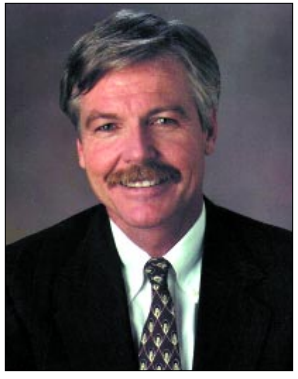
Message from the State Board Chair



Arthur G. Baggett, Jr., Chair

We are fortunate to live and work in one of the most diverse and beautiful ecosystems on earth. We are also charged with the awesome responsibility of protecting, preserving and restoring what is arguably the foundation of our great state: the waters. Millions of visitors come to swim and recreate on our shores. Artic terns, blue whales and countless terrestrial species depend on our coastal waters, wetlands and lakes as they travel the globe. The world relies on the bounties of our farms, software of our valleys, and technical advances from our universities. Water resource issues are more complex than ever, involving stakeholders from federal and state government, local agencies, agriculture, industry and non-profit organizations.

We, and our predecessors at the Water Boards, have built a reputation for running one of the most effective water quality programs on the planet. The legal, scientific, and technical experience and expertise we have developed is a great foundation. This Strategic Plan then, provides a blueprint upon which to build our organization to meet the demands that the 21st century will place on us as stewards of California's waters.

We developed this Plan based on input and feedback from our key constituents. State and Regional Board Members, management and staff; representatives from environmental and regulated communities, and those interested in water rights issues; Cal/EPA and its Boards, Departments and Office; Departments of Forestry and Fire Protection, Water Resources, Fish and Game, Food and Agriculture; and CalFED were all active participants. We will now pursue with these stakeholders collaborative and innovative approaches that ensure we successfully address the water quality and water rights issues identified in this Plan. This broader perspective will require us to develop cross-media and cross-organizational strategies that will achieve even more significant environmental gains in California's watersheds.

This Plan does not encompass everything we do. Rather, it focuses on critical strategic activities that will help us effectively position the organization for the future as well as guide our decision-making and prioritization of resources. Just like a good basin plan, it is a living document that will be periodically evaluated and modified with an eye toward the goal of beneficial uses of our waters.

I would like to thank everyone involved in developing this Plan, as well as those who will be responsible for turning it into action at both the Regional and Statewide levels. I strongly encourage you to read what follows as a guide to our world at the Water Boards, but always remember the real work is out there in the waters of the bays, estuaries, rivers, and lakes that we are charged with protecting, preserving and restoring. As a philosopher once said, "We are faced with insurmountable opportunities". Thanks again for your hard work and dedication and I look forward to your joint efforts to turn those opportunities into realities. Together we are making a difference.

Arthur G. Baggett, Jr.
Chair, State Water Resources Control Board

Message from the Executive Director

AN ENVIRONMENTAL VISION FOR THE FUTURE

Celeste Cantú, Executive Director

This Strategic Plan will guide us in the implementation of our mission and will take us into the future. But what will the future bring?

We can imagine that the next water challenges will be multifaceted, torn by conflicting agendas, and rigorously demanding scientifically. The cost could be enormous, the resources insufficient and the complexity daunting. Water will be even more precious and valued.

The Water Boards are successfully making strides to protect water quality and address a legacy of pollution. However, we will be particularly challenged as California's expanding population, coupled with a finite supply of water, will stress our ability to accomplish our mission if we continue business as usual. These circumstances necessitate a fundamental change in how we do our work.

How do we prepare to be something different when we don't know what we will be responding to? We must adopt a policy of embracing change. The Water Boards will work by creating new opportunities to bring stakeholders together, exchange ideas to fully understand the water challenges, and to formulate solutions to these problems.

This way of doing business leads us to broaden and elevate the importance of working with stakeholders (including within the Water Boards), consensus building, negotiating, reviewing, and setting priorities. We will need to access other's resources, data, and insight in order to understand problems and find solutions. We must become very skilled in identifying and targeting resources to the most important problems and solving them. We will employ to the greatest possible advantage information technology that will enable us to work efficiently together.

We will be able to hold these conflicting agendas together in order to find a solution that is supported by not a few, but many. We will have the courage and confidence to move forward in the face of uncertainty. The Water Boards will be an information clearinghouse as well as a recipient of others' information. We will be known for our ability to solve the most challenging water problems. How will we do this? It will require a commitment to a number of elements in this Strategic Plan including priority setting, innovation, and an emphasis on staff training to enhance these skills. We will implement a key element of this Strategic Plan, staff training, to enhance these very skills.

Implementation of this vision will impact all Californians including the children who will inherit our legacy. We invite others to commit to our mission "to preserve, enhance and restore the quality of California's water resources, and ensure their proper allocation and efficient use for the benefit of present and future generations." This Strategic Plan sets this vision and mission in motion.

Celeste Cantú

Executive Director, State Water Resources Control Board

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EXECUTIVE SUMMARY

ABOUT THE WATER BOARDS

Water is California's most precious resource, providing an essential lifeline between agriculture, industry, the environment and urban and rural interests throughout the state. With a growing population of more than 30 million and a limited supply of fresh water, the protection of water for beneficial uses is of paramount concern for all Californians. The State Water Resources Control Board (State Board) and the Regional Water Quality Control Boards (Regional Board) are responsible for protecting California's water resources.

This Strategic Plan has been prepared jointly by the State Board and the Regional Boards. Throughout the Plan, the terms "we" and "our" refer to all the State and Regional Board members and staff, who are jointly responsible for implementing the Plan, monitoring results, and changing course as necessary to meet our goals and objectives.

The State and Regional Boards work together to protect California's water resources. Created by the Dickey Water Pollution Act, the Regional Water Quality Control Boards have been responsible for protecting the surface, ground and coastal waters of their regions since 1949. In 1967, the State Water Rights Board and the State Water Quality Control Board were merged to create the State Water Resources Control Board, integrating water rights and water quality decision-making authority.

The nine Regional Boards are semi-autonomous and comprised of up to nine part-time Board members appointed by the Governor. Regional boundaries are based on watersheds. Together, the Regional Boards have over 1,000 staff members in 12 regional locations. Each Regional Board makes critical water quality decisions for its region. These decisions include setting standards, issuing waste discharge requirements, determining compliance with those requirements, and taking appropriate enforcement actions.

The State Board's role in protecting water quality includes setting statewide policy, coordinating and supporting the Regional Board efforts, and reviewing petitions contesting Regional Board actions. The State Board is also solely responsible for allocating surface water rights. Today, the State Board, with roughly 700 staff members, is organized into four divisions that address water quality, water rights, and administrative functions. These functions not only support the State Board, but also the nine Regional Boards. Five full-time Board members, appointed by the Governor, are responsible for setting statewide water policy.

ABOUT OUR STRATEGIC PLAN

The State and Regional Boards completed a strategic plan in 1995 and revised it in 1997. We launched our current strategic planning process after the release of the Cal/EPA *Strategic Vision* in October 2000, using the Cal/EPA document and the previous strategic plan as reference points. We made a particular effort to ensure that our plan helps

achieve the goals of the *Strategic Vision* and the critical strategies therein such as pollution prevention. (See Appendix C for a description of how this plan supports the Cal/EPA *Strategic Vision*.) We conducted an extensive data gathering process to assess our organization's environment and identify the key strategic issues we must address over the next five years. The Plan updates our mission, vision, values, operating principles, goals, objectives, performance measures and key strategic projects (defined in Appendix A). Several of these components are highlighted below. The core of our strategy is highlighted by our six goals and the 27 key strategic projects, which serve as the implementation plan.

The purpose of this Strategic Plan is to highlight those new priorities that need to be addressed over the next five years. Consequently, the Plan does not focus on all of the many important and ongoing activities of the State and Regional Boards. This does not diminish the importance of these activities as they are equally essential to achieving our mission. We also recognize that full implemenation of the Strategic Plan will likely require additional resources. The level of resources will be identified through the strategic projects and requested as part of the budget process.

OUR VISION

A sustainable California made possible by clean water and water availability for both human uses and environmental resource protection.

OUR MISSION

To preserve, enhance and restore the quality of California's water resources, and ensure their proper allocation and efficient use for the benefit of present and future generations.

OUR VALUES

As we strive to realize our vision of the future, all our actions and efforts will be guided by a certain set of values:

- Protection: We are responsible for the protection of California's water resources.
- Service: We serve the public as a whole. Our job is to protect water for beneficial uses, and to ensure that pollution, misuse and overallocation do not impair those uses, now and in the future.
- Integrity: We continually earn the trust of those we serve, making an active commitment to truth, accuracy and fairness, including a commitment to environmental justice.
- Leadership: California strives to be a national and international leader in innovative approaches to water resource protection. We foster and recognize leadership actions at all levels of our organization.
- Professionalism: We are professionals committed to our mission and vision. We provide career development and professional growth opportunities for our staff.

OUR GOALS

During our strategic planning process, we identified critical water resource issues to address over the next five years. These issues are presented in the next section. In order to address these issues, we have identified six goals that will help improve internal operations and specific program areas as well as improve efforts with external stakeholders. The six goals are listed below in no priority order:

GOAL 1: The Boards' organizations are effective, innovative and responsive

GOAL 2: Surface waters are safe for drinking, fishing, swimming, and support healthy ecosystems and other beneficial uses

GOAL 3: Groundwater is safe for drinking and other beneficial uses

GOAL 4: Water resources are fairly and equitably used and allocated consistent with public trust

GOAL 5: Individuals and other stakeholders support our efforts and understand their role in contributing to water quality

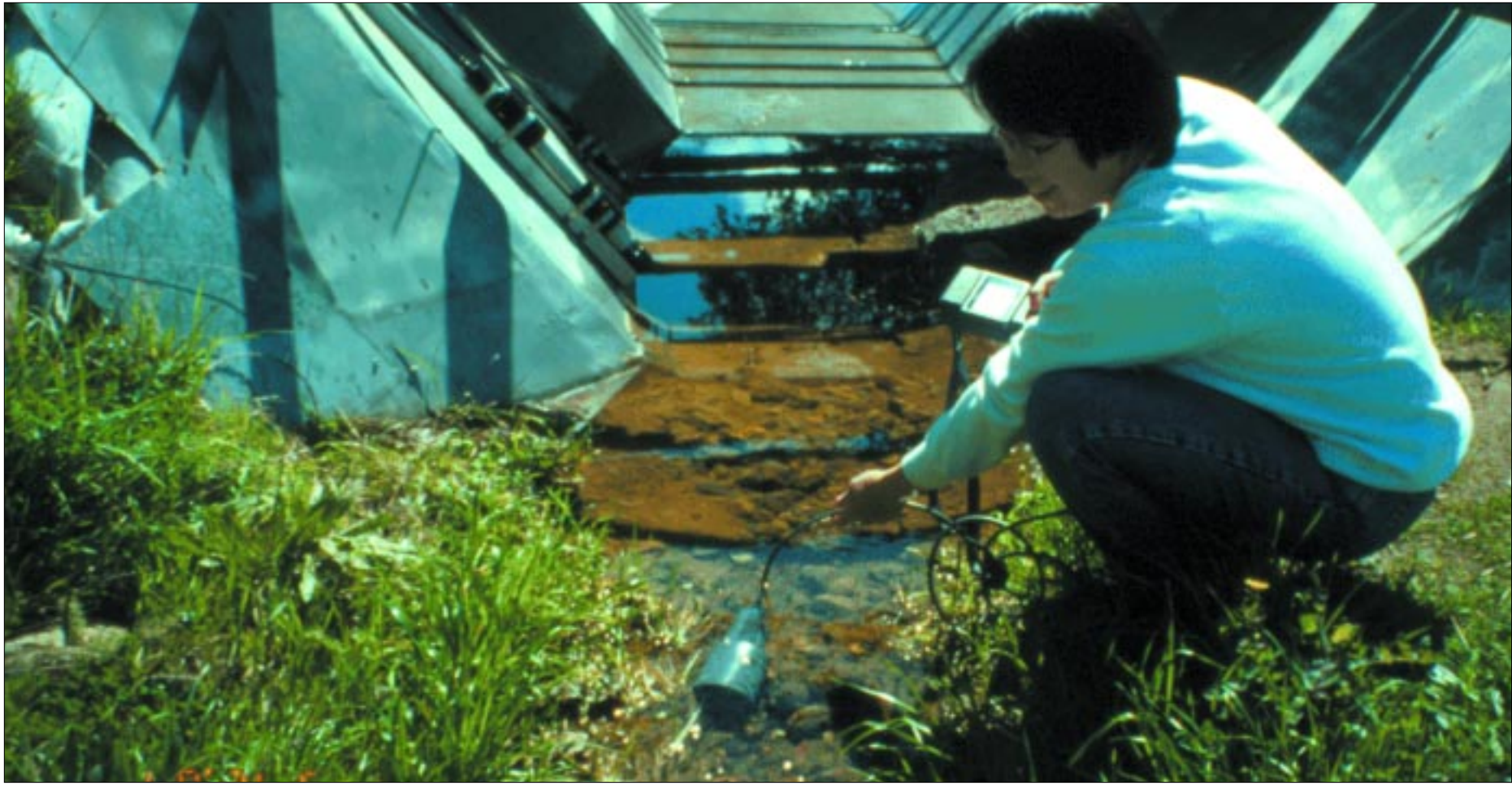
GOAL 6: Water quality is comprehensively measured to evaluate protection and restoration efforts

HOW WE WILL ACHIEVE OUR GOALS

To achieve these goals, we have established objectives, strategies, and most importantly, 27 key strategic projects. These key strategic projects, each with objectives and milestones, form the basis for implementing our Plan. We are targeting our resources on those critical areas that will likely produce the greatest gains for California's water resources.

PERFORMANCE INDICATORS

We have established performance measures and targets to track our progress quarterly and annually. We will review this information to determine if we are meeting our goals or need to make changes in our approach. While some of these measures are not direct indicators of the state of our water resources, they provide a basis for assessing progress in the near term. As part of the implementation of Cal/EPA's *Strategic Vision*, we are developing long term environmental indicators as part of the Environmental Protection Indicators for California (EPIC) Project. Once developed, these indicators will be incorporated in future updates of the Strategic Plan. (See Appendix E for more details on the EPIC Project.)



Collecting water quality samples at the Gambonini Mercury Mine weir. Lila Tang, Region 2

Water Resource Issues of Today & Tomorrow

Since the passage of the federal Clean Water Act in 1972, California has made great strides in cleaning up its rivers, lakes, groundwater aquifers, and coastal waters. The primary focus of that effort, both in California and nationally, has been on wastewater discharged from "point sources" – sewer outfalls and other easily identifiable sources such as pipes. Much of that progress resulted from a regulatory effort that required a permit for each distinct point of discharge, combined with a sizable loan and grant program to help fund the facilities needed to clean up the discharge to permit levels.

Despite this progress, significant challenges remain. For example, the permitting of point sources is becoming more complex and contentious as new state and federal mandates affect standards and enforcement. These and other factors have resulted in a significant need for additional staff resources over the long-term (as reflected in the recent needs analysis of point source efforts).

An even greater challenge is pollution resulting from "nonpoint sources" – runoff from urban areas, agriculture, timber operations, mine drainage and other sources for which there is no single point of discharge. Nonpoint source (NPS) pollution is the most significant California water quality challenge today, and requires flexible and creative responses. Finally, experience also has taught us that it is absolutely essential to recognize that pollution occurs without respect to jurisdictional or organizational boundaries (recall the MTBE issue). Consequently we must continue to create strategies to address cross-media/cross-organizational issues. These and other significant challenges, identified during discussions with internal and external stakeholders, are described briefly below.

DEVELOPING CROSS-MEDIA AND CROSS-ORGANIZATIONAL STRATEGIES It is critical to be proactive, identifying and resolving cross-media and cross-organizational issues. The affect of MTBE on water quality demonstrates the importance of this issue. While this gasoline additive helped in cleaning the state's air, the unforeseen consequences of its groundwater contamination underscores the need to work with other agencies to ensure there are no adverse effects from regulatory or policy actions. As stated in the Cal/EPA *Strategic Vision*, "Pollution occurs without respect to jurisdictional or organizational boundaries. The medium-specific organizational structure of environmental protection in California presents significant challenges to program managers who must ensure that a strategy that solves a problem in one medium does not create a problem in another. It is necessary therefore to create cross-media strategies for addressing environmental problems." This coordination takes a combination of collaboration and creative thinking and will be a high priority for the State and Regional Boards.

IMPLEMENTING THE WATERSHED MANAGEMENT INITIATIVE After years of focusing on single point source pollution control we are now looking at the bigger picture when developing methods of dealing with water pollution. By looking at entire watersheds rather than only focusing on specific pollutants or polluters, unique

Sediment monitoring in Rhine Channel, Newport Bay. Region 9 staff and Joanne Schneider Region 8.

solutions for each watershed can be crafted that consider all local conditions and pollution sources. These solutions rely on the input and involvement of local stakeholders. The State and Regional Boards approved the Watershed Management Initiative (WMI) as part of the 1995 Strategic Plan. The WMI was developed to help us meet our goal of providing water resource protection, enhancement, and restoration while balancing economic and environmental impacts. The WMI provides an overarching framework that overlies the numerous separate and competing program priorities established by federal and state mandates. One of the challenges for the immediate future will be to identify and resolve, where possible, internal operating constraints in order to integrate these separate programs into a more holistic watershed approach.

Implementation of WMI requires a new set of staff capabilities (e.g., planning, facilitation, education) to help coordinate watershed-based efforts and stakeholder groups involved in the efforts. The Regional Boards have identified 44 watershed management areas in California as priority targets for immediate attention and funding. There are approximately 100 additional watersheds that will be addressed in the future. Better coordination of the many overlapping state, local, and federal activities – especially those involving regulations and funding – is critical to the success of local watershed efforts.

CONTROLLING NONPOINT SOURCE (NPS) POLLUTION

Polluted runoff, or NPS pollution, is the leading cause of water quality problems in the state. Nonpoint sources arise from multiple land uses such as runoff from agriculture and timber harvesting areas, mine drainage, subdivisions, and range and dairy cattle areas. Rainfall, snowmelt, or irrigation water that moves over and through the ground are also contributors to NPS pollution. As the runoff moves, it picks up and carries away natural, animal and human-made pollutants, depositing them into lakes, rivers, wetlands, groundwater, and other inland and coastal waters. These discharges threaten the quality of the state's waters.

The challenge of NPS pollution lies in its very nature: diffuse, sporadic and difficult to trace to its sources, and thus more difficult to regulate through a permitting process. Because treatment to remove NPS pollutants is an expensive and potentially endless task, it is essential to keep these pollutants from reaching the water. Effective water quality protection requires a comprehensive approach to managing nonpoint sources. Prevention needs to be emphasized, and we need to consider the cumulative effects of NPS pollution on entire watersheds.

More than 20 state agencies, in addition to the State and Regional Boards, have authorities, programs, or responsibilities relating to the control of NPS pollution. Coordinating and focusing such a large number of entities to produce an effective NPS program in a state as large and geomorphologically diverse as California poses unique and difficult challenges. California will need to rely on a wide range of tools, activities, and authorities to address NPS pollution statewide. The Watershed Management Initiative and Total Maximum Daily Loads (TMDLs) are two of the tools we are using to address NPS pollution.

DEVELOPING TOTAL MAXIMUM DAILY LOADS (TMDLs)

Federal law requires states to identify all water bodies that do not meet water quality standards. For those "impaired" water bodies failing to meet standards, the states must establish total maximum daily loads, or TMDLs. TMDLs define how much of a specific pollutant a water body can tolerate and still meet relevant water quality standards. All of the combined pollution sources in a watershed may not discharge more than the total limit. The establishment of TMDLs in California is one of the most significant and controversial efforts undertaken by the State and Regional Boards. Not only do the TMDLs have to be established, but they must also be implemented by allocating responsibility for corrective measures among a variety of dischargers. Approximately 1,500 water body-pollutant combinations requiring TMDL development have been identified.

The Regional Boards are committed to the development of 500 to 800 individual TMDLs, over the next ten years, which will account for all 1,500 of these water body-pollutant combinations. In the short-term, we will continue to work with stakeholders to develop guidance for this new and complex program. In the long-term, additional resources will be required to accurately monitor and assess water bodies, work with stakeholders to develop and implement TMDLs, and subsequently determine the success of the TMDLs in restoring the state's water to relevant standards.

REDUCING STORM WATER POLLUTION

The recent repeated closures of beaches in Southern California due to excessive bacteria levels in coastal waters has highlighted the significance of contaminated storm water in California. During a storm, or other events where water flows across large expanses of pavement, that water may pick up pollutants along the way. Water that flows down driveways and streets and into a gutter eventually makes its way into a storm drain, and then flows directly to a lake, river or the ocean. Common

pollutants that are picked up along the way include motor oil, pesticides, brake dust, pet wastes, paint, and household chemicals.

These pollutants can have harmful effects on drinking water supplies, recreational use, and wildlife. The federal Clean Water Act requires that various industrial facilities, construction sites, and urban areas with more than 100,000 people, control the amount of pollutants entering their storm drain systems. This requirement will soon be expanded to include smaller communities as well. Storm water pollution is an issue that touches almost every Californian who is both part of the problem and part of the solution. Our challenge is two-fold: to educate the general public; and to work together with all parties to ensure compliance with pollutant discharge laws.

ADDRESSING GROUNDWATER POLLUTION

Groundwater basins supply nearly 40 percent of the water Californians use. Until the late 1970s, groundwater was considered relatively safe from pollution because it was commonly believed that the overlying soil mantel functioned to filter out pollutants. However, monitoring conducted during the late 70's and 80's demonstrated that diverse solvents, gasoline products, and agricultural products were contaminating drinking water sources. Leaking underground storage tanks, coupled with the introduction of the gasoline additive MTBE, have caused significant groundwater contamination. In the state's $28 billion agricultural industry, fertilizers and pesticide use have created elevated nitrate and pesticide levels in groundwater. The overpumping of aquifers in coastal areas has created problems with seawater intruding inland and contaminating groundwater. With the discovery of various pollutants in groundwater aquifers, many drinking water wells have been shut down due to unacceptable concentrations of contaminants. Once a groundwater supply is polluted, it is difficult and expensive to clean up.

PERMITTING POINT SOURCE DISCHARGERS

Although much has been accomplished in reducing point source pollution, challenges remain. For years we have struggled to develop and renew appropriate permit requirements for facilities in the existing regulatory programs. Addressing backlogs in permit re-issuance has been a priority of the USEPA and the Legislature, and has affected our ability to perform other compliance assurance and enforcement functions. New state and federal mandates that dramatically increase the complexity of permits, and that exponentially increase the number of facilities subject to permit requirements are already affecting our functions. For example, implementation of USEPA's California Toxics Rule and TMDLs involve complicated technical, policy and legal issues that make permits more complex, more costly to adopt, and more susceptible to legal challenges.

INCREASING COMPLIANCE ASSURANCE AND ENFORCEMENT

In order to comply with state and federal water quality laws, we review discharger monitoring reports, conduct facility inspections, and respond to complaints. Historically, a lack of resources for these activities has impaired our ability to identify and track compliance and

to take appropriate enforcement actions for non-compliance. Recent evaluations indicate that while enforcement actions have increased significantly, compliance rates need to improve.

The 1999 Compliance Assurance and Enforcement Initiative established the goal of achieving measurable and continuing increases in compliance rates and identified a wide variety of challenges and proposed solutions. Improved data management is the cornerstone for improved compliance assurance and enforcement. Regulators, policy makers, and the public need better access to violation and enforcement information. We must develop tools to improve the consistency and cost-effectiveness of compliance determinations (such as report reviews and inspections) and action plans. Finally, "Compliance Report Cards" should be prepared by the State and Regional Boards, and presented to the public.

WATER QUALITY MONITORING AND ASSESSMENT

Adequate and accurate monitoring and assessment is the cornerstone to preserving, enhancing, and restoring water quality. The information gathered from these monitoring activities is critical for: determining the effects of point and nonpoint source pollution; protection of drinking water supplies; conducting federal Clean Water Act assessments; determining trends in water and habitat quality; and developing water quality standards and then determining if they are being met. A number of recent legislative actions have identified the need for improved water quality monitoring in California. The 1999-00 Budget Act required us to provide a plan for comprehensive surface water and groundwater monitoring. In November 2000, in response to Assembly Bill (AB) 982 (1999 legislative session), the State Board submitted to the Legislature a comprehensive plan for the Surface Water Ambient Monitoring Program (SWAMP) and Groundwater Ambient Monitoring and Assessment (GAMA). The State and Regional Boards are now implementing these programs to the extent funding is available.

ADDRESSING THESE WATER RESOURCE ISSUES

In order to effectively address these issues, we have updated our organization's mission, vision, and values. These strategic plan elements detail our purpose, where we want to go, and our guiding philosophy. We have also developed a set of operating principles and identified new goals, objectives, strategies and key strategic projects. These elements describe how we intend to achieve our vision, and how we will measure our progress along the way. The following sections of the Strategic Plan contain these critical components. (See Appendix A for strategic planning definitions.)

STRATEGIC PLANNING APPROACH

Since late 1993, we have conducted formal strategic planning efforts to establish multi-year organization-wide directions and priorities. This ongoing process assesses the current environment and projects future directions by asking four basic questions:

- Where are we today?
- Where do we want to be?
- How do we get there?
- How do we measure our progress?

DATA GATHERING PROCESS To answer these questions, we sought input from both internal and external stakeholders through one-on-one and group interviews. The term "stakeholders" is used throughout this document and is defined as any person or group who directly or indirectly affects, is affected by, or has an interest in the actions of the Water Boards. Stakeholders include:

- Members of the regulated community
- Environmental groups
- Local, state and federal government agencies and elected officials
- Present and future generations of Californians
- Board members and employees

A list of stakeholders who participated in the strategic planning process is provided in Appendix B.

STRATEGIC PLANNING TEAM A Leadership Team composed of the State Board Chair, Executive Director, three Regional Board Executive Officers, State Board management staff, and Cal/EPA representatives used the stakeholder input to develop this Strategic Plan. The Leadership Team designed the Plan to help provide clear direction and focus that, combined with daily activities, will propel our organization toward achieving our vision.

CAL/EPA *STRATEGIC VISION* The release of Cal/EPA's *Strategic Vision* was the starting point for our strategic planning effort. Throughout the process, we referred to this document to ensure our Plan supports the overarching Cal/EPA goals and objectives. Specific ties to the Cal/EPA *Strategic Vision* are described in Appendix C.

Yuba River, Region 5

Our Mission, Vision, Values, & Operating Principles

Our mission, vision, values and operating principles provide the foundation for our organization. These critical elements describe who we are, what we want to achieve, and what will guide our decision-making and approach to business on a daily basis. The mission of Cal/EPA is "to restore, protect and enhance the environment, to ensure public health, environmental quality and economic vitality." As Cal/EPA Boards, we have aligned our mission, vision, values and operating principles with Cal/EPA's mission.

OUR MISSION

To preserve, enhance and restore the quality of California's water resources, and ensure their proper allocation and efficient use for the benefit of present and future generations.

OUR VISION

A sustainable California made possible by clean water and water availability for both human uses and environmental resource protection.

OUR VALUES

As we strive to realize our vision of the future, all our actions and efforts will be guided by a certain set of values:

- Protection: We are responsible for the protection of California's water resources.
- Service: We serve the public as a whole. Our job is to protect water for beneficial uses, and to ensure that pollution, misuse and overallocation do not impair those uses, now and in the future.
- Integrity: We continually earn the trust of those we serve, making an active commitment to truth, accuracy and fairness, including a commitment to environmental justice.
- Leadership: California strives to be a national and international leader in innovative approaches to water resource protection. We foster and recognize leadership actions at all levels of our organization.
- Professionalism: We are professionals committed to our mission and vision. We provide career development and professional growth opportunities for our staff.

OUR OPERATING PRINCIPLES

Operating principles clarify how we intend to interact with internal and external stakeholders, defining our roles and responsibilities and approaches to decision-making. These operating principles address several areas that we aim to strengthen over the next five years in order to improve our effectiveness. A complete list is provided in Appendix D. The following are highlights from the list.

- The State and Regional Boards (Boards) will seek consistent approaches to policy and program implementation, recognizing the distinct obligations, issues, and authorities of each Board.
- The Boards will enforce water laws and regulations in a consistent, predictable, fair, and equitable manner.
- The Boards will collaborate with agencies and other key stakeholders to effectively address cross-media issues.
- The Boards will provide education and outreach opportunities so that Californians understand their responsibilities and abilities to protect water quality.
- The Boards will take a watershed approach to decision-making and program development.

Performing maintenance on one of the many Sun servers. Kumcha Neely, Office of Information Technology, State Board.

- The Boards will make timely decisions based on:
  - Input from fair and open public processes;
  - Consideration of a decision's impact on stakeholders and the environment;
  - Best available scientific and technical data;
  - Best judgment;
  - Clear findings and conclusions based on a developed record.
- The Boards will balance collaboration with enforcement.
- The Boards will utilize technology to increase the efficiency and effectiveness of its limited resources.
- The Boards will provide staff with clearly defined and prioritized expectations.

Our Strategic Goals, Objectives, Performance Measures, Strategies & Key Strategic Projects

As reflected in the issues described earlier, protecting water resources is becoming increasingly complex. Our strategic direction, defined by our goals, objectives, and performance measures, is designed to respond to this challenge in a focused way. We believe that by focusing our efforts on a critical few strategic areas and combining these efforts with our daily activities, we will be able to achieve significant gains.

We will fulfill our mission by pursuing six goals (please note that these goals are not listed in priority order):

GOAL 1: The Boards' organizations are effective, innovative and responsive

GOAL 2: Surface waters are safe for drinking, fishing, swimming, and support healthy ecosystems and other beneficial uses

GOAL 3: Groundwater is safe for drinking and other beneficial uses

GOAL 4: Water resources are fairly and equitably used and allocated consistent with public trust

GOAL 5: Individuals and other stakeholders support our efforts and understand their role in contributing to water quality

GOAL 6: Water quality is comprehensively measured to evaluate protection and restoration efforts

For each of these goals, we have established clear objectives and performance measures. Our performance measures consist of annual measures that will demonstrate the impact of our work annually, and quarterly measures that will track the effectiveness of key activities that will help us reach our annual targets. We have established first year targets for those measures we currently track. In some areas we have not established targets because a baseline and tracking systems must first be developed. We will establish targets once these activities have been completed. We will use these measures as a self-monitoring tool to help guide us should we need to make changes in our approach. In the long-term, we will incorporate the environmental indicators developed through Cal/EPA's Environmental Protection Indicators for California, or EPIC Project. (See Appendix E for measures and targets and an explanation of EPIC.)

We will fulfill our goals and objectives by pursuing the selected strategies and applying strategic resources to key projects. State and Regional Board staff will be involved in the coordination, implementation, evaluation and modification of these strategies and projects. While we could list many more strategies and projects, we focus here on the critical few that, combined with our daily activities, we believe will help us achieve the biggest gains. Completion of these projects will help us reach the targets we set for our strategic measures, bridging the gap between where we are today and where we want to be tomorrow. Descriptions of our goals, objectives, performance measures, strategies, and key strategic projects are provided in the following sub-sections.

Looking for geological clues in the Sierra. Rick Humphreys, Division of Water Quality, State Board.

GOAL#1: THE BOARDS' ORGANIZATIONS ARE EFFECTIVE, INNOVATIVE AND RESPONSIVE

Goal #1 is an overarching goal that affects every employee and Board Member. Achievement of this goal will allow us to more effectively and innovatively respond to changes in our internal and external environment. We also will strive to increase our effectiveness and stretch our limited resources through prioritization and effective coordination and collaboration with our external stakeholders. To do this, we are focusing on our internal operations – people, processes and technology. In regards to people, we are focusing on our staff to ensure we can effectively hire, train, and retain the most qualified individuals. In regards to our processes, we are focusing on cross-media and cross-organizational activities that can help increase our program effectiveness. In the area of technology, we will pursue opportunities that will help us reach more people, improve data sharing and exchange with stakeholders, and increase the efficiency and effectiveness of our staff. Our attention on these critical areas will ensure that we can meet our organization's state and federal mandates. It will also ensure we have the capacity to work effectively with the regulated community, ensuring its compliance with regulatory requirements.

OBJECTIVES "How will we accomplish our goal?"

We will achieve this goal by pursuing the following measurable objectives:

- Increase cross-media and cross-organizational coordination efforts
- Prioritize efforts based on resource limitations and alignment with Cal/EPA's *Strategic Vision*
- Implement environmental justice efforts throughout programs in a manner that ensures the fair treatment of all races, cultures and income levels
- Increase budget flexibility to focus on high priority issues
- Improve consistency among State and Regional Boards
- Recruit, hire and retain qualified staff
- Provide staff and other agencies with timely access to information
- Provide the training and tools necessary for staff to be successful
- Meet state and federal mandates
- Ensure compliance with regulatory requirements

KEY STRATEGIES AND KEY STRATEGIC PROJECTS

"What actions will we take to achieve our objectives?"

The following key strategies and strategic projects define the actions we will take to achieve our outcomes and reach Goal #1 objectives. Complete descriptions of each project are provided in Appendix F.

KEY STRATEGIES

- Implement e-government systems
- Encourage stakeholder collaboration and use of multi-agency teams
- Clearly establish water quality and water rights priorities
- Identify and resolve internal constraints to broaden implementation of the watershed approach
- Conduct fair and equitable enforcement
- Ensure we have qualified staff who are supported by the tools necessary to be successful

KEY STRATEGIC PROJECTS

- Employee Training and Retention Project: Develop and implement employee training and retention programs that ensure employees have the tools and support they need to be successful. Develop technical training programs related to Regional Board activities.
- E-Government Project: Develop and implement a comprehensive e-Government[1] Plan that identifies key initiatives related to providing services to employees, other agencies, and watershed interests through the Water Boards' Intranet and Internet. These initiatives will be selected based on their ability to improve services and increase the efficiency and effectiveness of Board Members and staff. Incorporate education and outreach components identified through the Public Education and Outreach Project.
- Priority Setting Project: Establish priority setting processes at the State and Regional Board levels to facilitate use of limited funds for the highest priority efforts. Develop the criteria that will be used on a consistent basis to guide priority setting. Develop the supporting processes to help re-prioritize when changes occur due to funding or program challenges.

1 *Electronic Government (e-government) generally relates to the use of the Internet as a medium to transact business between public or private organizations or citizens. It is distinct from simply posting information that may be read, downloaded, etc.*

KEY STRATEGIC PROJECTS (CONTINUED)

- Watershed Management Project: Identify, and whenever possible, resolve internal constraints within the State and Regional Boards that may inhibit implementation of the watershed management approach. The intent of this project is to focus on how best to facilitate broader implementation of watershed management throughout the State and Regional Boards. (Implementation of the Watershed Management Initiative, developed as part of the 1995 Strategic Plan, will continue as an ongoing high priority initiative, but is not the key focus of this project.)
- Compliance Assurance and Enforcement Initiative Project: Develop and implement a plan to achieve measurable and continuing increases in the rate of compliance with state and federal laws.
- Environmental Justice Project: Develop and implement a plan to integrate Environmental Justice activities into all State and Regional Board program areas.
- Cross-Media/Cross-Organization Project: Facilitate coordination of individual Cal/EPA BDO and Resource Agency departmental approaches. Track, monitor and report on the effectiveness of cross-media/cross-organizational efforts.
- Employee Recruitment Project: Develop a recruitment plan and supporting processes that ensure we have the depth and breadth of employees we need to fulfill our program obligations.
- Employee Innovation Project: Develop processes that will help encourage and reward the development and implementation of innovative ideas generated by employees.

PERFORMANCE MEASURES "How will we measure our progress?"

We have established the following performance measures that will help us determine our progress in achieving this goal (annual measures are listed first, quarterly measures are listed as sub-bullets):

ANNUAL AND QUARTERLY MEASURES

- Increase in partnerships to increase overall program capability
  - Projects being undertaken with other agencies that focus more resources jointly on our mission
- Increase in employee satisfaction
  - Employee turnover
- An organizational culture that supports innovation
  - E-government systems utilized
- Employees believe the culture supports their innovative ideas

GOAL #2: SURFACE WATERS ARE SAFE FOR DRINKING, FISHING, SWIMMING, AND SUPPORT HEALTHY ECOSYSTEMS AND OTHER BENEFICIAL USES

Through the State Board, we establish policies and regulations that help protect and restore surface water quality in California. Through the Regional Boards, we monitor and enforce these policies and regulations. Our ultimate goal through these processes is to ensure surface waters are safe for drinking, fishing, swimming, support healthy ecosystems and other beneficial uses. To this end, we have established two objectives aimed at protecting our unimpaired surface water and restoring our impaired surface water bodies.

OBJECTIVES "How will we accomplish our goal?"

These measurable objectives are:

- Maintain or improve high quality surface waters, including riparian corridors and wetlands
- Reduce the number of impaired surface water bodies

KEY STRATEGIES AND KEY STRATEGIC PROJECTS

"What actions will we take to achieve our objectives?"

The following key strategies and strategic projects define the actions we will take to achieve Goal #2 objectives. Complete descriptions of each project are provided in Appendix F.

KEY STRATEGIES

- Target significant pollution sources affecting surface water beneficial uses
- Develop, promote, and implement innovative watershed approaches[2]
- Increase focus on TMDLs

KEY STRATEGIC PROJECTS

- Nonpoint Source (NPS) Project: Help dischargers implement and understand management measures that prevent NPS pollution. Educate Californians about their role in preventing NPS pollution. Coordinate and facilitate the efforts of other state agencies that have NPS authorities, programs and responsibilities to produce an effective statewide NPS program.
- Listing of Impaired Water Bodies Project: Evaluate readily available information and generate a list of waters that are not attaining water quality standards. Update the existing 303(d) listing. Develop an early intervention list for waters outside the 303(d) list.
- TMDL Development and Implementation Project: Develop TMDLs for specific water body and pollutant combinations. Establish an offset program. Operate within planning schedules identified by the 303(d) list and Watershed Management Initiative (WMI) Chapters.
- Cross-Border Project: Support the Cal/EPA Border Initiative focused on the California/Mexico Border. Focus on restoring and protecting public health and the environment of the Border region with specific focus on the Tijuana River, the New River, Pacific Ocean off San Diego County, Tecate Creek, and the Alamo River. Provide technical assistance to the State of Baja California.
- Clean Beaches Project: Develop and implement a comprehensive Clean Beaches Initiative Plan that incorporates a watershed approach. The plan

2 See Watershed Management Project in Goal #1.

KEY STRATEGIC PROJECTS (CONTINUED)

includes distribution of funding for local assistance projects aimed at reducing pathogen contamination at beaches. It also includes development of a rapid indicator that will reduce the time lag between detecting bacterial indicators and communicating details of the health risk to the public. Future research goals include development of source identification tools. This project will help protect public health at ocean beaches. By doing so, we will protect the local economy dependent upon tourism, and the quality of life for beach going Californians.

- Effluent Dominated Waters Project: Determine how to provide protection of water quality in effluent dominated waters (EDWs). Provide guidance and, if appropriate, a State Board policy for water quality control, or Regional Board basin plan amendments.

PERFORMANCE MEASURES "How will we measure our progress?"

We have established the following performance measures that will help us determine our progress in achieving this goal (annual measures are listed first, quarterly measures are listed as sub-bullets):

ANNUAL AND QUARTERLY MEASURES

- Reduction in threats to beneficial uses of surface water
  - Decrease in unauthorized discharges
  - Decrease in significant NPDES permit violations
  - Achievement of NPS Plan milestones
- Reduction in impaired surface water bodies
  - Achievement of TMDL milestones

GOAL #3: GROUNDWATER IS SAFE FOR DRINKING AND OTHER BENEFICIAL USES

Our strategic focus for this goal is the safety of drinking water. Given that it is so difficult and costly to clean up groundwater supplies after they are polluted, we also focus on prevention and reducing threats to drinking water wells. To this end, we have established two objectives to protect unimpaired groundwater bodies and to restore our impaired groundwater bodies.

OBJECTIVES "How will we accomplish our goal?"

These measurable objectives are:

- Maintain high quality groundwater bodies
- Reduce the number of impaired groundwater bodies

KEY STRATEGIES AND KEY STRATEGIC PROJECTS

"What actions will we take to achieve our objectives?"

The following key strategies and strategic projects define the actions we will take to achieve Goal #3 objectives. Complete descriptions of each project are provided in Appendix F.

KEY STRATEGIES

- Develop, promote, and implement innovative aquifer protection approaches
- Identify long-term threats to groundwater and focus efforts to implement appropriate pollution prevention and remediation activities
- Coordinate with other agencies that share a role in groundwater resources

- Promote cross-program communication and data sharing to identify threats to drinking water sources

KEY STRATEGIC PROJECTS

- Drinking Water Well Project: Enable stakeholders to review trends in drinking water well data and assess the susceptibility of drinking water resources with respect to real and potential threats to groundwater. Help water purveyors and private well owners understand their next steps to ensure drinking water quality. Prioritize Board regulatory, clean-up and pollution prevention actions.
- Septic Systems Project: Pursuant to AB 885, assess impacts and develop siting, design, construction and performance standards for on-site wastewater disposal systems. Focus on failing, reconstructed and new systems, and those subject to major repair.
- Seawater Intrusion Project: Fund projects to stabilize groundwater basins or reverse seawater intrusion through means such as water conservation, water reclamation, or other local water supply development to reduce groundwater pumping or recharge overdrafted aquifers. Seek funding to leverage local efforts in the Salinas Valley to halt and potentially reverse seawater intrusion.
- Brownfields Project: Develop a process to locate and track groundwater cleanup sites, so those sites in recognized brownfields may be easily identified. Coordinate efforts with Department of Toxic Substances Control.

PERFORMANCE MEASURES "How will we measure our progress?"

We have established the following performance measures that will help us determine our progress in achieving this goal (annual measures are listed first, quarterly measures are listed as sub-bullets). We will need to collaborate with the Department of Health Services Drinking Water Program to obtain the performance measurement data and modify our program approaches as appropriate.

ANNUAL AND QUARTERLY MEASURES

- Reduction in threats to beneficial uses for groundwater
  - Increase in the number of closed sites [3]
- No reduction in the number of available drinking wells
  - Decrease in contamination trends in drinking water wells (measured annually)

3 We recognize that the number of closed sites is not an ideal measure. Many of the "simple" sites have been cleaned up and closed and the remaining sites are more complex and will likely take longer to close. In the future, we hope to have the capability to measure the improvement to groundwater as a result of closed sites.

Wastewater treatment plant performance, Roseville. Marla Lafer, Region 2, and Lewis Moeller, State Board.

GOAL #4: WATER RESOURCES ARE FAIRLY AND EQUITABLY USED AND ALLOCATED CONSISTENT WITH PUBLIC TRUST

California's growing population places increasing demands on our limited water supply. Our water resource protection and allocation efforts must not only recognize both increasing demands and limited supply, but also strive to balance the two while protecting the public trust. For this goal, we will help facilitate more efficient uses of water, working to ensure there is enough to support demand. We will also work to improve our processes that support the state's surface water allocation process and seek to improve the coordination of our water rights and water quality efforts.

OBJECTIVES "How will we accomplish our goal?"

We will achieve this goal by pursuing the following measurable objectives:

- Facilitate efficient use of water (through recycling, conjunctive use, water transfers)
- Balance competing uses of water
- Ensure a timely process for water allocation
- Record water rights for the state

KEY STRATEGIES AND KEY STRATEGIC PROJECTS

"What actions will we take to achieve our objectives?"

The following key strategies and strategic projects define the actions we will take to achieve Goal #4 objectives. Complete descriptions of each project are provided in Appendix F.

KEY STRATEGIES

- Facilitate water transfers in California's water marketplace
- Improve coordination with other public trust regulatory agencies
- Improve water rights process efficiency
- Support water recycling efforts
- Improve coordination between water rights and water quality efforts

KEY STRATEGIES PROJECTS

- Water Rights Improvement Project: Develop and implement improvements to the application, hearing, compliance, and licensing components of the water rights process.
- Water Transfer Project: Prepare a guide to inform all stakeholders of the appropriate analyses and procedures related to the water transfer process.
- Water Recycling Project: Allocate Proposition 13 grant funds to support the construction of new recycling facilities, increasing the number of water recycling projects. Allocate grant funds to support water recycling research that will identify technology and processes to effectively detect and remove problem constituents, making water safe for reuse at the lowest cost. Work collaboratively with grantees to help assure the public that water is safe for reuse.
- Water Quality/Water Rights Coordination Project: Facilitate coordination, communication, and data sharing among the State Board Divisions and the Regional Boards. Ensure that State and Regional Board actions are in accord and do not result in unintended impacts on other Board efforts.

PERFORMANCE MEASURES "How will we measure our progress?"

We have established the following performance measures that will help us determine our progress in achieving this goal (annual measures are listed first, quarterly measures are listed as sub-bullets):

ANNUAL AND QUARTERLY MEASURES

- More efficient water rights process (timing)
  - Decrease in water rights application and petition process time
- Increase in the volume of water recycled for beneficial uses [4]

4 We will focus on the projects funded through actions of the State and Regional Boards.

GOAL #5: INDIVIDUALS AND OTHER STAKEHOLDERS SUPPORT OUR EFFORTS AND UNDERSTAND THEIR ROLE IN CONTRIBUTING TO WATER QUALITY

Our fifth goal focuses on public education and outreach, the emphasis being placed on helping individuals understand their role in improving water quality. This is where we must target our efforts if we want to make bigger strides in improving water quality in the future and effectively address nonpoint source issues. We will use technology to help us increase our outreach and coordinate with other government agencies and non-profit organizations that support our efforts. We are developing a public education/outreach program that will help us increase the availability and dissemination of information regarding California's water quality, what impacts that water quality, and how people can become involved in our efforts to improve the state's water quality. While we will continue our adult education efforts, we will also target K-12 education. By focusing pollution prevention efforts on our youth, we expect to influence their behavior, significantly reducing tomorrow's pollution.

OBJECTIVES "How will we accomplish our goal?"

We will achieve this goal by pursuing the following measurable objectives:

- Increase self-directed compliance
- Increase individuals' understanding of their effects on water quality
- Ensure the public and other stakeholders understand the roles and responsibilities and impact of the State and Regional Boards
- Foster participation by the regulated and environmental communities, the public and government agencies in our processes that protect water resources and uses
- Assist in implementing environmental justice efforts by ensuring that environmental information is understandable, available, accessible and useful to all affected communities

KEY STRATEGIES AND KEY STRATEGIC PROJECT

"What actions will we take to achieve our objectives?"

The following key strategies and strategic project define the actions we will take to achieve Goal #5 objectives. A complete description of the project is provided in Appendix F.

KEY STRATEGIES

- Implement e-government systems to increase education and outreach
- Develop and implement educational and outreach programs

KEY STRATEGIC PROJECT

- Public Education/Outreach Project: Develop and implement a comprehensive public education/outreach plan that helps individuals understand the effect of their actions and/or inactions on water quality and their responsibility to help maintain water quality. The plan will detail how the State and Regional Boards will work with local, state, and private entities to leverage best practices and share resources (e.g., coordinate development of materials, obtain best practice examples from other states). The plan will also highlight education/outreach efforts focused on environmental justice.

Collecting water samples from the New River at the Calexico USGS monitoring station. Jason Voskanian and Nadim Zeywar, Region 7

PERFORMANCE MEASURE "How will we measure our progress?"

We have established the following performance measure that will help us determine our progress in achieving this goal:

ANNUAL MEASURE

- Increase in stakeholder awareness related to water quality and water resource issues

GOAL #6: WATER QUALITY IS COMPREHENSIVELY MEASURED TO EVALUATE PROTECTION AND RESTORATION EFFORTS

Our last goal focuses on our ability to measure results. It is critical that we have the appropriate systems in place allowing us to assess and report on our progress toward improving and restoring California's water resources. At this time, we do not have enough monitoring resources to effectively evaluate the state's water quality. We will work with stakeholders to identify and implement additional monitoring resources. We will use measures to determine the effectiveness of our program activities and make modifications to improve that effectiveness. We will also work closely with stakeholders to develop and implement the most effective measurement and reporting tools so that we may communicate a consistent message regarding California's water quality. Included in this effort is our participation in the Cal/EPA EPIC Project which is developing environmental

indicators for California. These indicators will be incorporated in the Strategic Plan and will be an integral part of our measurement processes. (See Appendix E for more details on the EPIC Project.)

OBJECTIVES "How will we accomplish our goal?"

We will achieve this goal by pursuing the following measurable objectives:

- Increase the amount of useable quantitative data and information regarding water quality
- Translate quantitative data into useful information regarding the status of water quality
- Coordinate the collection and reporting of water quality information among programs, agencies and stakeholders

KEY STRATEGIES AND KEY STRATEGIC PROJECTS

"What actions will we take to achieve our objectives?"

The following key strategies and strategic projects define the actions we will take to achieve Goal #6 objectives. Complete descriptions of each project are provided in Appendix F.

KEY STRATEGIES

- Develop the systems and processes to measure and demonstrate quantitative improvements in and maintenance of water quality
- Improve intra-agency, inter-agency and stakeholder coordination of programs and data sharing

KEY STRATEGIC PROJECTS

- Surface Water Ambient Monitoring Project: Coordinate surface water monitoring efforts so that they are comprehensive, non-duplicative, and appropriately funded. Create an ambient monitoring program that addresses all hydrologic units of the state using: consistent and objective monitoring, sampling, and analytical methods; consistent data quality assurance protocols; and centralized data management. Document ambient water quality conditions in potentially clean and polluted areas. The scale for these assessments ranges from site-specific to statewide. Identify specific water quality problems preventing the State and Regional Boards and the public from realizing the beneficial uses of water in targeted watersheds.
- Groundwater Ambient Monitoring and Assessment Project: Facilitate coordination, communication, and data sharing among various groundwater programs and agencies. Compile groundwater information and data widely so that it can be used by multiple programs and agencies, and is accessible to all stakeholders. Assess groundwater susceptibility.
- System for Water Information Management (SWIM 2) Project: Provide automated tools and standardized business processes to improve the State and Regional Boards' ability to enhance and preserve the quality of the state's waters. This will be done by building a comprehensive, integrated, appropriately accessible system with consistent, reliable data. The system will expand existing system capabilities to include licensing and monitoring programs. It will automate manual processes, allowing electronic submissions of reports and importing of relevant data. It will make data Internet-accessible. The system will provide tools for integrated watershed assessment and management. The system will also include the functionality currently included in the Geographic Environmental Information Management System – GEIMS (also known as GeoTracker).

Mapping wells and underground tanks with Global Positioning System, South Lake Tahoe. Angela Schroeter, Division of Clean Water Programs, State Board.

PERFORMANCE MEASURES "How will we measure our progress?"

We have established the following performance measures that will help us determine our progress in achieving this goal (annual measures are listed first, quarterly measures are listed as sub-bullets):

ANNUAL AND QUARTERLY MEASURES

- Water Boards can determine if surface/groundwater quality is the same, better, worse (for targeted constituents)
  - The number of watersheds/water bodies for which we have assessed baseline or trend conditions
- Information collection efforts are not duplicative among agencies

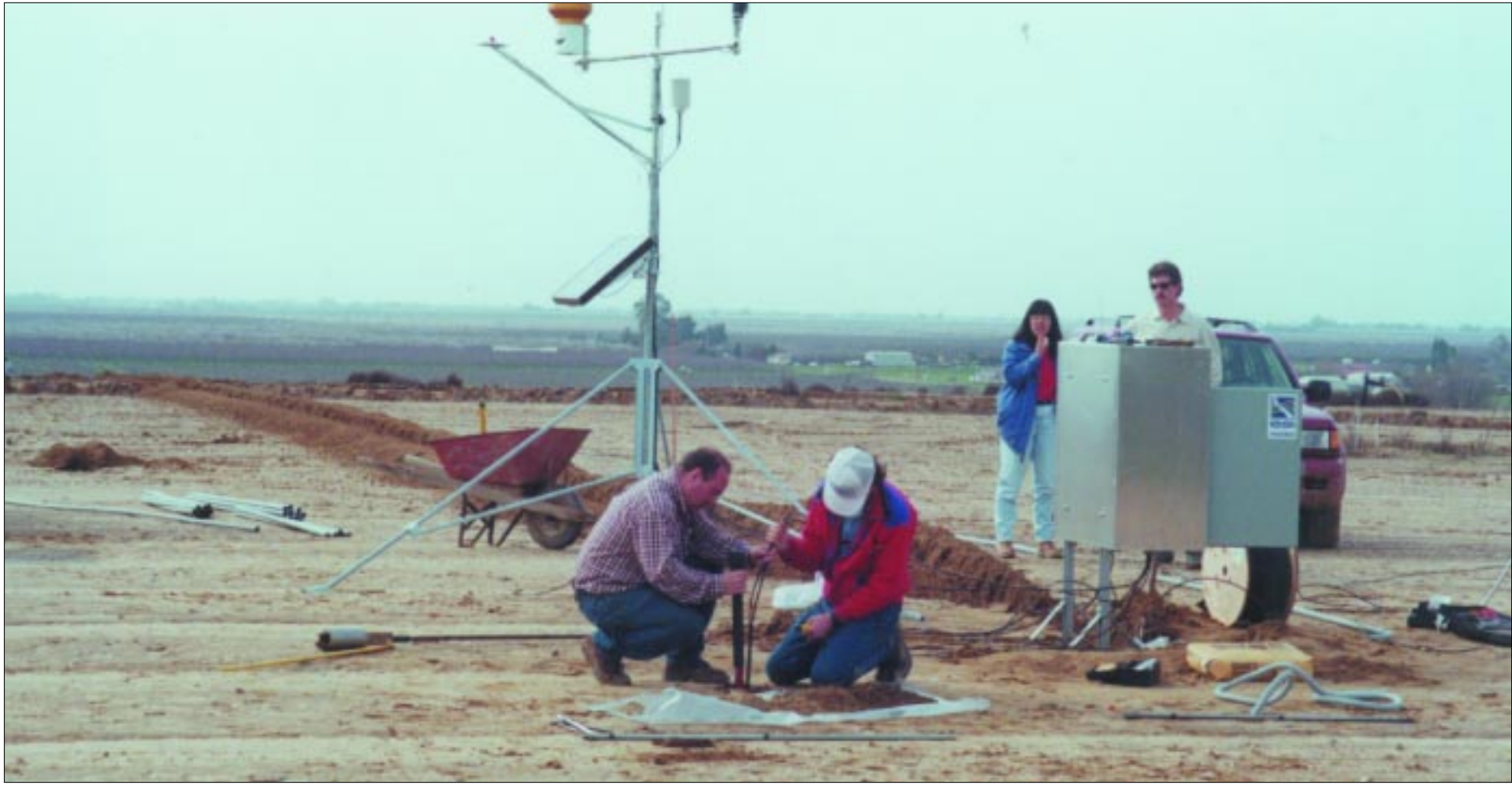
Implementing the Plan

We will implement this Plan over a five year period, from November 2001 through October 2006. This Plan will provide a framework that will guide us in allocating resources and setting priorities, and will help us focus on areas that will generate the biggest gains in achieving water quality and water rights goals for California. This Plan is focused on the strategic activities we will conduct to help position our organization for the future.

RESOURCE ISSUES We recognize that we are constrained by the availability of funding and staffing resources to support our regular program activities, as well as the strategic activities contained in this Plan. We will identify innovative ways to attract and retain qualified staff, filling our vacancies as quickly as possible with the right people. We will also work with our external stakeholders to identify additional funding resources and augment our State and Regional Board staff resources through collaborative efforts. This collaboration will also help improve our cross-media and cross-agency coordination.

PRIORITY SETTING In order to use our limited resources as effectively as possible, we will establish clear priorities aligned with our Strategic Plan. We will set these priorities using agreed upon criteria and will assess them regularly to ensure they reflect changes in our internal and external environments. We will effectively communicate these priorities so that we can all adjust our work plans accordingly.

FOCUSING ON THE BIGGEST GAINS In order to ensure we are using our resources in the most effective manner, we will assess our efforts to determine whether they are helping us achieve the greatest gains in water quality and water rights. We will work with our stakeholders to ensure we can direct and/or redirect our efforts to those activities that demonstrate the most benefit for California's water resources.



Inspecting the construction of a weather station and the installation of moisture monitoring probes at a landfill in Madera County. Scott Moore, Region 5, Fresno

Appendix A:
Strategic Planning Definitions

MISSION A mission statement is a brief statement of the purpose of an organization that answers the following questions: What do we do? For whom do we do it? Why do we do it?

VISION A vision statement is a compelling, conceptual image of the desired future that answers the question "What do we want to be?" and is: a) inspiring and challenges everyone to achieve that future, and b) brief, memorable, and idealistic.

VALUES Values are philosophical statements that describe how an organization intends to conduct business on a daily basis. These values guide decision-making processes as well as the development and implementation of organizational policies and procedures.

OPERATING PRINCIPLES Operating principles are statements that clarify how an organization intends to interact with internal and external stakeholders including roles and responsibilities and approaches to decision-making.

GOAL A goal is the desired end result which a) addresses the organization's key strategic issues; b) identifies what the organization wants to achieve; c) supports the mission and vision; d) provides a framework for more detailed, tactical planning; and e) remains the same for 3 – 5 years.

OBJECTIVE An objective is a specific, measurable target for accomplishing a goal which: a) describes a specific accomplishment (not the way to accomplish a goal); b) focuses on a result to be achieved; c) forms the foundation for strategies and actions; and d) will be accomplished within 1- 3 years.

MEASURES An annual measure tracks the impact of an objective, focusing on performance results (outcomes). A quarterly measure tracks intermediate processes and activities that lead to the achievement of annual performance results.

STRATEGY A strategy is a specific, high level action or approach that must be taken to achieve goals and objectives.

STRATEGIC PROJECT A strategic project is a significant project, often cross-organizational, that has a clear scope, objectives, milestones, start and end dates, and is supported by sufficient resources.

North Shore Lake Tahoe, Region 6

Appendix B: Strategic Planning Participants

LEADERSHIIP TEAM MEMBERS

The following individuals were the sponsors and decision-makers responsible for developing this Strategic Plan based on input provided by the interview and measurement/target setting participants listed in the following sub-sections.

- Art Baggett - Chair SWRCB
- Pete Silva – SWRCB Board Member
- Celeste Cantú – Executive Director
- Ed Anton - Chief, Division of Water Rights
- Lee Michlin - former Executive Officer, Region 1
- Harold Singer - Executive Officer, Region 6
- Dennis Dickerson - Executive Officer, Region 4
- Tom Howard - Deputy Director
- Dale Claypoole - Deputy Director
- Stan Martinson - Chief, Division of Water Quality
- Barbara Evoy - Chief, Division of Clean Water Programs
- Harry Schueller - Chief Deputy Director
- Craig M. Wilson - Chief Counsel
- John Norton, Chief, Office of Statewide Initiatives
- Kathy Fletcher – Cal/EPA
- Beth Jines – Cal/EPA
- Nancy Sutley - Cal/EPA
- Bill Vance - Cal/EPA
- Zori Lozano-Friedrich, Strategic Planning Coordinator

INTERVIEW PARTICIPANTS

The following individuals and organization representatives participated in one-on-one and group interviews conducted during the data gathering process.

STATE AND REGIONAL BOARD MEMBERS AND STAFF

- State Board Members
- Regional Board Member representatives
- State Board and Regional Board management from Regions 1, 4, and 8
- Regional Board staff representatives from Regions 1, 4, 6V, 7, 8, and 9 and staff representatives from organizations within the State Board

CAL/EPA, CAL/EPA DEPARTMENTS, BOARDS AND OFFICE

- Nancy Sutley, Cal/EPA
- Bill Vance, Cal/EPA
- Mike Scheible, Air Resources Board
- Ed Lowry, Department of Toxic Substances Control
- Linda Moulton-Patterson, Integrated Waste Management Board
- Paul Helliker, Department of Pesticide Regulation
- Val Siebal, Office of Environmental Health Hazard Assessment

STAKEHOLDER STATE AGENCIES

- Ross Johnson, Department of Forestry and Fire Protection
- Tom Hannigan, Department of Water Resources
- Dirk Brazil, Department of Fish and Game
- Patrick Wright, CalFED
- Secretary Bill Lyons and Steven Shaffer, Department of Food and Agriculture

Danny McClure, Region 5 staff, and Dominic Gregorio, SWRCB citizen monitoring coordinator, testing turbidity, or clarity, of the water in the Salton Sea with a turbidity tube. The turbidity tube is a low cost means of testing the water's clarity that is often used in citizen monitoring applications.

STAKEHOLDERS REPRESENTING AB 982 PUBLIC ADVISORY GROUP AND WATER RIGHTS GROUPS

- Association of California Water Agencies
- Butte Environmental Council
- California Building Industry Association
- California Urban Water Agencies
- California Cattlemen's Association
- California Farm Bureau Federation
- California Forestry Association
- Center for Marine Conservation
- Coastal Watershed Council
- County Sanitation Districts of LA
- Heal the Ocean
- Kahl/Pownall Advocates
- Larry Walker & Assoc.
- Tri-TAC
- U.S. Navy
- Wagner & Bonsignore

MEASUREMENT SUB-TEAM, TARGET SETTING AND KEY STRATEGIC PROJECT DEFINITION PARTICIPANTS

- State and Regional Board staff also helped define performance measures, develop targets and define key strategic projects.

Appendix C: How This Plan Supports The Cal/EPA *Strategic Vision*

We developed our Strategic Plan in support of the Cal/EPA *Strategic Vision*, released in October of 2000. We will continue to assess the effectiveness of our programs and collaboration with the Cal/EPA Boards, Departments and Office in light of the *Strategic Vision*. The following details where in particular our Strategic Plan elements are linked to the Cal/EPA *Strategic Vision*:

	WATER BOARD GOALS					
CAL/EPA GOALS	**Goal 1** Effective, Innovative, Responsive Organizations	**Goal 2** Surface Water	**Goal 3** Groundwater	**Goal 4** Water Resources Use and Allocation	**Goal 5** Public Education	**Goal 6** Water Quality Measurement
Goal 1 Air	✓					
Goal 2 Surface Water		✓				✓
Goal 3 Groundwater			✓			
Goal 4 Community Health	✓	✓	✓			
Goal 5 Environmental Justice	✓				✓	
Goal 6 Natural Resource Use			✓	✓	✓	
Goal 7 Science and Technology	✓					✓
Goal 8 Efficient and Effective Cal/EPA	✓	✓			✓	✓

Collecting sediment cores in Walker Creek in the Tomales Bay watershed downstream from the Gambonini Mercury Mine. Dyan Whyte and Priya Ganguli, Region 2

APPENDIX D: OPERATING PRINCIPLES

Operating principles clarify how we intend to interact with internal and external stakeholders, defining our roles and responsibilities and approaches to decision-making. These operating principles address several areas that we aim to strengthen over the next five years in order to improve our effectiveness.

BOARD RELATIONS

- The State and Regional Boards (Boards) will seek consistent approaches to policy and program implementation, recognizing the distinct obligations, issues, and authorities of each Board
- The Boards will treat each other as partners by:
  - Responding to requests in a timely manner
  - Openly communicating needs and expectations
- The State Board will support Regional Board operations by:
  - Establishing policies that address key issues facing Regional Boards
  - Facilitating open dialogue
  - Facilitating sharing of innovative Board ideas and solutions
  - Facilitating Board and staff training on water quality and water rights
  - Providing statewide information technology tools
  - Seeking adequate resources
  - Communicating linkages between water rights and water quality
- The Regional Boards will support State Board operations by:
  - Following established statewide policies
  - Identifying and communicating issues that need state attention
  - Assisting the State Board to develop policy that can be applied at the Regional Board level
  - Representing the statewide perspective
  - Providing feedback on policy implementation issues

STAKEHOLDER RELATIONS

- The Boards will help those that impact water quality to comply with water quality requirements
- The Boards will expect compliance with established policies and permit obligations
- The Boards will enforce water laws and regulations in a consistent, predictable, fair, and equitable manner
- The Boards will collaborate with agencies and other key stakeholders to effectively address cross-media issues
- The Boards will collaborate with stakeholders to develop innovative and holistic approaches for water resource restoration and preservation
- The Boards will develop clear lines of responsibility and open communication channels between Boards and other agencies
- The Boards will ensure the integrity of their adjudicatory role while proactively working with stakeholders to help resolve water rights and water quality issues
- The Boards will work with Cal/EPA and its agencies to present consistent positions when working with stakeholders

- The Boards will facilitate open dialogue among the Boards, the environmental community and the regulated community
- The Boards will work with Cal/EPA and its agencies and other stakeholders to effectively address environmental justice issues
- The Boards will provide education and outreach that enable citizens to understand their responsibilities and abilities to protect water quality

PROGRAM

- The Boards will take a watershed approach to decision-making and program development
- The Boards will make timely decisions based on:
  - Input from fair and open public processes
  - Consideration of a decision's impact on stakeholders and the environment
  - Best available scientific and technical data
  - Best judgment
  - Clear findings and conclusions based on a developed record
- The Boards will monitor water quality outcomes and modify approaches as appropriate
- The Boards will use both prevention and remediation efforts in order to protect, enhance and restore beneficial uses
- The Boards will balance collaboration with enforcement

RESOURCE ALLOCATION

- The Boards will utilize technology to increase the efficiency and effectiveness of its limited resources
- The Boards will strive to respond to significant or emerging environmental priorities to the greatest degree consistent with their resource capability

EMPLOYEE SUPPORT AND DEVELOPMENT

- The Boards will provide staff with clearly defined and prioritized expectations
- The Boards will provide staff with the tools and training they need to be successful
- The Boards will provide staff with clear career development paths and opportunities to pursue professional growth objectives.

Appendix E: Performance Measures & Environmental Indicators

ENVIRONMENTAL INDICATORS

As part of the implementation of the Cal/EPA's *Strategic Vision*, environmental indicators are being developed under the Environmental Protection Indicators for California or "EPIC" Project.

Environmental indicators are measures that present scientifically based information on the status of, and trends in environmentally-related parameters. They reflect pressures exerted on the environment by human activities, ambient environmental conditions, or effects on human or ecological health.

The EPIC project adopted a process to identify, select and develop environmental indicators. Using this process, an initial set of indicators has been generated. These will be incorporated into a report to be submitted to the Agency Secretary by the end of 2001.

These environmental indicators identified by EPIC will provide a means of assessing trends associated with Cal/EPA's mission, and will serve as a foundation for building a results-based management system for the Agency. These indicators will be linked to Strategic Goals 1 through 6 in the *Strategic Vision* document, thus illustrating how programs implemented, or data collected by a Board or Department may relate to these goals.

Once these environmental indicators have been established, we will determine how they can link to and/or be integrated with our performance measures.

MEASURES AND TARGETS

We have established the following performance measures that will help us determine our progress in achieving our goals. Many of these measures are new to our organization. Over the next three to five years, we will develop comprehensive tracking and reporting systems that will help us monitor results associated with these measures. We will use these results to help communicate what we are doing well, and to determine what we need to change in order to achieve our desired results. We have identified targets for those measures we currently track. Over the next three years, we will establish baselines for those measures we do not currently track and then establish appropriate targets.

ANNUAL & QUARTERLY PERFORMANCE MEASURES

GOALS	ANNUAL & QUARTERLY MEASURES	TARGETS YEAR 1
GOAL #1: THE BOARDS' ORGANIZATIONS ARE EFFECTIVE, INNOVATIVE AND RESPONSIVE	Annual: Increase in partnerships to increase overall program capability • Quarterly: Projects being undertaken with other agencies that focus more resources jointly on our mission	Annual: We will establish a baseline and tracking systems • Quarterly: We will establish a baseline and tracking systems
	Annual: Increase in employee satisfaction • Quarterly: Employee turnover	Annual: 95% employee satisfaction • Quarterly: Reduce to 7% or less per year.
	Annual: An organizational culture that supports innovation • Quarterly: E-Government systems utilized Annual: Employees believe the culture supports their innovative ideas	Annual: We will establish a baseline and tracking systems • Quarterly: We will establish a baseline and tracking systems Annual: We will establish a baseline and tracking systems
GOAL #2: SURFACE WATERS ARE SAFE FOR DRINKING, FISHING, SWIMMING, & SUPPORT HEALTHY ECOSYSTEMS & OTHER BENEFICIAL USES	Annual: Reduction in threats to beneficial uses of surface water • Quarterly: Decrease in unauthorized discharges • Quarterly: Decrease in significant NPDES permit violations • Quarterly: Achievement of NPS Plan milestones	Annual: We will establish a baseline and tracking systems • Quarterly: We will establish a baseline and tracking systems • Quarterly: We will establish a baseline and tracking systems • Quarterly: 80%
	Annual: Reduction in impaired surface water bodies • Quarterly: Achievement of TMDL milestones	Annual: We will establish a baseline and tracking systems • Quarterly: 100%
GOAL #3: GROUNDWATER IS SAFE FOR DRINKING & OTHER BENEFICIAL USES	Annual: Reduction in threats to beneficial uses of groundwater • Quarterly: Increase in the number of closed sites[5]	Annual: We will establish a baseline and tracking systems • Quarterly: 303 closed LUST sites this year
	Annual: No reduction in the number of available drinking wells • Quarterly: Decrease in contamination trends in drinking water wells (measured annually)	Annual: We will establish a baseline and tracking systems over th the next three years • Quarterly: We need to establish a baseline over the next three y
GOAL #4: WATER RESOURCES ARE FAIRLY & EQUITABLY USED & ALLOCATED CONSISTENT WITH PUBLIC TRUST	Annual: More efficient water rights process (timing) • Quarterly: Decrease in water rights application and petition process time	Annual: We will establish a baseline and tracking systems our first year • Quarterly: 10% decrease in process time
	Annual: Increase in the volume of water recycled for beneficial uses[6]	Annual: 3% increase in volume of water recycled (2,000 additional acre feet added to last year's 65,720 acre fe
GOAL #5: INDIVIDUALS & OTHER STAKEHOLDERS SUPPORT OUR EFFORTS & UNDERSTAND THEIR ROLE IN CONTRIBUTING TO WATER QUALITY	Annual: Increase in stakeholder awareness related to water quality and water resource issues	Annual: We will establish a baseline and tracking systems our first year
GOAL #6: WATER QUALITY IS COMPREHENSIVELY MEASURED TO EVALUATE PROTECTION & RESTORATION EFFORTS	Annual: Water Boards can determine whether surface/groundwater quality is the same, better, worse (for targeted constituents) • Quarterly: The number of watersheds/water bodies for which we have assessed baseline or trend conditions	Annual: We will establish a baseline and tracking systems • Quarterly: We will establish a baseline and tracking systems
	Annual: Information collection efforts are not duplicative among agencies.	Annual: We will establish a baseline and tracking systems

5 We recognize that the number of closed sites is not an ideal measure. Many of the "simple" sites have been cleaned up and closed and the remaining sites are more complex and will likely take longer to close. In the future, we hope to have the capability to measure the improvement to groundwater as a result of closed sites.

6 We will focus on the projects funded through actions of the State and Regional Boards

Appendix F
Implementation Plan

Our implementation plan details how we intend to pursue our key strategic projects over the next five years. The following pages include an overall timeline for project implementation as well as detailed descriptions of each key strategic project including the following elements:

- Key Strategic Project Title
- Coordinator
- Stakeholders
- Scope
- Objectives
- Milestones and their associated due dates
- Start and End Dates

Successful implementation of these projects will depend on collaboration internally between our State and Regional Board staff, as well as with our stakeholders. The timeline and project descriptions will be modified over time to reflect the realities of our available resources and environment.

KEY STRATEGIC PROJECT IMPLEMENTATION TIMELINE

SWRCB/RWQCB KEY STRATEGIC PROJECTS IMPLEMENTATION TIMELINE

Goal/ Project	Project Title	Coordinators (State & Regional)	Dependencies	FY 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06
1/1	Employee Training and Retention Project	Brown						
1/2	E-Government Project	Lott, Norton and Morse						
1/3	Priority Setting Project	Claypoole and Singer						
1/4	Watershed Management Project	Martinson, Evoy, & Warner						
1/5	Compliance Assurance & Enforcement Project	Norton and Dodds						
1/6	Environmental Justice Project	Schueller and Perdue						
1/7	Cross-Media/Cross-Organization Project	Norton						
1/8	Employee Recruitment Project	Perez and Coe						
1/9	Employee Innovation Project	Claypoole						
2/1	Nonpoint Source (NPS) Project	Martinson						
2/2	Listing of Impaired Water Bodies Project	Martinson and Pinkos						
2/3	TMDL Development and Implementation Project	Howard, Mumley, and Kolb						
2/4	Cross-Border Project	Evoy and Gruenberg						
2/5	Clean Beaches Project	McCraw and Briggs						
2/6	Effluent Dominated Waters Project	Martinson and Landau						
3/1	Drinking Water Well Project	Evoy and Perdue						
3/2	Septic Systems Project	Martinson and Carlton						
3/3	Seawater Intrusion Project	Evoy, Beringer, and Jagger						
3/4	Brownfields Project	Evoy and Morse						
4/1	Water Rights Improvement Project	Anton						
4/2	Water Transfer Project	Anton						
4/3	Water Recycling Project	Evoy and Robertus						
4/4	Water Quality/Water Rights Coordination Project	Anton and TBD						
5/1	Public Education/Outreach Project	Stockdale and Dickerson						
6/1	Surface Water Ambient Monitoring Project	Martinson and Smith						
6/2	Groundwater Ambient Monitoring Project	Evoy and Thibeault						
6/3	SWIM 2 Project	Lott, Norton and Berchtold						

GOAL #1: THE BOARDS' ORGANIZATIONS ARE EFFECTIVE, INNOVATIVE AND RESPONSIVE

KEY STRATEGIC PROJECT TITLE: Employee Training and Retention Project

COORDINATOR: Bill Brown, SWRCB (Sue Horn, Sheryl Brooks, Sandra Salazar-Thompson, Greg Gearheart)

STAKEHOLDERS: State and Regional Water Boards; Cal/EPA Boards, Departments and Office

SCOPE: Develop and implement employee training and retention programs that ensure employees have the tools and support they need to be successful. Develop technical training programs related to Regional Board activities.

OBJECTIVES:

- Ensure employees feel that they are effective and support efforts that benefit water quality/water rights (improve feedback loop)
- Ensure employees understand the broader perspective so they can make effective decisions (know what is important and what is not)
- Ensure employees are trained in automated tools
- Ensure employees are trained in basic environmental education and laws, and state-of-the-science techniques and developments
- Ensure supervisors are receiving continuous appropriate leadership, management, and administrative training
- Actively pursue solutions for compensation issues (improve compensation)
- Align training opportunities with the skills needed to perform job functions
- Align skills with job functions
- Ensure employees new to state service receive necessary orientation
- Ensure critical knowledge of long-term employees is transferred to other staff
- Establish a water quality academy to maintain a staff with a high level of technical expertise
- Participate in and support the Cal/EPA inspector training program
- Support professional development of staff by offering training in areas such as negotiating, public participation processes, oral and written communications, presentations, customer service, and administrative processes

MILESTONES:

- (January 2002) Update the employee orientation manual
- (January 2002) Establish Cal/EPA training for new employees - share resources to get people trained in basic environmental education and laws (areas of overlap as well as general overview)
- (March 2002) Implement transition planning process for retiring employees
- (April 2002) Recognize staff and celebrate successes through formal and informal methods; ensure all staff on a project receive recognition
- (May 2002) Identify and publish availability of training courses in fundamental areas of communication, presentations, customer service, and administrative processes

Laser measurement survey of a reservoir. Dave Beringer and Scott Williams, Division of Water Rights, State Board.

MILESTONES (CONTINUED)

- (June 2002) Establish clear criteria for creation of senior level (non-supervisory) technical positions
- (July 2002) Put training and orientation materials onto the Intranet so that formal classes are not always necessary
- (July 2002) Initiate a Water Quality Institute for technical/scientific staff
- (July 2002) Encourage full utilization of the Individual Development Plan (IDP) or an equivalent process
- (July 2002) Encourage control agencies to bring salaries for SWRCB classes to a level that is consistent with other governmental agencies and the private sector
- (September 2002) Implement mentoring program at staff-to-staff level
- (November 2002) Research the possibility of pay differentials for individuals who complete specific training certificate programs
- (January 2003) Solidify partnerships with public sector training providers to ensure continuing availability of quality training on core topics
- (January 2003) Implement voluntary cross-training/cross-rotational assignments among programs and between State and Regional Boards so that employees understand how their work helps the organization reach its goals and objectives
- (January 2003) Develop a leadership development program for managers and staff
- (May 2003) Establish an automated database to track employee training

MILESTONES (CONTINUED)

- (July 2003) Identify appropriate project management training for staff responsible for TMDL development/implementation and other major projects and initiatives
- (July 2003) Research the possibility of offering bonus differentials for project management responsibilities
- (July 2003) Review current classifications with emerging areas to determine whether additional classifications would benefit the organization
- (Annually – Spring) Set priorities for centralized training funds
- (Ongoing) Communicate organizational priorities (see Priority Setting Project)

START AND END DATES: November 2001 – July 2003

KEY STRATEGIC PROJECT TITLE: E-Government Project

COORDINATORS: Stuart Lott, SWRCB, John Norton, SWRCB (Jim Bennett and Pamela Barksdale) and Steve Morse, Region 2

STAKEHOLDERS: State and Regional Water Boards, Governor's Office, Cal/EPA

SCOPE: Develop and implement a comprehensive E-Government Plan that identifies key initiatives related to providing services to employees, other agencies, and watershed interests through the Water Boards' Intranet and Internet. These initiatives will be selected based on their ability to improve services and increase the efficiency and effectiveness of Board Members and staff. Incorporate education and outreach components identified through the Public Education and Outreach Project.

OBJECTIVES:

- Increase the number of government to business (G2B) transactions conducted over the Web
- Improve access to water quality and water rights information
- Improve communication with internal and external stakeholders
- Improve the efficiency and effectiveness of Board Members and staff
- Facilitate real time data sharing internally and externally
- Enhance capabilities of agencies and watershed groups to address water resources issues

MILESTONES:

- (March 2002) Develop e-Government Plan (Update 1997 Information Management Strategy)
- (December 2002) Define data sharing and exchange opportunities among programs
- (July 2003) Complete implementation of SWIM2, including GIS components

START AND END DATES: November 2001 - July 2003

KEY STRATEGIC PROJECT TITLE: Priority Setting Project

COORDINATORS: Dale Claypoole, SWRCB and Harold Singer, Region 6

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA

SCOPE: Establish priority setting processes at the State and Regional Board levels to facilitate use of limited funds for the highest priority efforts. Develop the criteria that will be used on a consistent basis to guide priority setting. Develop the supporting processes that will be used to help reprioritize when changes occur due to funding or program challenges.

OBJECTIVES:

- Work with Executive management and Board Members to establish overall prioritization process
- Develop priority process for Budget Change Proposals (BCPs)

MILESTONES:

- (February 2002) Develop criteria for establishing priorities within Core Regulatory programs (NPDES vs. Landfills vs. WDRs and permit backlogs vs. inspections, etc.)
- (April 2002) Review existing budget and program structure to determine if legislation, legislative notification, or internal changes would be feasible to provide greater flexibility within the existing fund structure

START AND END DATES: November 2001 – April 2002

KEY STRATEGIC PROJECT TITLE: Watershed Management Project

COORDINATORS: Stan Martinson, SWRCB (Ken Coulter), Barbara Evoy, SWRCB and Susan Warner, Region 1

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, State Board and Regional Board Watershed Coordinators

SCOPE: Identify, and whenever possible, resolve internal constraints within the State and Regional Boards that may inhibit implementation of the watershed management approach. The intent of this project is to focus on how best to facilitate broader implementation of watershed management throughout the State Board and Regional Boards. (Implementation of the Watershed Management Initiative, developed as part of the 1995 Strategic Plan, will continue as an ongoing high priority initiative, but is not the key focus of this project.)

OBJECTIVES:

- Identify, and wherever possible, resolve internal organizational constraints within the State and Regional Boards (e.g., flexible funding, lack of organizational coordination, insufficient data, etc.) that may inhibit the implementation of watershed management
- Coordinate this project with the Priority Setting Project and the Cross-Media/Cross-Organization Project

MILESTONES:

- (December 2001) Develop process and identify key participants from both the State Board and Regional Boards
- (February 2002) Identify key internal institutional constraints that inhibit implementation of watershed management coordination activities within the State Board and Regional Boards. Propose alternatives to resolve those constraints.
- (May 2002) Reach agreement through Watershed Management Roundtables, Assistant Executive Officer Meetings and monthly Management Coordinating Committee (MCC) meetings on those alternatives that are feasible to implement
- (June 2002) Develop schedule to implement above alternatives

START AND END DATES: December 2001 - June 2002 (ongoing thereafter)

KEY STRATEGIC PROJECT TITLE: Compliance Assurance & Enforcement Initiative Project

COORDINATORS: John Norton, SWRCB and Bob Dodds, Region 6

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, Regulated Community, USEPA, Environmental Community, General Public

SCOPE: Develop and implement a plan to achieve measurable and continuing increases in the rate of compliance with state and federal laws.

OBJECTIVES:

- Report to Cal/EPA and the public on our progress through a Compliance Report Card
- Update the Compliance Assurance and Enforcement Initiative
- Provide the public with access to enforcement data

MILESTONES:

- (December 2001) Issue Compliance Report Cards
- (September 2002) Develop a Compliance Assistance Action Plan
- (August 2003) Public can access enforcement data

START AND END DATES: November 2001 – August 2003

KEY STRATEGIC PROJECT TITLE: Environmental Justice Project

COORDINATORS: Harry Schueller, SWRCB (Adrian Perez) and Robert Perdue, Region 7

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA

SCOPE: Develop and implement a plan to integrate Environmental Justice activities into all State and Regional Board program areas.

OBJECTIVES:

- Establish guidance for Environmental Justice (EJ) activities
- Provide general outreach and greater understanding of State and Regional Board issues and impacts
- Establish a process where individuals or grouped communities can seek mediation of complaints based on EJ
- Ensure affected community participation in State and Regional Board decision-making processes
- Train all affected State and Regional Board staff about EJ
- Ensure all State and Regional Board staff can identify EJ issues
- Provide a clear guidance for State and Regional Board staff to provide EJ for the affected public

MILESTONES:

- (November 2001) Train identified staff on mitigating EJ complaints
- (December 2001) Train all affected State and Regional Board staff on the basics of EJ
- (June 2002) Develop an EJ complaint process
- (June 2002) Identify EJ solutions available within existing statutes, regulations, and rules
- (June 2002) Identify areas where structural changes are needed to address EJ (i.e., meeting/hearing dates and times)
- (June 2003) Integrate appropriate EJ language within existing policies and procedures
- (June 2003) Recommend needed changes in legislation and regulations regarding EJ
- (June 2003) Conduct an outreach campaign related to EJ
- (June 2003) Gather and compare existing State and Regional Board data to census data and prioritize geographic areas for possible EJ issues
- (June 2003) Establish community advisory groups within each Regional Board

START AND END DATES: November 2001 - June 2003

KEY STRATEGIC PROJECT TITLE: Cross-Media/Cross-Organization Project

COORDINATOR: John Norton, SWRCB (Jim Bennett)

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA BDOs, Department of Water Resources, Department of Fish and Game, Coastal Commission, Department of Health Services

SCOPE: Facilitate coordination of individual Cal/EPA BDO and Resource Agency Department approaches. Track, monitor and report on the effectiveness of cross-media/cross-organizational efforts.

OBJECTIVES:

- Proactively identify emerging cross-media/cross-organizational projects
- Prevent "cross-media clashes"
- Augment existing resources through partnerships and coordination of efforts
- Increase program effectiveness by taking advantage of each other's authority
- Facilitate the development and communication of common positions among organizations (e.g. response to crisis)

MILESTONES:

- (February 2002) Develop a forum with Cal/EPA to identify cross-media issues and then plan how to proceed in a coordinated manner
- (September 2002) Establish the mechanisms to track and report on the benefits of cross-media and cross-organization activities
- (September 2003) Report overall successes on cross-media and cross-organization activities
- (Ongoing) Enhance partnerships, defined in MOUs, with Cal/EPA BDOs and Resource Agency Departments
  - Identify areas where we can establish partnerships to jointly focus on our mission
  - Identify where shared activities will yield additional capacity for programs

START AND END DATES: November 2001 - September 2003

KEY STRATEGIC PROJECT TITLE: Employee Recruitment Project

COORDINATORS: Adrian Perez, SWRCB (Karen White) and Art Coe, Region 9

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA BDOs

SCOPE: Develop a recruitment plan and supporting processes that ensure we have the depth and breadth of employees we need to fulfill our program obligations.

OBJECTIVES:

- Fill our vacancies
- Ensure our employees reflect the community we serve - the state's population, including persons with disabilities
- Address inconsistency of job classifications among agencies

MILESTONES:

- (June 2002) Develop and implement recruitment plan

"Teaching Tribal Youth Program" students how to maintain a datalogger, Peter Otis, Region 1

MILESTONES (CONTINUED)

- (June 2002) Establish an out-of-state recruitment program at selected campuses
- (June 2002) Establish an in-state recruitment program at selected campuses
- (June 2002) Establish stronger relationships with affinity groups and groups representing persons with disabilities
- (June 2002) Develop class specific employee recruitment materials
- (June 2002) Establish a stronger Internet presence
- (Ongoing) Work with Cal/EPA to establish cross-agency recruitment teams where appropriate
- (Ongoing) Explore employee exchange program (cross-organizational education)

START AND END DATES: November 2001 - June 2002

KEY STRATEGIC PROJECT TITLE: Employee Innovation Project

COORDINATOR: Dale Claypoole, SWRCB

STAKEHOLDERS: State and Regional Water Board employees

SCOPE: Develop processes that will help encourage and reward the development and implementation of innovative ideas generated by employees.

OBJECTIVES:

- Provide employees with an environment that encourages and supports innovation
- Develop processes that ensure the organization benefits from innovative ideas generated by employees

MILESTONES:

- (November 2001) Develop forums and/or processes to help identify innovative ideas.
- (February 2002) Develop a process to evaluate innovative ideas and implement those that are feasible.
- (February 2002) Develop processes to recognize employees for innovation.
- (Ongoing) Publicize the implementation of innovative ideas and their benefits.

START AND END DATES: November 2001 – February 2002

GOAL #2: SURFACE WATERS ARE SAFE FOR DRINKING, FISHING, SWIMMING, AND SUPPORT HEALTHY ECOSYSTEMS AND OTHER BENEFICIAL USES

KEY STRATEGIC PROJECT TITLE: Nonpoint Source (NPS) Project

COORDINATOR: Stan Martinson, SWRCB (Ken Harris, Steve Fagundes)

STAKEHOLDERS: State and Regional Water Boards, Agriculture, Environmental Organizations, appropriate State Agencies, Timber Industry; Regional, Local, State, Federal Land Use Agencies; Private Land Owners, General Public

SCOPE: Help dischargers implement and understand management measures that prevent NPS pollution. Educate the public on their role in preventing NPS pollution. Coordinate and facilitate the efforts of other state agencies that have NPS authorities, programs and responsibilities to produce an effective statewide NPS program.

OBJECTIVES:

- Establish a uniform framework for regulation of NPS pollution
- Implement the first 5 year component of the 15 year NPS Plan
- Provide technical and financial support to the regulated community
- Increase self-directed compliance (at the tier 1 level)
- Increase pollution prevention efforts
- Work with other agencies to identify and control airborne water pollutants
- Build the NPS Program on a foundation of qualified, properly trained staff and public involvement, accountability, and participation throughout all stages of the NPS Program

MILESTONES:

- (November 2001) Implement 319 grant programs
- (Fall 2001) Create the technical advisory subcommittee for the Inter-Agency Coordinating Committee (IACC)
- (Fall 2001) Invite the ARB, USEPA and SCCWRP (So. Cal. Coastal Water Research Project) to participate in the IACC
- (December 2001) Complete the Client Assistance Guidance (CAG) document
- (January 2002) Implement the Prop 13 grant program
- (July 2002) Complete California specific guidance for implementation of management measures
- (June 2003) Complete next 5 year plan for 15 year NPS Strategy
- (Ongoing) Implement NPS public outreach component of the NPS Plan

START AND END DATES: November 2001 - January 2004

KEY STRATEGIC PROJECT TITLE: Listing of Impaired Water Bodies Project

COORDINATORS: Stan Martinson, SWRCB (Val Connor, Craig J. Wilson) and Tom Pinkos, Region 5

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, Point Source and Nonpoint Source Dischargers, Local Government (including special districts), Non-Governmental Organizations, Federal and State Resource Agencies, General Public, Citizen Monitoring Groups, USEPA

SCOPE: Evaluate readily available information and generate a list of waters that are not attaining water quality standards. Update the existing 303(d) listing. Develop an early intervention list for waters outside the 303(d) list.

OBJECTIVES:

- Complete policy for instructing the process of listing impaired water bodies
- Ensure priorities identified by the list are included in the Watershed Management Initiative (WMI) Chapters
- Link the listing to Surface Water Ambient Monitoring Program (SWAMP)
- Improve data and information management capability
- Improve assessment capabilities to reflect the increase in data
- Ensure public engagement in the listing process
- Improve documentation of the listing process and the decisions related to it

MILESTONES:

- (April 2002) Complete revision to 303(d) list of impaired waters
- (December 2002) Complete policy in time for the 2004 listing
- (April 2004) Complete revision to 303(d) list of impaired waters
- (April 2006) Complete revision to 303(d) list of impaired waters

START AND END DATES: November 2001 - April 2006

KEY STRATEGIC PROJECT TITLE: TMDL Development and Implementation Project

COORDINATORS: Tom Howard, SWRCB Tom Mumley, and Larry Kolb, Region 2

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, Local Government (including special districts), Non-Governmental Organizations, Federal and State Resource Agencies, General Public, Citizen Monitoring Groups, AB 982 Public Advisory Group (PAG), USEPA, Point Source and Nonpoint Source Dischargers

Collecting invertebrates from Tomales Bay mudflats. Lynn Suer, Region 2

SCOPE: Develop TMDLs for specific water body and pollutant combinations. Establish an offset program. Operate within planning schedules identified by the 303(d) list and Watershed Management Initiative (WMI) Chapters.

OBJECTIVES:

- Operate within an integrated watershed approach
- Implement TMDLs to restore impaired surface waters to standards that protect public health and the environment
- Implement TMDLs to restore and maintain riparian corridors
- Develop a process to identify dischargers willing to participate in projects to reduce pollutant loadings to waterbodies from other sources by an amount that more than affects increases in their own discharges, or required decreases in current discharges
- Implement the 5 year schedules contained within the WMI Chapters to improve effectiveness and increase the rate of TMDL completion
- Integrate TMDL efforts across all programs to maximize effective watershed management
- Explore innovative approaches to water quality management through the TMDL process
- Build and strengthen partnerships with stakeholders to ensure successful TMDL development and implementation

MILESTONES:

- (November 2001) Augment TMDL related training for staff and partners
- (January 2002) Target TMDL project to incorporate offsets

MILESTONES (CONTINUED)

- (January 2002) Submit to the Legislature a long-term strategy as required by FY 2001/02 supplemental budget language
- (June 2002) Complete TMDL tracking and reporting database
- (January 2004) Complete guidance for TMDLs development
- (December 2004) Regional Board consideration of 73 TMDLs
- (Ongoing) Improve coordination among Water Boards and major partners using roundtable discussions and improved work plans/agreements and stakeholder forums
- (Ongoing) Improve communication with the public through Web based and stakeholder group forums

START AND END DATES: November 2001 - December 2004

KEY STRATEGIC PROJECT TITLE: Cross-Border Project

COORDINATORS: Barbara Evoy, SWRCB (James Giannopoulos and Bart Christensen) and Phil Gruenberg, Region 7

STAKEHOLDERS: USEPA; International Boundary Water Commission; City of San Diego; County of San Diego; County of Imperial; City of Calexico; City of Imperial Beach; Surf Riders; Sierra Club; Environmental Health Coalition; Border Environment Cooperation Commission; North American Development Bank; State Board and Regions 7 and 9; Cal/EPA

SCOPE: The project will support the Cal/EPA Border Initiative focused on the California/Mexico Border. We will focus on restoring and protecting public health and the environment of the Border region with specific focus on the Tijuana River, the New River, Pacific Ocean off San Diego County, Tecate Creek, and the Alamo River. We will provide technical assistance to the State of Baja California. (If additional funding is available, the effort will be expanded to include USEPA and International Boundary Water coordination and projects.)

OBJECTIVES:

- Assess the environmental impacts of domestic and industrial wastewater discharges on the beneficial uses of surface water in California for each of the water bodies listed in the scope statement above
- Promote efficient and effective wastewater treatment for the State of Baja California by assisting the State of Baja California with the development of well-trained wastewater treatment personnel (if additional funding is available)
- Assist the State of Baja California with the implementation of a wastewater operator training and certification program (if additional funding is available)
- Provide USEPA with construction management oversight on international wastewater treatment plant projects (if additional funding is available)
- Assist the State of Baja California in the implementation of an industrial wastewater monitoring and pretreatment program (Tijuana only)
- Improve the quality of wastewater treatment in the Cities of Mexicali, Tecate, Tijuana, and Rosarito, by responding to requests for technical assistance by the state wastewater utilities

OBJECTIVES (CONTINUED)

- Work with the Border 21 Water Work Group to develop environmental indicators (if additional funding is available)
- Improve the infrastructure to improve the quality of wastewater that crosses the border (if additional funding is available)
- Prevent or minimize the occurrence of dry weather wastewater flows in the Tijuana River (if additional funding is available)
- Minimize beach closures in San Diego County and the Playas de Tijuana region of Baja California (if additional funding is available)
- Provide technical assistance requested by the State of Baja California needed to implement wastewater reclamation projects in Tijuana to reduce wastewater flow discharges that otherwise would reach California, and to respond to Baja California objectives to maximize use of their limited water resources (if additional funding is available)
- Promote proper treatment and disposal of wastewater generated by the Cities of Mexicali, Tecate, Tijuana, and Rosarito (if additional funding is available)
- Provide staff support to CAL/BECC needed to identify and resolve infrastructure needs for low-income communities along the border
- Provide a CAL/BECC coordinator to be the staff support for CAL/BECC, an organization created by the Governors of California, Baja California, and Baja California Sur to promote cross-border cooperation on environmental issues (if additional funding is available):

MILESTONES:

- (April 2002) Develop TMDLs for nutrient discharges to the New River
- (June 2002) Provide an annual summary of water quality for the New and Alamo River on water quality
- (June 2002) Implement a monitoring program for Tecate Creek and Tijuana River
- (June 2002) Implement monthly observation program for the Tecate Creek and Tijuana River
- (June 2002) Initiate technical assistance to Tijuana, Tecate, and Mexicali for developing an industrial waste monitoring and pretreatment program
- (June 2002) Implement monthly observation program for the Tecate Creek and Tijuana River
- (July 2002) Develop Water and Wastewater Master Plan for the City of Tijuana
- (July 2002) Complete, with Cal/EPA, a Bi-National Border Environmental Needs Assessment
- (June 2003) Provide an annual summary of water quality for Tecate Creek and Tijuana River
- (June 2003) Develop environmental indicators for the Border (if additional funding is available)
- (Ongoing) Review projects and provide recommendations to BECC and NadBank regarding feasibility and appropriateness of specific improvement projects (Region 7 & 9) (if additional funding is available)
- (Ongoing) Provide reports on monthly observations of pollutant sources for wastewater discharges for the New and Alamo Rivers

START AND END DATES: November 2001 – June 2003

KEY STRATEGIC PROJECT TITLE: Clean Beaches Project

COORDINATORS: Robin McCraw, SWRCB and Roger Briggs, Region 3

STAKEHOLDERS: State and Regional Boards, Other Agencies (POTWs, Flood Control, Stormwater, County Environmental Health Departments), Local Political Bodies, Beach Water Quality Workgroup, Clean Beaches Advisory Group, Environmental Advocacy Groups (for example, Heal the Bay, Surfriders, Bay Keepers, Channel Keeper, Project Clean Water)

SCOPE: Develop and implement a comprehensive Clean Beaches Initiative Plan that incorporates a watershed approach. The plan includes distribution of funding for local assistance projects aimed at reducing pathogen contamination at beaches. The plan also includes development of a rapid indicator that will reduce the time lag between detecting bacterial indicators and communicating details of the health risk to the public. Future research goals include development of source identification tools. This project will help protect public health at ocean beaches. By doing so, we will protect the local economy dependent upon tourism and the quality of life for beach going Californians.

OBJECTIVES:

- Reduce beach closures by 10% within one year
- Reduce beach closures by 75% over a 10-year period
- Protect public health, the economy and quality of life

MILESTONES:

- (November 2001) Develop a Clean Beaches Initiative Implementation Plan
- (June 2003) Distribute initiative (Coastal NPS Prop 13) funding for 38 local assistance projects
- (June 2002) Obtain State Board approval of the local assistance projects
- (July 2003) Develop the capability to share beach closure information through a GIS
- (July 2003) Develop a field deployable rapid indicator for detecting indicator bacteria
- (July 2004) Develop an inland beach monitoring and reporting program

START AND END DATES: November 2001 – July 2004

KEY STRATEGIC PROJECT TITLE: Effluent Dominated Waters Project

COORDINATORS: Stan Martinson, SWRCB, (Christine Bailey) and Ken Landau, Region 5

STAKEHOLDERS: State and Regional Water Boards, NPDES Dischargers, Environmental Groups, National Marine Fisheries Services, U.S. Fish and Wildlife Service, California Department of Fish and Game, Water Suppliers

Sampling an old burn dump site in Madera County. Scott Moore, Region 5 Fresno

SCOPE: Determine how to provide protection of water quality in effluent dominated waters (EDWs). Provide guidance and, if appropriate, a State Board policy for water quality control, or Regional Board basin plan amendments.

OBJECTIVES:

- Solicit public comment
- Develop recommendations and alternatives for addressing EDW issues
- Develop timeframe for selected alternatives for addressing EDW issues

MILESTONES:

- (November 2001) Outline alternatives for State Board policy on EDW
- (December 2001) Develop a Web site, provide schedule for development of alternatives document

START AND END DATES: Project start date November 2001. It is not possible to estimate the project end date until we determine the best way(s) to address EDW issues. EDW issues may be addressed in a number of ways, from clarifying information from the State Board to review of EDW NPDES permits, to a State Board Policy or Regional Board basin plan amendments. EDW issues may also be addressed through some combination of these approaches. End dates for such approaches vary from a few months to years.

GOAL #3: GROUNDWATER IS SAFE FOR DRINKING AND OTHER BENEFICIAL USES

KEY STRATEGIC PROJECT TITLE: Drinking Water Well Project

COORDINATORS: Barbara Evoy, SWRCB and Robert Perdue, Region 7

STAKEHOLDERS: State and Regional Water Boards, Department of Health Services (DHS), Water Purveyors, Department of Pesticide Regulation, Private Well Owners

SCOPE: Enable stakeholders to review trends in drinking water well data and assess the susceptibility of drinking water resources with respect to real and potential threats to groundwater. Help water purveyors and private well owners understand their next steps to ensure drinking water quality. Prioritize Board regulatory, clean-up and pollution prevention actions.

OBJECTIVES:

- Develop the California Aquifer Susceptibility (CAS) Assessment to assess the water quality and relative susceptibility of public supply wells and increase the number of public supply wells sampled annually as part of the CAS Assessment (if funding becomes available)
- Develop the Voluntary Domestic Well Assessment (Voluntary) Project to assess the water quality of private domestic wells in specific focus areas and increase the number of private domestic wells sampled annually as part of the Voluntary Project (if funding becomes available)
- Facilitate intra-agency and inter-agency coordination to identify, locate, and assess threats to drinking water wells due to potentially contaminating activities
- Facilitate drinking water well data sharing and analyses via a groundwater data warehouse that has GIS capabilities and is widely accessible over the Internet to programs, agencies, and other stakeholders
- Coordinate with DHS in their Source Water Assessment Program (SWAP)
- Assess impacts of specific sources of contaminants (e.g., industries, septic tanks, landfills, and nonpoint practices) and identify those that pose the highest priority threat to drinking water wells
- Increase groundwater pollution prevention efforts through established programs
- Incorporate feedback of assessment findings into the regulatory process, SWAP (Source Water Assessment Program), and the development of innovative aquifer protection programs
- Increase the number of investigations to identify responsible parties for contaminating activities (if funding becomes available)
- Increase the number of groundwater cleanup sites under regulatory oversight (if funding becomes available)

MILESTONES:

- (October 2001 and annually thereafter) Review and assess CAS Assessment data for 200 public supply wells
- (October 2001 and annually thereafter) Produce initial CAS Assessment data compilation and report
- (June 2002) Develop a public education and outreach component to facilitate water purveyor and private well owner participation in the sampling program, cooperatively with DHS and local environmental health departments
- (June 2006) Develop a specialized sampling and analysis plan to assess drinking water well susceptibility from specific sources of contaminants (e.g., industries, septic tanks, and landfills) and identify those that pose the highest priority threat
- (June 2006) Implement a drinking water well sampling and analysis program to assess drinking water well water quality and relative susceptibility
- (June 2006) Report analytical results of drinking water well sampling to water purveyors and private domestic well owners

START AND END DATES: October 2001 - June 2006

KEY STRATEGIC PROJECT TITLE: Septic Systems Project

COORDINATORS: Stan Martinson, SWRCB (Walt Shannon, Todd Thompson) and Gary Carlton, Region 5

STAKEHOLDERS: League of Cities, California Conference of Directors of Environmental Health, Coastal Commission, Department of Health Services, California Farm Bureau, California State Association of Counties, California Association of Realtors, California Onsite Wastewater Association, Regional Council of Rural Counties, Planning and Conservation League, Heal the Bay, Bay Keeper, Center for Marine Conservation, California Building Standards Commission, and other interested parties.

SCOPE: Pursuant to AB 885, assess impacts and develop siting, design, construction and performance standards for on-site wastewater disposal systems. Focus on failing, reconstructed and new systems, and those subject to major repair.

OBJECTIVES:

- To develop, as required under AB 885, statewide baseline standards for on-site sewage treatment systems and to incorporate those standards into regulations. This will be accomplished through a public process with stakeholder input and contract support. It will include requirements for sites adjacent to 303(d) listed water bodies, requirements for corrective action of failing systems, minimum monitoring requirements, and exemption criteria.

OBJECTIVES (CONTINUED)

- Provide financial assistance (low interest loans) to property owners when repair or remediation costs exceed 0.5% of the property cost

MILESTONES:

- (March 2002) Establish draft regulations
- (April 2002) Begin CEQA process for regulations
- (January 2003) Begin public rulemaking process
- (October 2003) Conduct project workshop
- (October 2003) Complete CEQA/Project adoption

START AND END DATES: November 2001 – October 2003

KEY STRATEGIC PROJECT TITLE: Seawater Intrusion Project

COORDINATORS: Barbara Evoy, SWRCB and Dave Beringer, SWRCB and Paul Jagger, Region 3

STAKEHOLDERS: State Water Board and Coastal Regional Water Boards, Water and Environmental Interest Groups

SCOPE: Fund projects to stabilize groundwater basins or reverse seawater intrusion through means such as water conservation, water reclamation, or other local water supply development to reduce groundwater pumping or recharge overdrafted aquifers. Seek funding to leverage local efforts in the Salinas Valley to halt and potentially reverse seawater intrusion.

OBJECTIVES:

- Allocate Proposition 13 loan funds to support projects in areas threatened by seawater intrusion
- Use state bond funds to assist local projects addressing seawater intrusion problems
- Halt the progression of seawater intrusion
- Reduce the area subject to elevated groundwater salinity

MILESTONES:

- (June 2002) Fund development of an Environmental Impact Report (EIR) for Salinas Valley
- (June 2003) Distribute loans to support water conservation or construction of water reclamation or other supplemental water supplies
- (June 2004) Evaluate local control measures in Salinas Valley
- (December 2002) Further define and document the problem scope in Salinas Valley
- (June 2004) Begin implementation of local remedial action in Salinas Valley

START AND END DATES: November 2001 - June 2004

Collecting mud shrimp in Tomales Bay mudflats. Dyan Whyte, Region 2

KEY STRATEGIC PROJECT TITLE: Brownfields Project

COORDINATORS: Barbara Evoy, SWRCB and Steve Morse, Region 2

STAKEHOLDERS: State and Regional Water Boards, Cities and Counties, Cal/EPA, Department of Toxic Substances Control, USEPA

SCOPE: Develop a process to locate and track groundwater cleanup sites, so those sites in recognized Brownfields may be easily identified. Coordinate efforts with Department of Toxic Substances Control.

OBJECTIVES:

- Continue to work with DTSC and appropriate agencies in the cleanup process
- Store location information for contaminating activities (e.g., LUFT sites, drycleaner cleanup sites) on an Internet-accessible data warehouse with GIS capabilities
- Track case closure information for groundwater cleanup sites (e.g., contaminants left in place)

MILESTONES:

- (June 2002) Populate the system with LUFT site location and new case closure information
- (June 2002) Populate the system with Spills, Leaks, Investigation, and Cleanup (SLIC) site location and new case closure information

START AND END DATES: November 2001 – June 2002, ongoing thereafter

GOAL #4: WATER RESOURCES ARE FAIRLY AND EQUITABLY USED AND ALLOCATED CONSISTENT WITH PUBLIC TRUST

KEY STRATEGIC PROJECT TITLE: Water Rights Improvement Project

COORDINATOR: Ed Anton, SWRCB

STAKEHOLDERS: Water and Environmental Interests

SCOPE: Develop and implement improvements to the application, hearing, compliance, and licensing components of the water rights process.

OBJECTIVES:

- Develop new procedures for CEQA and Water Availability Analysis for proposed water projects
- Work with other public trust agencies regarding bypass flow analysis
- Develop a more efficient hearings process

MILESTONES:

- (January 2002) Prepare specific change proposals
- (March 2002) Conduct public workshop with water rights stakeholders
- (June 2002) Institute modifications

START AND END DATES: November 2001 - June 2002

KEY STRATEGIC PROJECT TITLE: Water Transfer Project

COORDINATORS: Ed Anton, SWRCB

STAKEHOLDERS: Water and Environmental Interests

SCOPE: Prepare a guide to inform all stakeholders of the appropriate analyses and procedures related to the water transfer process.

OBJECTIVES:

- Timely approval of transfers
- More efficient analysis related to water transfers
- Provide stakeholders with a clearer understanding of the water transfer process

MILESTONES:

- (January 2002) Meet with stakeholders to obtain feedback on the draft water transfer guide
- (July 2002) Distribute guidebook to stakeholders through mail, email & the Web

START AND END DATES: November 2001 - July 2002

KEY STRATEGIC PROJECT TITLE: Water Recycling Project

COORDINATORS: Barbara Evoy, SWRCB and John Robertus, Region 9

STAKEHOLDERS: Water & Environmental Interests, Department of Health Services

SCOPE: Allocate Proposition 13 grant funds to support the construction of new recycling facilities, increasing the number of water recycling projects. Allocate grant funds to support water recycling research that will identify technology and processes to effectively detect and remove problem constituents, making water safe for reuse at the lowest cost. Work collaboratively with grantees to help assure the public that water is safe for reuse.

OBJECTIVES:

- Make recycling projects more feasible for local communities
- Identify technology and processes to mitigate public health concerns related to water recycling
- Speed the implementation of projects
- Increase the public acceptance of using recycled water
- Effectively use recycled water to increase the state's water supply
- Increase the number of water recycling projects

MILESTONES:

- (November 2002) Distribute grants to support the construction of recycling facilities
- (June 2003) Update water recycling public information documents
- (January 2004) Distribute research grant funds to the WateReuse Foundation and other appropriate organizations
- (June 2004) Assess effectiveness of water recycling programs

START AND END DATES: November 2001 - June 2004

KEY STRATEGIC PROJECT TITLE: Water Quality/Water Rights Coordination Project

COORDINATORS: Ed Anton, SWRCB and (Regional Coordinator to be identified)

STAKEHOLDERS: State and Regional Water Boards

SCOPE: Facilitate coordination, communication, and data sharing among the State Board Divisions and the Regional Boards. Ensure that State Board and Regional Board actions are in accord and do not result in unintended impacts on other Board efforts.

OBJECTIVES:

- Establish the Water Quality/Water Rights Coordination Team, which includes staff from the State Board Divisions and the Regional Boards, to explore and implement opportunities that may exist to coordinate water rights and water quality efforts

MILESTONES:

- (January 2002) Establish a Water Rights/Water Quality Coordination Team to identify potential topics for improvement and recommendations for implementation
- (July 2002) Prepare a report to the Management Coordinating Committee (MCC) with recommendations on how the water rights and water quality programs can be better coordinated
- (September 2002) Implement the recommended coordination activities

START AND END DATES: November 2001 – September 2002

GOAL #5: INDIVIDUALS AND OTHER STAKEHOLDERS SUPPORT OUR EFFORTS AND UNDERSTAND THEIR ROLE IN CONTRIBUTING TO WATER QUALITY

KEY STRATEGIC PROJECT TITLE: Public Education/Outreach Project

COORDINATORS: Myrlys Stockdale, SWRCB and Dennis Dickerson, Region 4

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, CIWMB, Local and Private Entities, the Public, Regulated Community

SCOPE: Develop and implement a comprehensive public education/outreach plan that helps individuals understand the effect of their actions and/or inactions on water quality and their responsibility to help maintain water quality. The plan will detail how the State and Regional Boards will work with local, state, and private entities to leverage best practices and share resources (e.g., coordinate development of materials, obtain best practice examples from other states). The plan will also highlight education/outreach efforts focused on environmental justice.

OBJECTIVES:

- Coordinate and expand public education and outreach efforts at the State and Regional Board levels
- Publicize the accomplishments of the Water Boards
- Increase stakeholder involvement in water quality programs
- Ensure scientific data is translated so that it can be easily understood by the public
- Ensure information is accessible by those for whom English is a second language
- Make education an across the board priority for staff

MILESTONES:

- (January 2002) Make Board meetings accessible through the Internet and promote this public education channel
- (January 2002) Identify all opportunities to publicize what we do and accomplish through press releases (e.g., summary of enforcement actions on a monthly basis)
- (January 2002) Establish an educational/outreach contact for each Board
- (March 2002) Develop and implement general public outreach programs (e.g., through County fairs, environmental conferences, science shows, community outreach) (via SWRCB Education Outreach Plan)
- (June 2002) Develop, implement and coordinate with CIWMB K-12 education (via SWRCB Education Outreach Plan)
- (October 2002) Develop a marketing campaign using external resources (implement NPS outreach plan component)
- (September 2004) Develop educational/promotional materials and make available to the public in printed and electronic formats

START AND END DATES: November 2001 - September 2004

Reviewing Alamo River TMDL development in the Imperial Valley. Gary Johnson and Phil Gruenberg, Region 7.

GOAL #6: WATER QUALITY IS COMPREHENSIVELY MEASURED TO EVALUATE PROTECTION AND RESTORATION EFFORTS

KEY STRATEGIC PROJECT TITLE: Surface Water Ambient Monitoring Project (SWAMP)

COORDINATORS: Stan Martinson, SWRCB (Craig J. Wilson, John Ladd) and Debbie Smith, Region 4

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, Resources Agency, Dischargers, Environmental Groups, Federal Agencies

SCOPE: Coordinate surface water monitoring efforts so that they are comprehensive, non-duplicative, and appropriately funded. Create an ambient monitoring program that addresses all hydrologic units of the state using: consistent and objective monitoring, sampling, and analytical methods; consistent data quality assurance protocols; and centralized data management. Document ambient water quality conditions in potentially clean and polluted areas. The scale for these assessments ranges from site-specific to statewide. Identify specific water quality problems preventing the State and Regional Boards, and the public from realizing the beneficial uses of water in targeted watersheds.

OBJECTIVES:

- Develop comprehensive system of statewide collection and a common database (input comprehensive and consistent language)
- Develop work plans with each Regional Board to implement Surface Water Ambient Monitoring Program (SWAMP) and address both large regional issues and site-specific concerns
- Work with agencies, non-governmental organizations and other organizations to identify current and proposed water quality monitoring efforts and to share the data
- Synchronize in-house monitoring efforts
- Make more use of self-monitoring reports submitted by dischargers in the evaluation of ambient water quality
- Ensure that current surface water quality data of known quality are reported to the public
- Develop cooperative monitoring efforts to leverage state funding through collaboration with federal, regional and local monitoring efforts
- Provide a sound basis for 303(d) impaired water body listings
- Identify total funding needs for comprehensive monitoring and identify innovative ways of funding comprehensive monitoring

MILESTONES:

- (November 2001) Create a monitoring Web page with links to other monitoring programs
- (June 2002) Establish a statewide quality assurance plan
- (July 2002) Implement statewide data management for the data we collect
- (July 2003) Implement the regional (big picture aspect) portion of SWAMP
- (July 2004 and March 2006) Develop biennial reports of the state's water quality

START AND END DATES: November 2001 - March 2006

KEY STRATEGIC PROJECT TITLE: Groundwater Ambient Monitoring and Assessment (GAMA) Project

COORDINATORS: Barbara Evoy, SWRCB and Gerard Thibeault, Region 8

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, Department of Health Services (DHS), Department of Water Resources (DWR)

SCOPE: Facilitate coordination, communication and data sharing among various groundwater programs and agencies. Compile groundwater information and data widely in such a way that it can be used by multiple programs and agencies, and is accessible to all stakeholders. Assess groundwater susceptibility.

OBJECTIVES:

- Coordinate the Groundwater Resource Information Sharing Team (GRIST), which includes various groundwater agencies (e.g., DHS and DWR), to identify sources of groundwater data and facilitate communication and data sharing regarding current and proposed groundwater quality monitoring efforts, especially groundwater susceptibility

Sampling of the Pit River near Alturas as part of SWAMP. A laptop is used to download data from in-stream temperature recorders. Perry Converse, Region 5 Redding

OBJECTIVES (CONTINUED)

- Identify an Internet-accessible groundwater data warehouse accessible to all stakeholders and the general public
- Coordinate with water purveyors to assess the susceptibility of groundwater used for public drinking water supplies, using innovative sampling and analytical techniques including low-level VOC and groundwater age-dating techniques
- Coordinate with local agencies to develop a cooperative private domestic well monitoring and assessment program that focuses on areas most susceptible to groundwater contamination
- Evaluate the distribution of specific constituents of concern that pose the greatest threat to groundwater resources, especially those related to industrial activities (PCE, TCE, NDMA, perchlorate), agricultural activities and septic systems (nitrates, salts, and pesticides), and other high priority contaminants (MTBE, hexavalent chromium, and arsenic)

MILESTONES:

- (June 2002) Identify sources of groundwater data
- (June 2002) Produce constituent of concern information summaries and GIS maps that illustrate distribution in public supply wells
- (December 2002) Expand GRIST to include water purveyors
- (June 2006) Begin compilation of existing groundwater data (e.g., USGS NAWQA, DWR, and site-specific regulatory program monitoring data) in an Internet-accessible groundwater data warehouse with GIS capabilities
- (June 2006) Obtain regular updates of groundwater data, especially DHS public supply well data

- (June 2006) Implement the California Aquifer Susceptibility (CAS) Assessment and Voluntary Project to assess water quality and susceptibility of drinking water wells
- (June 2006) Populate Internet-accessible groundwater data warehouse with new GAMA sampling and analysis data

START AND END DATES: November 2001 - June 2006

KEY STRATEGIC PROJECT TITLE: System for Water Information Management (SWIM 2) Project

COORDINATORS: Stuart Lott, SWRCB and John Norton, SWRCB (Pamela Barksdale) and Kurt Berchtold, Region 8

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA and its constituent organizations, USEPA, members of the regulated community, environmental organizations and the public

SCOPE: Develop and implement automated tools and standardized business processes to improve the State and Regional Boards' ability to enhance and preserve the quality of the state's waters. This will be done by building a comprehensive, integrated, appropriately accessible system with consistent, reliable data. The system will expand existing system capabilities to include licensing and monitoring programs. It will automate manual processes, allowing electronic submissions of reports and importing of relevant data. It will make data Internet-accessible. The system will provide tools for integrated watershed assessment and management. The system will also include the functionality currently included in the Geographic Environmental Information Management System – GEIMS (also known as GeoTracker).

OBJECTIVES

- Develop a comprehensive water quality tracking, analysis, and reporting system
- Facilitate transactions between State and Regional Water Boards and the regulated community
- Integrate GIS into the Boards' Water Quality Programs
- Maximize the use of the Internet for transaction processing and dissemination of water quality information to the public

MILESTONES:

- (January 2002) Complete requirements definition and system architecture analysis
- (June 2002) Complete detailed system design
- (November 2002) Build the system
- (April 2003) Complete data conversion, acceptance testing, and training
- (June 2003) System in production

START AND END DATES: November 2001 - June 2003

Collecting core samples of sediments in Walker Creek Delta. Dyan Whyte and Priya Ganguli, Region 2

Appendix G: Glossary of Terms

AQUIFERS - an underground geologic formation that stores, transmits, and yields significant quantities of water to wells or springs.

CAL/BECC - California Border Environmental Cooperation Commission; an organization created by the Governors of California, Baja California, and Baja California Sur to promote cross-border cooperation on environmental issues.

CALIFORNIA TOXICS RULE - numeric aquatic life criteria and numeric human health criteria for priority toxic pollutants in inland surface waters and enclosed bays and estuaries.

CEQA - California Environmental Quality Act; established state policy of environmental protection, enhancement, and maintenance.

CLEAN WATER ACT - federal legislation enacted in 1972 to protect fishable, swimmable, and navigable uses of the surface waters in the state.

COMPLIANCE ASSURANCE & ENFORCEMENT INITIATIVE - developed in 1999 to identify a wide variety of challenges and proposed solutions to improve data management, compliance assurance and enforcement to regulate a better permit requirement, and to improve information access about violations and enforcement for regulators, policy makers, and the general public.

CROSS-BORDER PROJECT - a group of Border Initiative staff in support of Cal/EPA that focus on restoring and protecting the California/Mexico border for public health and the environment, specifically, the Tijuana River, New River, Pacific Ocean off San Diego County, Tecate Creek, and the Alamo River; the staff also provide technical assistance to the State of Baja California.

DICKEY WATER POLLUTION ACT - federal legislation allocating the responsibility of the Regional Water Quality Control Boards to protect the surface, ground, and coastal waters of their region since 1949. In 1967, the State Water Rights Board and the State Water Quality Control Board were merged to create the State Water Resources Control Board, integrating water rights and water quality decision-making authority.

E-GOVERNMENT - the transformation of public-sector internal and external relationships through net-enabled operations, information technology and communications to optimize government service delivery, constituency participation and governance.

EPIC PROJECT - Environmental Protection Indicators for California; as part of the implementation of Cal/EPA's Strategic Vision, we are participating in the development of environmental indicators to measure performance results to communicate tracking progress and achieve our strategic plan goals/objectives on an annual and quarterly basis in producing the biggest gains for water quality in California.

ENVIRONMENTAL JUSTICE - the fair treatment of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies.

Mono Lake, Region 6

EFFLUENT DOMINATED WATERS (EDW) PROJECT

- a project being developed to provide water quality protection in effluent dominated waters to provide guidance and, if appropriate, a State Water Board policy for water quality control, or Regional Water Board basin plan amendments.

MTBE - methyl tertiary butyl ether; a synthetic chemical compound used in the blending of gasoline as an additive to reduce air pollution. An oxygenate, water soluble both in gasoline and water with high octane value. Governor Davis has issued Executive Order D-5-99 to phase out the use of MTBE in California by December 2002 due to the contamination in our drinking water.

NPDES - National Pollutant Discharge Elimination System permit issued to satisfy federal requirements of the Clean Water Act and state requirements; issued for up to five years and generally includes narrative and/or numeric effluent limitiations to implement water quality standards--under state law it is officially called a waste discharge requirement (WDR).

NONPOINT SOURCE (NPS) POLLUTION - discharges of waste throughout the natural environment; major causes of water pollution and difficult to pinpoint physically but can be classified as urban runoff, agriculture, mining, septic tank leach fields, or forestry.

OAL - Office of Administrative Law; a state office charged with administering the Administrative Procedures Act, reviewing and approving regulations for other

state agencies, which, once approved, are codified in the California Code of Regulations.

PUBLIC ADVISORY GROUP (PAG) - AB 982 Public Advisory Group - an advisory group of interested persons convened by the SWRCB to evaluate the structure and effectiveness of the state's program to implement Section 303(d) of the federal Clean Water Act. The PAG has developed recommendations on ambient monitoring, site listing and delisting, TMDL development, and TMDL implementation.

REMEDIATION - referencing the financial cost in the act of repairing and/or cleaning up property contamination in a certain piece of property.

SOURCE WATER ASSESSMENT PROGRAM (SWAP) - incorporating feedback of assessment findings into the regulatory process and the development of innovative aquifer protection programs.

SURFACE WATER AMBIENT MONITORING PROGRAM (SWAMP) - the coordination of surface water monitoring efforts for comprehensive, non-duplicative, and appropriately funded management.

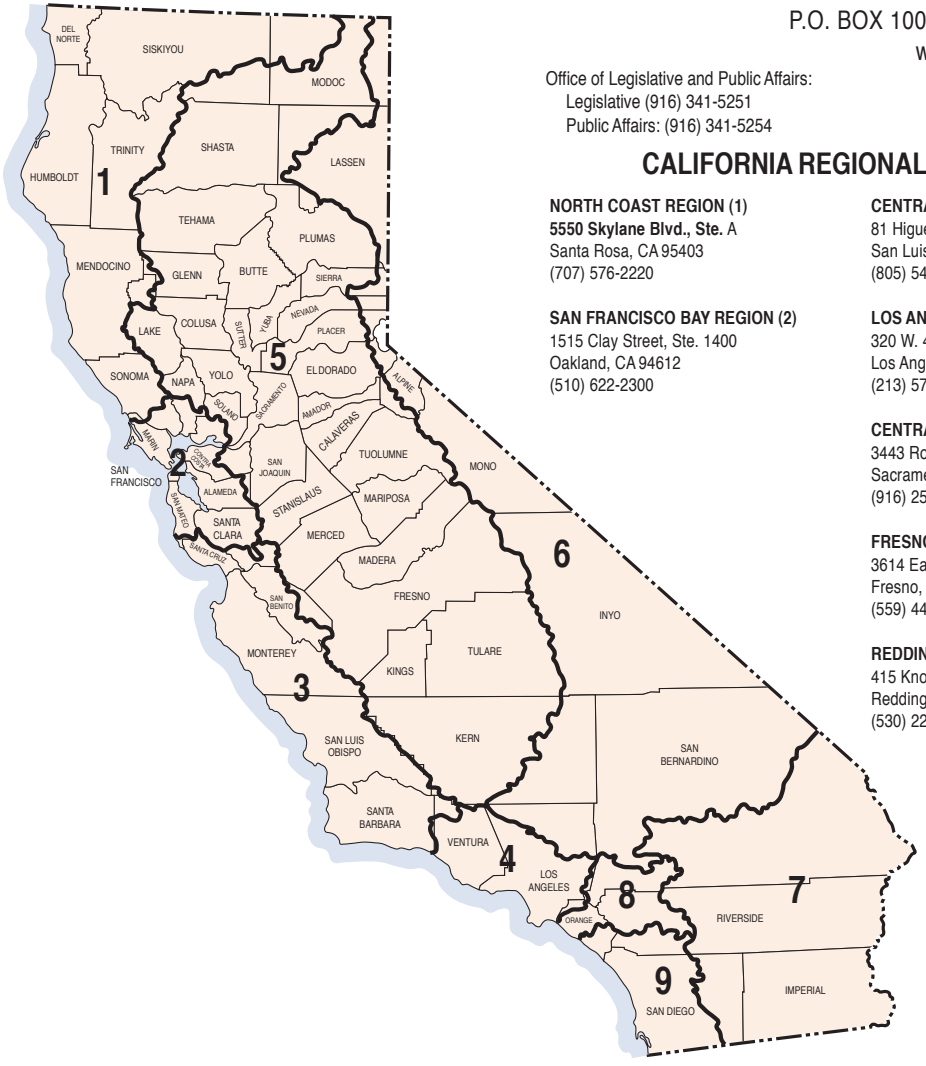
SWIM 2 PROJECT - a System for Water Information Management project in existence to provide automated tools and standardize business processes to improve State and Regional Boards' ability to enhance and preserve the quality of water through electronic media. Existing capabilities will be expanded to include all licensing and monitoring programs, automating manual processes, allowing electronic submissions of reports, relevant data, making Internet data accessible, and providing tools for integrated watershed assessment and management.

TOTAL MAXIMUM DAILY LOADS (TMDL) - the total daily maximum allowable load of contaminants and pollutants that can be discharged to a certain water body in a given day.

WATERSHED - a geographical area in which water, solids, sediments and dissolved materials flow to a common outlet -- a point on a larger stream, a lake, an underlying aquifer, an enclosed bay, an estuary, or the Pacific Ocean.

WATERSHED MANAGEMENT INITIATIVE (WMI) - the overarching framework used in addressing nonpoint source pollution; as part of the 1995 Strategic Plan, the WMI was developed to provide water resource protection, enhancement, and restoration while balancing economic and environmental impacts; integrating federally-mandated and state programs into a more holistic watershed approach.

STATE WATER RESOURCES CONTROL BOARD



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Santa Rosa, CA 95403
(707) 576-2220

SAN FRANCISCO BAY REGION (2)
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Oakland, CA 94612
(510) 622-2300

CENTRAL COAST REGION (3)
81 Higuera Street, Ste. 200
San Luis Obispo, CA 93401-5427
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LOS ANGELES REGION (4)
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STATE WATER RESOURCES CONTROL BOARD
Arthur G. Baggett, Jr., Chair