitat protection and  
120 other water-oriented activities is protected by the Commission under the Public Trust Doctrine.  
121 Historically, the Public Trust has referred to the public’s fundamental right to use its waterways to  
122 engage in “commerce, navigation, and fisheries.” Public Trust principles have legal roots in the  
123 Justinian Code laws of Rome and the 1215 Magna Carta. Under this ancient Doctrine, monarchies  
124 (sovereigns) granted the right of use of the waterways. It is remarkable as it established a right of  
125 common people that endured throughout centuries, where many people had very few rights. More  
126 recently, the common law Doctrine has evolved to reflect the modern era and the values and needs  
127 of an evolving society.

128 The Commission also oversees the management of sovereign public trust lands and resources granted  
129 in trust by the California Legislature to approximately 70 local jurisdictions. The lands generally  
130 consist of prime waterfront lands and coastal waters, including the state’s major ports and harbor  
131 districts.

## 132 Revenue

133 Over the nine decades it has been in service, the Commission has generated over \$11.8 billion for the  
134 State of California. In the last full calendar year of 2019, with 234 staff positions, the \$164 million  
135 revenue and net profits generated by the Commission equated to a \$638,461 return in revenue per  
136 position. The Commission actively continues to streamline processes, work across departments,  
137 collaborate with other agencies, and inclusively engage communities, stakeholders, and tribal  
138 partners.

## 139 Integrity

140 When forming the Commission, the Legislature sought to ensure fiscal integrity and accountability by  
141 selecting as Commissioners, two constitutional officers of the state who answer directly to the  
142 statewide electorate, the Lieutenant Governor and the State Controller, and the two principal  
143 financial officers of the state—the State Controller and the Governor’s Director of Finance. The  
144 Commission faithfully executes these responsibilities. Transparency through public engagement is  
145 assured by all Commission actions and decisions being made at properly noticed public meetings.

## 146 Activities

147 The Commission is fully committed to its roles as land and resource trust managers. It is vigilant in the  
148 preservation and protection of its assets and committed to making sound policy, economic, and  
149 environmentally responsible judgments in the best interest of the state’s beneficiaries—the People of  
150 California.

151 Through its actions, the Commission secures and safeguards the public’s access rights to natural  
152 navigable waterways and the coastline, and preserves irreplaceable natural habitats for wildlife,  
153 vegetation, and biological communities.

154 It also protects state waters from marine invasive-species introductions and prevents oil spills by  
155 providing the best achievable protection of the marine environment at all marine oil terminals in  
156 California and at offshore oil platforms and production facilities.

## 157 Vision

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

## 161 Values

162 The California State Lands Commission embraces the following core values that shape and define all  
163 our activities and outcomes.

- 164 • Inclusivity – We value diversity at all levels and are committed to fostering an inclusive  
165 environment where different backgrounds, cultures, and experiences are able to lend their  
166 strengths and unique insights to further the Commission’s mission and progress.
- 167 • Accessibility – We strive to provide access to our lands and resources, all Commission  
168 materials, staff, and public meetings by addressing physical barriers and continually  
169 considering technology, educational opportunities, and communication pathways to benefit  
170 Californians of all abilities.
- 171 • Equity – We commit to practices and activities that prioritize racial justice, visibility, and  
172 representation, ensuring that all voices are heard, all communities are treated fairly and  
173 equitably, and the burdens and benefits stemming from our actions are equitably distributed.
- 174 • Environmental Justice – We are committed to advancing environmental justice through more  
175 inclusive decision-making that addresses the disproportionate burdens of past decisions and  
176 practices on disadvantaged communities and Native Nations.
- 177 • Sustainability – We understand the multi-generational impacts of our decisions. We seek  
178 opportunities and commit to actions that responsibly grow our economy, facilitate a just  
179 transition to a carbon neutral economy, supports living wages, protect the environment, and  
180 prioritize sustainable practices and outcomes for current and future generations of  
181 Californians.
- 182 • Visionary – We are forward-thinking and continuously seek new and innovative ways to be  
183 more effective public land and resources stewards.
- 184 • Responsible Economic Growth – We support our grantees, lessees, stakeholders, and partners  
185 in their efforts to balance sustainability and equity with economic growth. We strive to seek  
186 out opportunities to help our grantees and lessees implement and execute environmentally  
187 conscious practices that support inclusive job growth, living wages, healthy communities, and  
188 a resilient economy.
- 189 • Integrate Native American Perspectives – We are committed to respecting and recognizing the  
190 sovereign rights and heritage of tribal governments, learning from, and collaborating with

191 them to integrate their unique and valuable knowledge and practices, including traditional  
 192 ecological knowledge, into land management decisions. We are committed to working  
 193 cooperatively to identify opportunities for co-management of and access to natural lands that  
 194 are within Tribes' ancestral territories and under the ownership or control of the Commission.

## 195 Guiding Principles

196 The Commission protects the lands and resources entrusted to its care through balanced  
 197 management, marine protection and pollution prevention, adaptation to climate change, and  
 198 ensuring public access to these lands and waters. The principles serve as the foundation of this work.  
 199 They are the standards that inform decision-making and shape the culture. The Commission is  
 200 committed to:

- 201 • Public Health and Safety – Prioritizing and embedding public health and safety in every  
 202 decision and action.
- 203 • Stewardship – Seeking balance among competing uses with the long-term protection of lands  
 204 and resources, consistent with constitutional, statutory, and common law provisions.
- 205 • Accountability – Responsibly and meaningfully explaining decisions and actions and being  
 206 responsive to public input.
- 207 • Integrity – Adhering to the highest ethical standards in all aspects of our work and service to  
 208 the public.
- 209 • Engagement – Ensuring robust, transparent, and meaningful public outreach and engagement  
 210 that is inclusive and accessible.
- 211 • Quality – Providing superior public service through our expansive and unique professional  
 212 staff expertise.
- 213 • Solution-Oriented – Addressing complex, multifaceted problems through collaborative  
 214 decision making centered in science and inclusive public input and informed by traditional  
 215 ecological knowledge.

## 216 REFLECTING ON ACCOMPLISHMENTS

217 The 2016-2020 Commission Strategic Plan focused on performing responsible land and resource  
 218 management of more than four-million acres of sovereign lands, consistent with the Public Trust  
 219 Doctrine, as well as almost a half million acres of School Lands, while addressing future challenges.  
 220 The Commission actively engaged Californians and other government agencies by integrating  
 221 technology for effective operations and transparent communications.

222 Despite unforeseen external events (including the bankruptcies of two oil and gas lessees and the  
 223 subsequent plugging and abandonment activities, major wildfires, the COVID-19 pandemic and  
 224 ensuing economic crisis), the Commission met all major goals and high-level strategies. However,



225 some of the detailed targeted outcomes in the implementation work plan had to be deferred or were  
226 not completed, to deal with these unplanned events.

- 227 • Notable Commission accomplishments of the past five years include:  
228 Use of inclusive processes, including convening an Environmental Justice Working Group that  
229 crafted a formal Environmental Justice Policy and Implementation Plan.
- 230 • Dedicated more than 16,000 acres to the California Coastal Sanctuary, protecting offshore  
231 lands and resources that can no longer be used for oil and gas production.
- 232 • Significant progress made on the plugging and abandonment of existing and legacy oil and gas  
233 wells.
- 234 • Sponsored AB 585 (Limón, Ch. 123/19) that minimizes the state’s future financial liability for  
235 decommissioning oil and gas infrastructure and ensures all lessees fulfill their  
236 decommissioning obligations.
- 237 • Approved the decommissioning of Units 2 and 3 of the San Onofre Nuclear Generating  
238 Station.
- 239 • Entered into a landmark collaboration agreement with the California Coastal Commission,  
240 California Department of Parks and Recreation, and the California Coastal Conservancy for  
241 public engagement and a planning process to inform the development of a contemporary  
242 coastal access program at Hollister Ranch in Santa Barbara County.
- 243 • Approved a landmark boundary line and easement agreement with more than 180 shoreline  
244 property owners at Donner Lake, in Nevada County, that clarifies public/private property  
245 ownership and secures public access rights to the lake.
- 246 • Approved a patent transferring an approximately 38.75-acre parcel of state-owned school  
247 land possessing significant cultural value and history to the Lone Pine Paiute-Shoshone  
248 Reservation in Inyo County.
- 249 • Investigated the Cemex coastal sand mining operation and reached a settlement, in  
250 partnership with the Coastal Commission and the city of Marina, with Cemex in 2017 to cease  
251 active sand mining by December 31, 2020. Cemex has stopped its mining operations ahead of  
252 schedule.
- 253 • Launched a new online system that allows the public to access, submit, and track lease and  
254 permit applications. With this new tool, the Commission can preserve and make publicly  
255 available digital copies of historical records that provide insight into its lands and resources.
- 256 • Launched a new web-mapping application for state waters offshore in San Diego, designed to  
257 help users better understand the dynamic ocean space and ocean-related data offshore in San  
258 Diego County.
- 259 • Transitioned information technology tools and services to be more secure and to support  
260 remote work models.

- 261 • Automated several business and communications processes, including the Marine Invasive  
262 Species Program web entry, eDiscovery, website content, and digitization.
- 263 • Hosted the Prevention First Symposiums in 2016 and 2018.
- 264 • Adopted a meaningful Tribal Consultation Policy in 2016
- 265 • Approved a lease for the use of state lands for the Mavericks Surfing Challenge that ensured  
266 equal compensation for each category of the Women’s Division and Men’s Division  
267 competitions.

268 The next five-year strategic planning cycle and beyond will bring rapid advancements along with  
269 environmental and social changes that will offer new opportunities for innovation in the  
270 Commission’s management of its lands and resources. The Drivers of Change section highlights issues  
271 and topics heard during stakeholder interviews, tribal roundtable discussions, and individual  
272 consultations conducted during 2020, from Commission staff, and from public input gathered during  
273 Commission meetings. You are also invited to share your thoughts over the coming years on ways to  
274 embrace change and more effectively and meaningfully manage the Commission’s lands and  
275 resources. We welcome your feedback during Commission public meetings, via email or postal mail,  
276 or via a phone call—whatever way is easiest for you.

## 277 DRIVERS OF CHANGE

278 This Strategic Plan Update responds to new imperatives to adjust and evolve. With the vast amount  
279 of land and resources under the Commission’s charge, changes and challenges are an inevitable part  
280 of its work. While the responses to these challenges may at times be difficult, they are rooted in  
281 creating new opportunities.

282 Listening to California’s tribal partners, stakeholders, leaders, businesses, community groups,  
283 members of the public and the Commission staff, afforded an opportunity to understand the drivers  
284 of change from varied points of view. Gathering this information helped identify emerging issues,  
285 drivers, stressors, and challenges that are urgent, far-reaching, and will require future-focused action.  
286 They are a collection of what California is experiencing and likely to experience as we navigate the  
287 coming decade. The following drivers of change were frequently mentioned by stakeholders  
288 representing a range of sectors and tribal partners.

- 289 • Climate Change and Sea-Level Rise
- 290 • Environmental, Economic, and Social Injustice
- 291 • Support Tribal Self-Governance and Self-Determination
- 292 • Evolving Public Trust Principles and Values
- 293 • Post-Petroleum Era
- 294 • Renewable Economies and Sustainability

- 295 • Policy Configuration
- 296 • Technological Advancements
- 297 • Workforce Investment

298 Following is more about each of the drivers of change.

## 299 Climate Change and Sea-Level Rise

300 The Commission's over 4 million acres of lands and resources are and will experience  
301 disproportionate impacts from climate change. California is already experiencing among its most  
302 extreme series of natural events in its recorded history: warmest average temperatures, extreme fire  
303 activity, rapid sea-level rise, and flood and drought events occurring in the same water year. As a  
304 state with a historically variable climate, California is considered one of the most "climate-  
305 challenged" regions of North America, as climate change makes extreme conditions more frequent  
306 and severe.

307 As greenhouse gas emissions trap energy from the sun, the oceans absorb more heat and sea  
308 temperatures increase. From 1900 to 2016, California's coastal waters have warmed 1.26°F.  
309 Exceedingly warm ocean temperatures (as occurred off the Coast of California from 2013-2016) can  
310 produce unprecedented events, including the mass abandonment of sea lion pups and California's  
311 record-setting drought. Additionally, rising air temperatures and number of dry days associated with  
312 climate change increases California's risk for extreme fire activity. The risk of frequent and intense  
313 wildfires threatens the Commission's forested and school lands.

314 California's 2018 Fourth Climate Change Assessment<sup>1</sup> outlines a stark future. From that report, "The  
315 coastal region, which stretches over the Commission's 1,200 miles of shoreline, is an economic  
316 powerhouse that contributes nearly a half billion dollars a year to the state's GDP,<sup>2</sup> billions in wages  
317 and salaries, and pre-pandemic over a half million jobs in 2013. Rising sea levels, warming ocean  
318 waters, increasing acidity, and decreasing dissolved oxygen levels will have effects that ripple far  
319 beyond the three-quarters of Californians who live in coastal counties. Under mid to high sea-level  
320 rise scenarios, 31 to 67 percent of Southern California beaches may completely erode by 2100  
321 without large-scale human interventions. Damages in the state's major population areas would total  
322 in the billions from inundation of residential and commercial buildings under 20 inches of sea-level  
323 rise, which is close to the 95th percentile of potential sea-level rise by the middle of this century. A  
324 100-year coastal flood, on top of this level of sea-level rise, would almost double the costs."<sup>3</sup> Sea-  
325 level rise, and associated flooding and coastal erosion also pose a risk to cultural resources and  
326 heritage, as important plants may get inundated, fishing sites may be lost, coastal village sites would  
327 be submerged, and erosion could expose previously buried materials. Beach loss due to rising seas  
328 and erosion would also result in the loss of important coastal gathering areas that Native people have  
329 used for ceremony for millennia.

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<sup>1</sup> [https://www.energy.ca.gov/sites/default/files/2019-11/20180827\\_Summary\\_Brochure\\_ADA.pdf](https://www.energy.ca.gov/sites/default/files/2019-11/20180827_Summary_Brochure_ADA.pdf), pgs. 13 and 15.

Referenced October 15, 2020.

<sup>2</sup> Gross Domestic Product

<sup>3</sup> [https://www.energy.ca.gov/sites/default/files/2019-11/20180827\\_Summary\\_Brochure\\_ADA.pdf](https://www.energy.ca.gov/sites/default/files/2019-11/20180827_Summary_Brochure_ADA.pdf) pg. 15

330 Inland waterways are also likely to experience variations of extreme flood events and impaired flows.  
331 Models developed by the United States Geological Survey, based on California’s historic continuous  
332 rainfall event from December 1861-January 1862, indicate an extreme storm would overwhelm and  
333 potentially alter historic river systems and devastate much of California, disproportionately impacting  
334 the Central Valley, and affecting a quarter of California's homes. Climate change and sea-level rise are  
335 and will continue to challenge how the Commission manages its lands and resources. The  
336 Commission must work with communities, tribal governments, and stakeholders to equitably  
337 respond, adapt, and mitigate the impacts of climate change.

### 338 Environmental, Economic, and Social Injustice

339 Extreme climate change driven events coupled with a global pandemic have exacerbated the physical  
340 risks and financial insecurity of California workers and families. As the fifth-largest world economy,  
341 California was already home to the highest effective rate of poverty among the 50 states. Growing  
342 income inequality and a dramatic re-emergence of the worst of the nation’s sometimes ugly past has  
343 created an urgent need to address structural racism and implicit bias.

344 In the year 2020, injustice has been more visible and vocalized than ever before. Unequal  
345 vulnerabilities can no longer be ignored; they threaten individual lives, our shared health, our public  
346 lands, and our collective prosperity. Both the climate and vulnerable communities have been harmed  
347 by fossil fuel and other forms of resource extraction, which results in negative impacts on both the  
348 land and people.

349 The updates in this Strategic Plan build on the framework established by the Commission’s 2016  
350 Tribal Consultation Policy and 2018 Environmental Justice Policy and Implementation Plan, and it  
351 makes justice central to all the Commission’s efforts and decisions going forward. The Commission  
352 has a long-standing commitment to addressing injustices, particularly those faced by California’s  
353 Native Americans and those unjustly burdened by pollution of all kinds. Collaborating and partnering  
354 with tribal governments and communities allows the Commission to make land and resource  
355 management decisions that are rooted in respect and reciprocity.

356 Conservation and ecosystem stewardship require holistic approaches that invite and incorporate  
357 traditional ecological knowledge, rely on best available science, and ensure multidisciplinary  
358 collaboration across the state with tribal governments and communities, agencies, and other entities.  
359 Looking at state lands management from these multiple perspectives allows for more informed,  
360 equitable, and meaningful outcomes.

361 There is a need to facilitate access to the economic value created by Commission actions along with  
362 physical access to the state’s lands. Access must be inclusive and equitable and respect traditional  
363 and cultural ceremonies and practices.

364 More than equity is being demanded of government by its people. Communities facing unjust  
365 burdens from historic and ongoing marginalization must be included and provided tools and  
366 resources to thrive on their own terms. The Commission seeks to be a part of the needed  
367 transformation to build and support community capacity to respond to present and future  
368 challenges. It is important that all people and communities have an early and active voice in decisions

369 that will impact them, and where extractive harms to communities in the name of profit are  
370 curtailed.

### 371 Support Tribal Self-Governance and Self-Determination

372 On June 18, 2019, Governor Gavin Newsom issued Executive Order N-15-19, which acknowledges and  
373 apologizes on behalf of the state for historical “violence, exploitation, dispossession and the  
374 attempted destruction of tribal communities” which dislocated California Native Americans from  
375 their ancestral land and sacred practices. This Executive Order establishes The California Truth and  
376 Healing Council, which bears witness to, records, examines existing documentation of, and receives  
377 California Native American narratives regarding the historical relationship between the State of  
378 California and California Native Americans.

379 The updates in this Strategic Plan build on the framework of mutual respect and meaningful  
380 partnership established by the Commission’s 2016 Tribal Consultation Policy, and additionally draws  
381 on recent statewide initiatives to address and reverse the destructive impacts from the historical  
382 violence, exploitation, dispossession, and the attempted destruction of Native people and culture.  
383 Supporting tribal self-determination, among other things, means the Commission commits to a  
384 continuous relationship; incorporating a *Native American perspective* component throughout its  
385 programs and activities that is both comprehensive enough to address most Native concerns into  
386 planning activities, and flexible enough to consider viewpoints that need to be incorporated into  
387 specific project decisions.

388 Since time immemorial, California Native American Tribes have stewarded and managed the lands  
389 and resources in the region. Prior to the western contact that resulted in their decimation, tribal  
390 people existed in sophisticated societies throughout the state, implementing complex land and  
391 resource management practices as diverse as California’s myriad landscapes and ecosystems. This  
392 knowledge, acquired through direct experience and contact with the environment, and passed down  
393 through generations of elders, is foundational to sustainable and equitable management of  
394 California’s lands and resources. This knowledge is often referred to as traditional ecological  
395 knowledge. When the Commission refers to incorporating traditional ecological knowledge in its land  
396 and resource management practices and decisions, it means that the Commission will learn from and  
397 collaborate formally with California Native American Tribes on ways to integrate traditional ecological  
398 knowledge.

399 Through the framework of the 2016 Tribal Consultation Policy and 2018 Environmental Justice Policy,  
400 the Commission supports tribal self-determination and self-governance through formal consultation  
401 and meaningful engagement and seeks opportunities for co-stewardship. For example, at its June 23,  
402 2020 meeting, the Commission authorized issuance of a patent to the Lone Pine Paiute-Shoshone  
403 Reservation of approximately 38.75 acres of state-owned school land located north of Cartago, Inyo  
404 County. This action was the culmination of a successful government-to-government Consultation and  
405 returns to tribal ownership land possessing significant cultural value to the Lone Pine Paiute-  
406 Shoshone Reservation. Currently, the Lone Pine Paiute-Shoshone Reservation relies on this site, and  
407 many others in its ancestral territory, to remain connected to the Tribe’s ancestral and cultural  
408 history. Governor Newsom’s subsequently issued *Statement of Administration Policy on Native*

409 *American Ancestral Lands*<sup>4</sup> provides further momentum to continue to pursue opportunities for:  
410 agreements or memoranda to allow for access and co-management of natural lands; grantmaking for  
411 protection and management of natural lands; purchase or transfer of land to tribal ownership; and  
412 development of policies and practices to ensure preferential tribal access and use of ancestral lands.  
413 Taking actions like these would increase equity and result in enhanced stewardship of Commission  
414 lands by improving tribal access to sacred sites and cultural resources; facilitating protected access  
415 for sustenance gathering, hunting, and fishing; providing increased opportunities for education,  
416 community and economic development, and investment in public health and infrastructure; and  
417 increasing the use of traditional ecological knowledges for effective land and resource management.

## 418 Evolving Public Trust Principles and Values

419 The Commission provides stewardship for the state's sovereign lands in service to the people. This  
420 foundational responsibility includes requirements to protect Public Trust lands, access, the waters,  
421 and the integrity of the ecosystem for current and future generations. In practice, this means that  
422 before the Commission and its grantees make any decision to approve or deny any request for a  
423 lease, permit, or other action, this duty is preeminent and must satisfy the solemn and perpetual  
424 trust responsibility.

425 While it has always been the rule, climate change is likely to amplify demands to balance two or more  
426 competing Public Trust uses and mitigate cumulative impacts so that the Public Trust and public uses  
427 are not impaired or subordinated to private or non-trust public uses. Climate change and attendant  
428 frequency of extreme events will amplify stressors on both coastal and inland waterways and  
429 between competing Public Trust uses and private or non-trust consistent uses.

430 The Commission's stated values and principles inform all its decisions; however, the values to be  
431 considered in weighing competing demands on the trust are not prescribed. The Commission must be  
432 prepared to respond to explicit requests to articulate how these values will be exercised.

## 433 Post-Petroleum Era

434 California is in the midst of a climate crisis due to the use of fossil fuels. The state has an abundant  
435 supply of crude oil and accounts for approximately 10 percent of the U.S. crude oil refining capacity.  
436 California's most valuable oil and gas resources are primarily located in and adjacent to some of the  
437 state's most spectacular waterways, beaches, and coastline. The Commission administers much of  
438 this land, and the controversy over how best to manage these lands has been ongoing since 1921,  
439 when the first oil and gas development was permitted.

440 To this day, non-tax revenues from oil and gas-related leases and trustee arrangements benefit the  
441 state's general fund by multi-millions of dollars annually.

442 Heightened concerns about potential environmental damage resulting from an oil spill, and the desire  
443 to avoid marring the coast with unsightly development, eventually outweighed the desire to generate  
444 revenue from new offshore development. In 1969, the Commission put a moratorium on new oil and  
445 gas leases. Since that time, the Commission, over many administrations, has affirmed the need to

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<sup>4</sup> Issued on California Native American Day, September 25, 2020; <https://www.gov.ca.gov/wp-content/uploads/2020/09/9.25.20-Native-Ancestral-Lands-Policy.pdf>

446 discontinue oil and gas operations in California’s offshore areas. More recently, it has taken strong  
447 stances on moving the state towards the just transition from fossil fuel dependence.

448 Meanwhile, leases issued prior to 1969, and ancillary leases related to operations on federally  
449 administered offshore lands, continue to generate significant revenue. Some of those revenues are  
450 specifically allocated to oil spill prevention and monitoring for the existing operations.

451 Annual income to the state from oil and gas revenues already swing widely—by more than \$50  
452 million in just the last three years—as revenues mirror the rise and fall of oil and gas prices. Further,  
453 as the oil and gas wells diminish, the costs of extraction continue to rise. The industry itself has long-  
454 term plans to discontinue California operations as they become unprofitable.

455 The charge to the Commission in the coming decade is complex. Leveraging its vast land resources, it  
456 has the potential to repurpose existing infrastructure, advance green, and blue sustainable energy  
457 opportunities, and to ensure environmental stewardship of any remaining oil and gas enterprises.

### 458 Renewable Economies and Sustainability

459 The state actively seeks to reduce the world’s dependency on fossil fuels. California has focused  
460 efforts to increase energy efficiency and implement alternative technologies. This combination has  
461 slowed the state’s growth in energy demand. Remarkably, even as the world’s fifth-largest economy  
462 and with many energy-intensive industries, California remains one of the lowest per capita energy  
463 consumers.

464 The state has aggressively sought opportunities to utilize alternative energy sources and leads the  
465 nation as a top producer of renewable energy. Advancements in wind- and wave-energy, solar power,  
466 and battery storage capabilities have made green economy and blue economy possibilities more  
467 viable and productive.

468 The Commission lands are working lands that under the Public Trust and the School Lands Trust  
469 provide multiple benefits to the people of California. While the Commission’s revenue generation  
470 historically constitutes just a small percentage of California’s overall general fund, adequate funding  
471 is essential to its operations and the programs that it supports. Implementing equitable revenue  
472 replacement sources—transitioning from fossil fuels to renewable and sustainable options—will help  
473 fund the Commission’s vital work well into the future.

### 474 Policy Configuration

475 The Commission is among many government bodies that share authority over a significant portfolio  
476 of working lands in California. The fragmented and overlapping authority shared between federal,  
477 tribal, state, and local governments—not to mention multiple agencies within each of these  
478 governments—is often a barrier to more sustainable activities.

479 Businesses and organizations seeking permission to act on public lands must navigate a series of  
480 approval processes that can be unnecessarily complex, and in some cases, contradictory. These  
481 applicants seek better coordination among the agencies to improve efficiencies, reduce conflicting  
482 directives, and change in practices that allow more effective and efficient use of resources. The  
483 Commission realizes that supporting and encouraging positive change is an underused regulatory  
484 approach that could drive remediation, justice, and climate resilience.

485 Many stakeholders see an opportunity for the Commission, with its vast landholdings and the  
486 extraordinary statewide stature of its members and its professional staff to address conflicts. They  
487 express a desire for the Commission to increase its policy influence on issues that are fragmented and  
488 are hopeful that the Commission has the reach and visibility to call for more effective outcomes.  
489 These stakeholders cite the need for collaboration across all levels of government and disciplines  
490 related to climate change, ocean health, forest management, green energy, and water-dependent  
491 blue commerce, among other policy topics.

492 The Commission has long viewed collaboration and successful partnerships as a foundation for  
493 serving the people of California and achieving strategic goals. The Commission is a member of  
494 multiple state boards, commissions, and conservancies and a signatory to significant cooperative  
495 interagency agreements with state and federal agencies. The Commission is uniquely suited to serve  
496 as a convener and moderator of important alignment initiatives to improve the integration of policies  
497 and practices and how they are implemented.

### 498 Technological Advancements

499 Technology has advanced rapidly in the last decade, exemplified by evolving smart devices and their  
500 widespread use and enhanced cloud services. Adopting information technology at the Commission  
501 has focused on reducing IT-related security risks, enabling mobile work models, creating and  
502 managing digital content, automating business processes, providing useful decision support tools,  
503 and facilitating collaboration. The adoption of technology has been good, but has been limited by  
504 funding, internal technical expertise, and user acceptance.

505 The Commission must continue to support the same fundamental areas as in the past. Because  
506 everything the Commission does associates to a point on the ground, continued Geographic  
507 Information System (GIS) map information will be vital to communicating visual information internally  
508 and to the public. Other technological areas of focus include risk reduction with the need to  
509 continuously deliver tools, processes, and training to reduce information security risk as the threats  
510 become more sophisticated and costly. An emphasis is put on mobility and the need to continue the  
511 transition to more reusable “build-to-order” cloud services, and to accelerate solutions for staff and  
512 public consumption that are accessible anytime and anywhere.

513 Additional focus will include digital content to enhance the creation, storage, and usefulness of  
514 digitized content. Storage costs need to be managed, useful metadata implemented, richer search  
515 capabilities enabled, and more content created. Sources of content will come from the digitization of  
516 paper, photo, and video content from drones and smart mobile devices. The Commission will  
517 continue to enhance automated processes to continuously identify, document, improve, and  
518 automate time-consuming and error-prone business processes. Both internal and public business  
519 processes need to be prioritized by value and costs. And technological focus will include decision  
520 support systems to continue implementing new business intelligence capabilities and GIS  
521 visual/modeling tools while emphasizing collaboration to continue implementing new tools,  
522 processes, and the adoption of collaboration tools.



## 523 Workforce Investment

524 Few expect the workplace of the last decade to be the same in 2021-2025. Traditional interactions  
525 and relationship building among staff and with partners and stakeholders have been reconfigured in a  
526 time when affiliations and partnering may be more critical than ever. Staff will be called upon to  
527 create new forms of interactions and trust-building.

528 The skills and expertise of the Commission’s staff are widely acknowledged. As one stakeholder put it,  
529 the Commission and its relatively small staff have always “punched above their weight.” As the  
530 Commission’s work and priorities change, its workforce will also be required to adapt and acquire  
531 new skills. Further, longtime Commission staff are expected to retire during the next five years.  
532 Succession planning and transfer of knowledge for these personnel will be essential. These two  
533 factors together, while organizationally challenging, will also create new opportunities, including an  
534 opportunity to acquire new skills and diversify the workforce to better reflect California’s population.

535 The Commission will be called upon to reimagine the workplace and organizational structures will  
536 need to be adjusted to respond to new realities.

## 537 CALL TO ACTION

538 There has never been a time where the path forward has been so challenging. Climate change, the  
539 necessity for social and environmental justice, navigating an economy adjusting to a pandemic and  
540 evolving industries, and the unyielding need for stewardship and conservation of public lands are  
541 among the challenges to be addressed.

542 This time also offers technology able to swiftly change the way we communicate, evaluate, and  
543 respond to every level of experience. New developments have opened opportunities in green and  
544 blue industries that allow for continued economic growth that is both sustainable and thoughtful in  
545 regard to the communities where they take place. It is possible to manage resources and make  
546 changes that protect the environment, grow the economy, and uplift and empower communities,  
547 providing more equitable realities and brighter futures for all Californians.

548 Our collective vocabulary has grown.

549 *Inclusivity. Equitability. Diversity. Accessibility. Sustainability. Collaboration. Innovation.*

550 These are words heard clearly—from our Commissioners, Governor Newsom, state leaders, Native  
551 Nations, stakeholders, lessees, grantees, Commission staff, and the people of California, in every  
552 region and community, statewide. These empowering words echo as constant reminders of what the  
553 Commission has the responsibility to do, what it has the opportunity to change, and the role it has as  
554 a governmental leader and visionary change maker in the State of California.

555 The drivers of change present both challenges and opportunities. As is the case with many complex  
556 issues, the optimum response to one driver is often intersectional with responses to the other  
557 drivers. For example, strategic goals and actions addressing climate change and transitioning to a  
558 post-petroleum era will involve revisiting appropriate uses of the public trust lands.

559 The Commission responds to this call to action with seven 2021-2025 strategic focus areas and  
560 accompanying goals:

- 561 1. Leading Climate Activism
- 562 2. Prioritizing Social, Economic and Environmental Justice
- 563 3. Partnering with Sovereign Tribal Governments and Communities
- 564 4. Meeting Evolving Public Trust Needs
- 565 5. Leveraging Technology
- 566 6. Committing to Collaborative Leadership
- 567 7. Building a Reimagined Workforce

568 The following section outlines the Commission's intentions in these focus areas for the next five  
569 years.

## 570 STRATEGIC FOCUS AREAS AND GOALS

### 571 [Leading Climate Activism](#)

572 Climate change threatens the people, environment, communities, and economy of California. The  
573 Commission will:

- 574 1. Proactively address climate change by leveraging the lands and resources under its jurisdiction  
575 to:
  - 576 a. Justly transition activities responsible for carbon emissions
  - 577 b. Seek and facilitate carbon neutral, renewable energy revenue-generation activities
  - 578 c. Identify opportunities for carbon sequestration and participation in carbon markets
  - 579 d. Support innovative emission-reduction strategies on state lands, including evaluating the  
580 potential of mitigation strategies, such as coastal restoration and protection.
- 581 2. Partner, collaborate, and engage with sister agencies, tribal governments, lessees, grantees,  
582 communities, and stakeholders to:
  - 583 a. Evaluate all proposals for land use in the context of climate resilience
  - 584 b. Create unified and coordinated policies and actions that leverage the full force of the  
585 state's expertise and assets
  - 586 c. Support land-use planning that considers options for climate refugees displaced from their  
587 home and employment
  - 588 d. Enhance climate-resilient green infrastructure
  - 589 e. Identify opportunities for co-management of lands and invite and incorporate traditional  
590 ecological knowledge and cultural practices in the tool set for understanding and  
591 responding to climate change.

## 592 Prioritizing Social, Economic and Environmental Justice

593 The Commission affirms that incorporating environmental justice and equitable treatment into its  
594 current work is not sufficient to correct past practices and structural injustices. In addition to  
595 continuing implementation of the 2018 Environmental Justice Policy and Implementation Plan, the  
596 Commission will work to address injustice by enhancing its existing environmental justice policies and  
597 to:

- 598 1. Evaluate all actions to proactively incorporate correction of historic actions that displaced  
599 populations and created structural inequities.
  - 600 a. Ensure engagement of affected communities in decision making.
  - 601 b. Prioritize projects contributing to community social and economic opportunity and  
602 lowered CalEnviroScreen scores.
  - 603 c. Actively facilitate transactions resulting in co-management and repatriation of traditional  
604 lands.
- 605 2. Evolve relationships among projects, lands, and the communities in which they occur.
  - 606 a. Honor and accommodate access to traditionally important lands for cultural uses,  
607 including ceremonies and gathering.
  - 608 b. Where feasible, incorporate lease requirements that include Community Benefit  
609 Agreements to:
    - 610 i. Affirm benefits from private enterprise will benefit the communities in which they  
611 occur.
    - 612 ii. Increase employment opportunities for disadvantaged communities.

## 613 Partnering with Sovereign Tribal Governments and Communities

614 The Commission respects and recognizes tribal self-determination and self-governance. Through the  
615 framework of the Commission's 2018 Tribal Consultation Policy, the Commission will:

- 616 1. Proactively seek opportunities to partner with tribal governments and communities to:
  - 617 a. Uplift and incorporate traditional ecological knowledge into land and resource  
618 management practices and decisions
  - 619 b. Facilitate collaborative discussions among tribal governments, sister agencies, and  
620 stakeholders
- 621 2. Routinely evaluate, refine, and update tribal consultation and engagement strategies
  - 622 a. Explore opportunities to educate staff about the Commission's Tribal Consultation Policy  
623 and respectful tribal engagement practices
  - 624 b. Seek to institutionalize meaningful engagement and relationship-building with tribal  
625 governments and communities in the Commission's policies and planning

## 626 Meeting Evolving Public Trust Needs

627 The Commission embraces an evolving Public Trust Doctrine that is reflective of a modern era and  
628 changing societal values and needs while also respecting the traditional principles of the Trust,  
629 including navigation, fisheries, and commerce. The Commission commits to proactively contributing  
630 to its fulfilment. The Commission will:

- 631 1. Work towards creating an outreach, communications, and implementation plan to improve  
632 understanding of the Public Trust and options to access its benefits. The plan will:
  - 633 a. Identify potential partnerships with institutions and organizations with shared interests to  
634 extend outreach and education opportunities.
  - 635 b. Include targeted communication strategies for:
    - 636 i. Climate vulnerable communities
    - 637 ii. Traditionally underserved communities
    - 638 iii. California Native American Tribes
    - 639 iv. Ports, harbor districts and local governments
    - 640 v. Water-dependent industries and businesses
- 641 2. Ensure informed decision-making for Commission actions by augmenting decision criteria to  
642 evaluate and address:
  - 643 a. Balancing of competing demands for Public Trust lands and resources.
  - 644 b. The essential role of the Public Trust in enriching the lives of the public and protecting  
645 the environment focusing on future generations.
  - 646 c. The need to implement and execute environmentally conscious practices that support  
647 inclusive job growth, living wages, healthy communities, and a resilient economy.
- 648 3. Maintain fiscal integrity through transparency, accountability, and:
  - 649 a. Efficient and effective management of the revenue-generation portfolio.
    - 650 i. Continue efforts to utilize technology to reduce costs and automate routine  
651 functions.
    - 652 a. Identify new, sustainable, equitable and responsible revenue streams, including but  
653 not limited to:
      - 654 i. Evaluate potential for Commission-driven project requests for proposals with  
655 desired revenue-generating activities like solar, geothermal, wind, and wave  
656 energy.
      - 657 ii. Investigate opportunities such as repurposing of lithium discharges from  
658 geothermal operations as an income stream.

- 659 a. Improved methods for monitoring funding streams generated from the management  
660 of granted public trust lands and resources for which the Commission retains trust  
661 responsibilities.
- 662 b. Redoubled risk and liability management.
- 663 4. Convene collaborative dialogues to evaluate the need for policies that:
- 664 a. Carefully examine existing and proposed nonrenewable extractive practices on state  
665 lands, for pursuing a just transition to renewables.
- 666 b. Identify the appropriate response to significant land-use changes that may adversely  
667 affect private uplands as sea levels rise and the Commission’s jurisdiction increases.
- 668 c. Enhance understanding of the Public Trust to increase advocacy for its appropriate use  
669 and protection.
- 670 d. Support our grantees, lessees, stakeholders, and partners in their efforts to balance  
671 sustainability and equity with economic growth.
- 672 5. Explore community stewardship agreements and policies to engage the public in the  
673 management of public lands and resources and provide additional oversight and protections  
674 for Commission lands.

## 675 Leveraging Technology

676 The Commission recognizes that technology will be a key factor in responding to communication,  
677 analytical, and workforce requirements—particularly in an era where much of the work will be  
678 required to occur remotely. The Commission will align priorities to continue technological  
679 advancement and innovation efforts supportive and enhancing of the Commission’s mission by:

- 680 1. Expanding the use of virtual environments to extend communications providing venues to  
681 inform and listen.
- 682 2. Expanding the creation and use of digital content to improve internal and public  
683 understanding of difficult issues with supporting data.
- 684 3. Capitalizing on new technologies and advancements to:
- 685 a. Improve decision support
- 686 b. Improve data security and risk reduction
- 687 c. Improve process efficiency and enhanced staff support

## 688 Committing to Collaborative Leadership

689 The Commission, with its extraordinary trust assets and constitutional membership is uniquely  
690 positioned to provide statewide leadership in all the Strategic Focus areas. The Commission will  
691 exercise this leadership through the following actions:

- 692 1. Serve as a convenor and mediator of planning and policy dialogues to:

- 693 a. Support statewide initiatives to improve climate change resilience and address  
694 environmental threats.
- 695 b. Identify options and create joint, interagency, interdisciplinary actions to address the  
696 pressing concerns identified in the Commission’s Strategic Focus areas.
- 697 c. Address conflicts in policy and planning to address difficulties experienced by resource  
698 managers and project proponents faced with state imposed competing demands and  
699 requirements.
- 700 d. Improve coordination and sharing of skills and assets among agencies and  
701 organizations engaged in managing shared geographies and resources.
- 702 2. Advance innovation and create clarity of direction by offering continual, robust opportunities  
703 for stakeholder and public engagement and institutionalizing this relationship building so that  
704 the process and relationships live through the Commission and not just through individual  
705 staff members or leaders.

### 706 Building a Reimagined Workforce

707 The coming decade will change the Commission’s ways and types of work. The Commission will:

- 708 1. Identify required new skill sets and determine options for:
  - 709 a. Classification adjustments
  - 710 b. Retraining
  - 711 c. Recruitment
- 712 2. Implement succession management and transfer-of-knowledge plans.
- 713 3. Evaluate the Commission organizational chart and reorganize as needed to reflect new work  
714 streams.
- 715 4. Implement increased use of multi-disciplinary approaches to existing and new work efforts to  
716 eliminate organizational silos and improve efficiency.
  - 717 a. Leverage use of field staff to facilitate improved monitoring of Commission assets.
  - 718 5. Prevent over dependence on a small number of highly skilled staff for time critical tasks.
    - 719 a. Create skills redundancy to increase the number of personnel available to support  
720 critical functions.
    - 721 b. Identify opportunities for job enrichment through cross training.

## 722 LIST OF APPENDICES

- 723 Public Trust Doctrine
- 724 School Lands Trust

725 Commission Programs

726 Dashboard