**Introduction:**

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:**

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**

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**

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:**

A. Draft 2021-2025 Strategic Plan Update

Revised 12/16/20
HOW TO GET INVOLVED:

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 by January 31, 2021. The current tentative Commission meeting schedule for 2021 is to be determined.

Meeting information will be announced as it becomes available.
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 as either email text or via a Microsoft Word attachment.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISSION</td>
<td>1</td>
</tr>
<tr>
<td>LETTER FROM THE COMMISSIONERS</td>
<td>1</td>
</tr>
<tr>
<td>THE STATE LANDS COMMISSION</td>
<td>1</td>
</tr>
<tr>
<td>EXECUTIVE HIGHLIGHTS</td>
<td>2</td>
</tr>
<tr>
<td>ABOUT THE STATE LANDS COMMISSION</td>
<td>4</td>
</tr>
<tr>
<td>History</td>
<td>4</td>
</tr>
<tr>
<td>Public Trust</td>
<td>5</td>
</tr>
<tr>
<td>Revenue</td>
<td>5</td>
</tr>
<tr>
<td>Integrity</td>
<td>5</td>
</tr>
<tr>
<td>Activities</td>
<td>5</td>
</tr>
<tr>
<td>Vision</td>
<td>6</td>
</tr>
<tr>
<td>Values</td>
<td>6</td>
</tr>
<tr>
<td>Guiding Principles</td>
<td>7</td>
</tr>
<tr>
<td>REFLECTING ON ACCOMPLISHMENTS</td>
<td>7</td>
</tr>
<tr>
<td>DRIVERS OF CHANGE</td>
<td>9</td>
</tr>
<tr>
<td>Climate Change and Sea-Level Rise</td>
<td>10</td>
</tr>
<tr>
<td>Environmental, Economic, and Social Injustice</td>
<td>11</td>
</tr>
<tr>
<td>Support Tribal Self-Governance and Self-Determination</td>
<td>12</td>
</tr>
<tr>
<td>Evolving Public Trust Principles and Values</td>
<td>13</td>
</tr>
<tr>
<td>Post-Petroleum Era</td>
<td>13</td>
</tr>
<tr>
<td>Renewable Economies and Sustainability</td>
<td>14</td>
</tr>
<tr>
<td>Policy Configuration</td>
<td>14</td>
</tr>
<tr>
<td>Technological Advancements</td>
<td>15</td>
</tr>
<tr>
<td>Workforce Investment</td>
<td>16</td>
</tr>
<tr>
<td>CALL TO ACTION</td>
<td>16</td>
</tr>
<tr>
<td>STRATEGIC FOCUS AREAS AND GOALS</td>
<td>17</td>
</tr>
<tr>
<td>Leading Climate Activism</td>
<td>17</td>
</tr>
<tr>
<td>Prioritizing Social, Economic and Environmental Justice</td>
<td>18</td>
</tr>
<tr>
<td>Partnering with Sovereign Tribal Governments and Communities</td>
<td>18</td>
</tr>
<tr>
<td>Meeting Evolving Public Trust Needs</td>
<td>19</td>
</tr>
<tr>
<td>Leveraging Technology</td>
<td>20</td>
</tr>
<tr>
<td>Committing to Collaborative Leadership</td>
<td>20</td>
</tr>
<tr>
<td>Building a Reimagined Workforce</td>
<td>21</td>
</tr>
<tr>
<td>LIST OF APPENDICES</td>
<td>21</td>
</tr>
</tbody>
</table>
LIST OF APPENDICES

Public Trust Doctrine
School Lands Trust
Commission Programs
Dashboard
GRAPHIC

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

MISSION

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

LETTER FROM THE COMMISSIONERS

(Placeholder, to be provided with final draft.)

THE STATE LANDS COMMISSION

Betty T. Yee, State Controller, Chair
Eleni Kounalakis, Lieutenant Governor, Member
Keely Bosler, Director of Department of Finance, Member
EXECUTIVE HIGHLIGHTS

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.

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.

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.

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:

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

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

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

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

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

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

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

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

ABOUT THE STATE LANDS COMMISSION

Strategic plans consider four basic things:

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

The Commission is committed to performing all the necessary duties required to achieve its mission. This plan focuses on the strategies required to successfully meet the demands of the future. The following establishes the foundation for the strategies. It considers the rich history of the Commission, its vision for the future, the values and principles driving its culture and decisions, and its success in achieving goals outlined in the previous plan.

History

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

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

The Commission is passionate about its role as a steward of the Public Trust. The public’s right to use California’s waterways for commerce, navigation, fishing, boating, natural habitat protection and other water-oriented activities is protected by the Commission under the Public Trust Doctrine.

Historically, the Public Trust has referred to the public’s fundamental right to use its waterways to engage in “commerce, navigation, and fisheries.” Public Trust principles have legal roots in the Justinian Code laws of Rome and the 1215 Magna Carta. Under this ancient Doctrine, monarchies (sovereigns) granted the right of use of the waterways. It is remarkable as it established a right of common people that endured throughout centuries, where many people had very few rights. More recently, the common law Doctrine has evolved to reflect the modern era and the values and needs of an evolving society.

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

Revenue

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

Integrity

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

Activities

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

Through its actions, the Commission secures and safeguards the public’s access rights to natural navigable waterways and the coastline, and preserves irreplaceable natural habitats for wildlife, vegetation, and biological communities.
It also protects state waters from marine invasive-species introductions and prevents oil spills by providing the best achievable protection of the marine environment at all marine oil terminals in California and at offshore oil platforms and production facilities.

**Vision**

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

**Values**

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

- **Inclusivity** – We value diversity at all levels and are committed to fostering an inclusive environment where different backgrounds, cultures, and experiences are able to lend their strengths and unique insights to further the Commission’s mission and progress.

- **Accessibility** – We strive to provide access to our lands and resources, all Commission materials, staff, and public meetings by addressing physical barriers and continually considering technology, educational opportunities, and communication pathways to benefit Californians of all abilities.

- **Equity** – We commit to practices and activities that prioritize racial justice, visibility, and representation, ensuring that all voices are heard, all communities are treated fairly and equitably, and the burdens and benefits stemming from our actions are equitably distributed.

- **Environmental Justice** – We are committed to advancing environmental justice through more inclusive decision-making that addresses the disproportionate burdens of past decisions and practices on disadvantaged communities and Native Nations.

- **Sustainability** – We understand the multi-generational impacts of our decisions. We seek opportunities and commit to actions that responsibly grow our economy, facilitate a just transition to a carbon neutral economy, supports living wages, protect the environment, and prioritize sustainable practices and outcomes for current and future generations of Californians.

- **Visionary** – We are forward-thinking and continuously seek new and innovative ways to be more effective public land and resources stewards.

- **Responsible Economic Growth** – We support our grantees, lessees, stakeholders, and partners in their efforts to balance sustainability and equity with economic growth. We strive to seek out opportunities to help our grantees and lessees implement and execute environmentally conscious practices that support inclusive job growth, living wages, healthy communities, and a resilient economy.

- **Integrate Native American Perspectives** – We are committed to respecting and recognizing the sovereign rights and heritage of tribal governments, learning from, and collaborating with
them to integrate their unique and valuable knowledge and practices, including traditional ecological knowledge, into land management decisions. We are committed to working cooperatively to identify opportunities for co-management of and access to natural lands that are within Tribes’ ancestral territories and under the ownership or control of the Commission.

Guiding Principles

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

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

REFLECTING ON ACCOMPLISHMENTS

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

Despite unforeseen external events (including the bankruptcies of two oil and gas lessees and the subsequent plugging and abandonment activities, major wildfires, the COVID-19 pandemic and ensuing economic crisis), the Commission met all major goals and high-level strategies. However,
some of the detailed targeted outcomes in the implementation work plan had to be deferred or were not completed, to deal with these unplanned events.

- Notable Commission accomplishments of the past five years include:
  - Use of inclusive processes, including convening an Environmental Justice Working Group that crafted a formal Environmental Justice Policy and Implementation Plan.
  - Dedicated more than 16,000 acres to the California Coastal Sanctuary, protecting offshore lands and resources that can no longer be used for oil and gas production.
  - Significant progress made on the plugging and abandonment of existing and legacy oil and gas wells.
  - 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 public engagement and a planning process to inform the development of a contemporary coastal access program at Hollister Ranch in Santa Barbara County.
  - Approved a landmark boundary line and easement agreement with more than 180 shoreline property owners at Donner Lake, in Nevada County, that clarifies public/private property ownership and secures public access rights to the lake.
  - Approved a patent transferring an approximately 38.75-acre parcel of state-owned school land possessing significant cultural value and history to the Lone Pine Paiute-Shoshone Reservation in Inyo County.
  - Investigated the Cemex coastal sand mining operation and reached a settlement, in partnership with the Coastal Commission and the city of Marina, with Cemex in 2017 to cease active sand mining by December 31, 2020. Cemex has stopped its mining operations ahead of schedule.
  - 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 preserve and make publicly available digital copies of historical records that provide insight into its lands and resources.
  - Launched a new web-mapping application for state waters offshore in San Diego, designed to help users better understand the dynamic ocean space and ocean-related data offshore in San Diego County.
  - Transitioned information technology tools and services to be more secure and to support remote work models.
• Automated several business and communications processes, including the Marine Invasive Species Program web entry, eDiscovery, website content, and digitization.

• Hosted the Prevention First Symposiums in 2016 and 2018.

• Adopted a meaningful Tribal Consultation Policy in 2016

• Approved a lease for the use of state lands for the Mavericks Surfing Challenge that ensured equal compensation for each category of the Women’s Division and Men’s Division competitions.

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

DRIVERS OF CHANGE

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

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

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

**Climate Change and Sea-Level Rise**

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

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

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

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

Environmental, Economic, and Social Injustice

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

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

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

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

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

More than equity is being demanded of government by its people. Communities facing unjust burdens from historic and ongoing marginalization must be included and provided tools and resources to thrive on their own terms. The Commission seeks to be a part of the needed transformation to build and support community capacity to respond to present and future challenges. It is important that all people and communities have an early and active voice in decisions.
that will impact them, and where extractive harms to communities in the name of profit are curtailed.

Support Tribal Self-Governance and Self-Determination

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

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

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

Through the framework of the 2016 Tribal Consultation Policy and 2018 Environmental Justice Policy, the Commission supports tribal self-determination and self-governance through formal consultation and meaningful engagement and seeks opportunities for co-stewardship. For example, at its June 23, 2020 meeting, the Commission authorized issuance of a patent to the Lone Pine Paiute-Shoshone Reservation of approximately 38.75 acres of state-owned school land located north of Cartago, Inyo County. This action was the culmination of a successful government-to-government Consultation and returns to tribal ownership land possessing significant cultural value to the Lone Pine Paiute-Shoshone Reservation. Currently, the Lone Pine Paiute-Shoshone Reservation relies on this site, and many others in its ancestral territory, to remain connected to the Tribe’s ancestral and cultural history. Governor Newsom’s subsequently issued Statement of Administration Policy on Native
American Ancestral Lands provides further momentum to continue to pursue opportunities for: agreements or memoranda to allow for access and co-management of natural lands; grantmaking for protection and management of natural lands; purchase or transfer of land to tribal ownership; and development of policies and practices to ensure preferential tribal access and use of ancestral lands. Taking actions like these would increase equity and result in enhanced stewardship of Commission lands by improving tribal access to sacred sites and cultural resources; facilitating protected access for sustenance gathering, hunting, and fishing; providing increased opportunities for education, community and economic development, and investment in public health and infrastructure; and increasing the use of traditional ecological knowledges for effective land and resource management.

Evolving Public Trust Principles and Values

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

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

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

Post-Petroleum Era

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

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

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

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

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

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

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

Renewable Economies and Sustainability

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

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

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

Policy Configuration

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

Businesses and organizations seeking permission to act on public lands must navigate a series of approval processes that can be unnecessarily complex, and in some cases, contradictory. These applicants seek better coordination among the agencies to improve efficiencies, reduce conflicting directives, and change in practices that allow more effective and efficient use of resources. The Commission realizes that supporting and encouraging positive change is an underused regulatory approach that could drive remediation, justice, and climate resilience.
Many stakeholders see an opportunity for the Commission, with its vast landholdings and the extraordinary statewide stature of its members and its professional staff to address conflicts. They express a desire for the Commission to increase its policy influence on issues that are fragmented and are hopeful that the Commission has the reach and visibility to call for more effective outcomes. These stakeholders cite the need for collaboration across all levels of government and disciplines related to climate change, ocean health, forest management, green energy, and water-dependent blue commerce, among other policy topics.

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

Technological Advancements

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

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

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

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

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

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

CALL TO ACTION

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

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

Our collective vocabulary has grown. Inclusivity. Equityability. Diversity. Accessibility. Sustainability. Collaboration. Innovation. These are words heard clearly—from our Commissioners, Governor Newsom, state leaders, Native Nations, stakeholders, lessees, grantees, Commission staff, and the people of California, in every region and community, statewide. These empowering words echo as constant reminders of what the Commission has the responsibility to do, what it has the opportunity to change, and the role it has as a governmental leader and visionary change maker in the State of California.

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 the public trust lands.
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

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

**STRATEGIC FOCUS AREAS AND GOALS**

**Leading Climate Activism**

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

1. Proactively address climate change by leveraging the lands and resources under its jurisdiction to:
   a. Justly transition activities responsible for carbon emissions
   b. Seek and facilitate carbon neutral, renewable energy revenue-generation activities
   c. Identify opportunities for carbon sequestration and participation in carbon markets
   d. Support innovative emission-reduction strategies on state lands, including evaluating the potential of mitigation strategies, such as coastal restoration and protection.

2. Partner, collaborate, and engage with sister agencies, tribal governments, lessees, grantees, communities, and stakeholders to:
   a. Evaluate all proposals for land use in the context of climate resilience
   b. Create unified and coordinated policies and actions that leverage the full force of the state’s expertise and assets
   c. Support land-use planning that considers options for climate refugees displaced from their home and employment
   d. Enhance climate-resilient green infrastructure
   e. Identify opportunities for co-management of lands and invite and incorporate traditional ecological knowledge and cultural practices in the tool set for understanding and responding to climate change.
Prioritizing Social, Economic and Environmental Justice

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

1. Evaluate all actions to proactively incorporate correction of historic actions that displaced populations and created structural inequities.
   a. Ensure engagement of affected communities in decision making.
   b. Prioritize projects contributing to community social and economic opportunity and lowered CalEnviroScreen scores.
   c. Actively facilitate transactions resulting in co-management and repatriation of traditional lands.

2. Evolve relationships among projects, lands, and the communities in which they occur.
   a. Honor and accommodate access to traditionally important lands for cultural uses, including ceremonies and gathering.
   b. Where feasible, incorporate lease requirements that include Community Benefit Agreements to:
      i. Affirm benefits from private enterprise will benefit the communities in which they occur.
      ii. Increase employment opportunities for disadvantaged communities.

Partnering with Sovereign Tribal Governments and Communities

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

1. Proactively seek opportunities to partner with tribal governments and communities to:
   a. Uplift and incorporate traditional ecological knowledge into land and resource management practices and decisions
   b. Facilitate collaborative discussions among tribal governments, sister agencies, and stakeholders

2. Routinely evaluate, refine, and update tribal consultation and engagement strategies
   a. Explore opportunities to educate staff about the Commission’s Tribal Consultation Policy and respectful tribal engagement practices
   b. Seek to institutionalize meaningful engagement and relationship-building with tribal governments and communities in the Commission’s policies and planning
Meeting Evolving Public Trust Needs

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

1. Work towards creating an outreach, communications, and implementation plan to improve understanding of the Public Trust and options to access its benefits. The plan will:
   a. Identify potential partnerships with institutions and organizations with shared interests to extend outreach and education opportunities.
   b. Include targeted communication strategies for:
      i. Climate vulnerable communities
      ii. Traditionally underserved communities
      iii. California Native American Tribes
      iv. Ports, harbor districts and local governments
      v. Water-dependent industries and businesses

2. Ensure informed decision-making for Commission actions by augmenting decision criteria to evaluate and address:
   a. Balancing of competing demands for Public Trust lands and resources.
   b. The essential role of the Public Trust in enriching the lives of the public and protecting the environment focusing on future generations.
   c. The need to implement and execute environmentally conscious practices that support inclusive job growth, living wages, healthy communities, and a resilient economy.

3. Maintain fiscal integrity through transparency, accountability, and:
   a. Efficient and effective management of the revenue-generation portfolio.
      i. Continue efforts to utilize technology to reduce costs and automate routine functions.
   a. Identify new, sustainable, equitable and responsible revenue streams, including but not limited to:
      i. Evaluate potential for Commission-driven project requests for proposals with desired revenue-generating activities like solar, geothermal, wind, and wave energy.
      ii. Investigate opportunities such as repurposing of lithium discharges from geothermal operations as an income stream.
a. Improved methods for monitoring funding streams generated from the management of granted public trust lands and resources for which the Commission retains trust responsibilities.

b. Redoubled risk and liability management.

4. Convene collaborative dialogues to evaluate the need for policies that:

a. Carefully examine existing and proposed nonrenewable extractive practices on state lands, for pursuing a just transition to renewables.

b. Identify the appropriate response to significant land-use changes that may adversely affect private uplands as sea levels rise and the Commission’s jurisdiction increases.

c. Enhance understanding of the Public Trust to increase advocacy for its appropriate use and protection.

d. Support our grantees, lessees, stakeholders, and partners in their efforts to balance sustainability and equity with economic growth.

5. Explore community stewardship agreements and policies to engage the public in the management of public lands and resources and provide additional oversight and protections for Commission lands.

Leveraging Technology

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

1. Expanding the use of virtual environments to extend communications providing venues to inform and listen.

2. Expanding the creation and use of digital content to improve internal and public understanding of difficult issues with supporting data.

3. Capitalizing on new technologies and advancements to:
   a. Improve decision support
   b. Improve data security and risk reduction
   c. Improve process efficiency and enhanced staff support

Committing to Collaborative Leadership

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

1. Serve as a convenor and mediator of planning and policy dialogues to:
a. Support statewide initiatives to improve climate change resilience and address environmental threats.

b. Identify options and create joint, interagency, interdisciplinary actions to address the pressing concerns identified in the Commission’s Strategic Focus areas.

c. Address conflicts in policy and planning to address difficulties experienced by resource managers and project proponents faced with state imposed competing demands and requirements.

d. Improve coordination and sharing of skills and assets among agencies and organizations engaged in managing shared geographies and resources.

2. Advance innovation and create clarity of direction by offering continual, robust opportunities for stakeholder and public engagement and institutionalizing this relationship building so that the process and relationships live through the Commission and not just through individual staff members or leaders.

Building a Reimagined Workforce

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

1. Identify required new skill sets and determine options for:
   a. Classification adjustments
   b. Retraining
   c. Recruitment

2. Implement succession management and transfer-of-knowledge plans.

3. Evaluate the Commission organizational chart and reorganize as needed to reflect new work streams.

4. Implement increased use of multi-disciplinary approaches to existing and new work efforts to eliminate organizational silos and improve efficiency.
   a. Leverage use of field staff to facilitate improved monitoring of Commission assets.

5. Prevent over dependence on a small number of highly skilled staff for time critical tasks.
   a. Create skills redundancy to increase the number of personnel available to support critical functions.
   b. Identify opportunities for job enrichment through cross training.

LIST OF APPENDICES

- Public Trust Doctrine
- School Lands Trust
Commission Programs
Dashboard