

**CALIFORNIA REGIONAL WATER QUALITY CONTROL BOARD  
LAHONTAN REGION**

**MEETING OF JUNE 16, 2021  
VIDEO AND TELECONFERENCE ONLY**

**ITEM 4**

**DISCUSSION OF LAHONTAN WATER BOARD 2021 PRIORITIES AND  
STRATEGIC NARRATIVE**

**CHRONOLOGY**

Fiscal Year 2008-09	State Water Resources Control Board (State Board) began Annual Performance Report with performance measures established for most State and Regional Board programs, requiring regional boards to set targets for each performance measure.
2014 to 2020	Water Board staff have annually presented an informational item summarizing the priorities and accomplishments by fiscal year for the Lahontan region. No annual update was provided during March 2020 due to operational delays during the COVID 19 pandemic. Consequently, a significant number of Water Board staff had performed their duties via telework and expect to do so to the end of the fiscal year and possibly longer.
March 2021	Water Board staff presented the accomplishments of FY 19/20 and described the ongoing actions staff is pursuing to better prioritize limited resources to achieve organizational and programmatic goals in FY 21/22.

**BACKGROUND**

In light of the State Board Engagement Survey conducted during the fall of 2019, a Lahontan Region-specific employee survey conducted during spring of 2020, and executive leadership changes during the summer of 2020, the Lahontan Water Board requested the Executive Officer (EO) and Assistant Executive Officer (AEO) evaluate employee morale, productivity, and resource concerns and recommend a course of action to the Board. The result was development of the Lahontan Region Action Plan (Action Plan) in June 2020 that was subsequently updated in August 2020 and again in October 2020.

The Action Plan called for improvement in four key areas to address engagement survey findings: leadership, trust, communication, and process improvement. Lahontan Water Board executive leaders, senior management, and staff have taken collective steps to address the four areas of the Action Plan and one of the outcomes of this effort is to develop priorities for efficient and sustainable application of limited staff resources toward water quality program implementation.

## OBJECTIVES

- Discuss and then affirm the organizational vision, mission, values, and goals.
- Discuss executive and divisional objectives proposed for FY 21/22.
- Evaluate and discuss FY 20/21 and FY 21/22 performance targets.
- Facilitate board member and staff dialogue on the opportunities, challenges, and other considerations.

## DISCUSSION

This item is intended to solicit board - staff input and collaboration on the region's goals and alignment of division objectives with those goals. The purpose of this informational item is to review and discuss the following areas:

- Lahontan Region's vision, mission, values, and goals.
- Strategic narratives and division objectives.
- Synchronization of Lahontan Region Action Plan, strategic narratives, and performance targets.
- Status of FY 20/21 performance targets.
- Plan for meeting FY 21/22 performance targets.
- Understanding of resource challenges and programmatic risks.

The Water Board EO, AEO, and Division Managers will present organizational objectives for the region and each division and describe how these objectives align with the region's goals; and describe how proposed FY 21/22 performance targets have been established from these objectives and regional goals.

During fall 2020, the executive leadership team (EO, AEO, Division Managers), the senior management team (Unit Supervisors), and staff embarked on a series of interactive sessions with a leadership coach to develop the region's vision, mission, values, and goals. These elements are essential to building a purpose-driven organization.

The region's vision, mission, values, and goals are the foundational pieces upon which the region's work efforts are supported. Until recently, the region had not expressed region-specific vision, mission, and values statements by which to harness and guide work efforts to achieve its goals. One of the anticipated outcomes of the June 16<sup>th</sup> board meeting is to have a discussion among staff and board members on these foundation pieces to set the straightest path toward the region's goals.

Building upon these concepts, the executive leadership team and senior managers drafted division strategic narratives to tell the story of who we are, where we have been, and most importantly, where we see ourselves going as a region. Each division provided its view of the future and how it will apply its limited resources to line up individual staff efforts within unit work plans to meet divisional objectives. Our strategic narratives consider a planning horizon of 1 to 3 years and will be reviewed quarterly to track progress towards divisional objectives. Annually during spring, board staff will update the board on status of work on the region's goals and set the priorities for the upcoming fiscal year. Many water quality initiatives will take multiple years to complete due to the complexity and resource requirements involved. Board

staff expect to engage with board members for direction and to establish a dialogue concerning the myriad water quality and administrative support requirements at hand.

Performance Targets are those objectives set by State Board at the programmatic scale for each region to accomplish by the end of the fiscal year. Annually, regions negotiate their anticipated performance goals considering program and budgetary resource allocations. During FY 20/21 the region endeavored to meet these performance targets during a pandemic with several staff temporarily assigned to perform contact tracing with the California Department of Public Health. The region also experienced a 2 workday per month furlough through FY20/21. Despite these resource hurdles, the region did remarkably well towards achieving its performance targets. Going forward, we expect to achieve FY 21/22 performance targets. However, as we more closely align staff resources with objectives and goals we anticipate adjustments in some performance targets levels as we implement process improvements, train staff, and implement the cultural shift to an results-based organization.

One of the encouraging findings revealed by the statewide engagement survey was that most State Board employees, including Lahontan Water Board employees, place high value on the State Board's mission; the responsibility of protecting water quality and beneficial uses for the present and future enjoyment by all Californians is something that resonates with Water Board staff. This factor also influences the organization's operational pace with respect to workload, particularly where important workload demands and programmatic requirements exceed available resources. The executive leadership and management teams are addressing operational pace through leadership training aimed at improving workload prioritization and establishing a sustainable and purpose-driven pace.

#### **PUBLIC OUTREACH/INPUT**

Agenda materials posted on webpage.

#### **RECOMMENDATION**

This is a informational item only. No Water Board action is required for this item; however, the Water Board may provide direction to staff.

<b>ENCLOSURE</b>	<b>ITEM</b>	<b>BATES NUMBER</b>
<b>1</b>	Regional Strategic Narrative	<b>4 - 5</b>
<b>2</b>	Divisional Strategic Narratives	<b>4 - 17</b>
<b>3</b>	FY 20/21 and 21/22 Performance Targets	<b>4 - 31</b>
<b>4</b>	Program Resources by Division	<b>4 - 37</b>
<b>5</b>	Staff Presentation	<b>4 - 43</b>





# **ENCLOSURE 1**

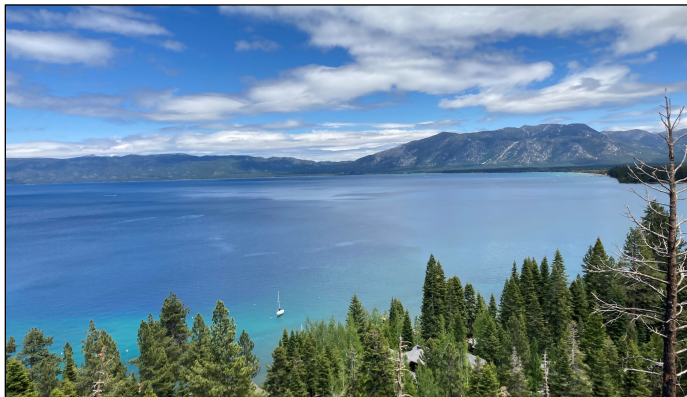


# **Lahontan Region Strategic Narrative** **2021**

**The Team**



**Some of the Amazing Resources:**



**Lake Tahoe ONRW**



**Mono Lake ONRW**

## DRIVE STRATEGIC DIRECTION AND FOCUS

The strategic narrative brings an individual's, team's and organization's vision and mission to life. Clarifying our strategic plan, which is aligned with our Vision and implements our Mission, can help achieve our potential and decrease stress. Ultimately, we will know what to say yes to and when to say no.

## TERMINOLOGY

There are several terms used in the Strategic Narrative that are not typically part of our regulatory lexicon. It is important that we are clear when addressing concepts of the Strategic Narrative. The list below defines some of these new terms:

**Strategic Narrative** – A tool to collaboratively identify and shape organizational ideas and strategic intent in a narrative or story with a beginning, middle, and ending. It is a way to articulate the direction an organization needs to move in order to achieve its vision.

- **Vision Statement** – A description of the future and what success will look like.
- **Mission Statement** – What the organization desires to achieve the vision.
- **Core Values** – The principles by which an organization works.
- **Goals** – Goals determine the broad vision and direction for the Strategic Narrative. These goals align with the Region's vision, mission, values and culture, and describe its long-term aspirations.
- **Objectives** – Broad actions or measurable steps Divisions will take to move closer to the Regional Goals.
- **Focus of Effort** (Priority Tasks) – The thing you are dedicating your work effort to accomplish. The short-term, priority tasks you expect to accomplish during a set period (week, month, fiscal year) to achieve an objective. Above all other things, you expect the focus of effort tasks to require your attention and resources to achieve the objective while all other tasks and work that are unrelated to the objective are therefore secondary to the focus of effort tasks.

Ultimately, the Vision and Mission statements form the foundation of the “burning yes inside.” It helps to measure the individual's success as well as the organization's success. Vision and Mission statements accomplish the following purposes:

- Clarifies what is most important
- Provides focus and clarity
- Helps design activity instead of the activity being designed by external circumstances
- Guides day-to-day decisions about how to spend time and energy
- Gives a greater sense of meaning and purpose.

## LAHONTAN WATER BOARD EMPLOYEE ENGAGEMENT ACTION PLAN (ACTION PLAN)

The Lahontan Water Board directed the Executive Officer to develop an action plan to address areas for improvement following a statewide employee engagement survey and a more region-focused survey of Lahontan Water Board staff during the fall of 2019 and

spring of 2020, respectively. An Action Plan was developed during fall 2020 with four main pillars: **leadership, trust, communication, and process improvement.**

The objectives of the action plan are to:

- Create a positive work environment for all employees
- Improve employee morale
- Repair and rebuild trust among employees and with their management team
- Provide opportunities for employees to thrive and achieve professional development goals
- Improve work product quality and timeliness
- Address Engagement Survey categories identified as needing improvement.

In order to achieve the goals of the Action Plan under the four pillars framework, Board staff and management have embarked on leadership training under The Prioritized Leader curriculum provided through the State Board Training Academy. A product of this training has culminated in the development of a vision, mission and values statement, and a Strategic Narrative summarizing the work that has been done during the fiscal year and the priorities that will drive work plan development for next fiscal year.

#### ***Vision Statement***

*Clean water for human uses, wildlife viability, and environmental resource protection for current and future generations.*

#### ***Mission Statement***

*Restore, enhance, and preserve the quality of the Lahontan Region's water resources and drinking water for the protection of the environment, public health, and all beneficial uses, from mountain crests to valley floors.*

## *Core Values*

### Integrity

- Act in all endeavors in an ethical and professional manner with an open mindset
- Be truthful in all actions and communications
- Honor commitments, keep promises, and build trust
- Choose to do what is right, over what is easy
- Practice our values rather than just profess them

### Accountability

- Make technically and scientifically sound decisions from experience, good judgment, and collaboration
- Find solutions that contribute to desired results
- Give and seek clear direction and expectations
- Take ownership of, and responsibility for, actions, risks, and results, and use outcomes as learning opportunities
- Act with character and go the extra mile

### Transparency

- Encourage open, honest, and effective communication
- Give productive feedback and the “why” underlying decisions
- Approach every situation with honest, good intentions
- Listen, collaborate, and share across the Region

### Respect

- Be courteous, responsive, and professional
- Stay present in the moment and actively listen to understand others
- Treat every person with kindness and humility
- Be receptive to new and diverse ideas
- Value and recognize every individual for their unique skills, talents, and contributions

### Balance

- Be clear about work priorities while maintaining reasonable time commitments
- Embrace opportunities for personal and professional development
- Maintain focus on long-term goals while meeting short-term needs
- Support a healthy personal and professional life
- Support an environment that is optimistic, enjoyable, and fun, in which relationships can prosper across our region, our organization and our communities

## **STRATEGIC CONTEXT**

Our region is 570 miles long and contains two Outstanding National Resource Waters, 700 lakes, and over 3000 miles of streams spread across 12 different counties. The large size of our region presents myriad logistical and regulatory challenges to our staff to build relationships with hundreds of dischargers in that space, establish field presence through inspections and onsite meetings, and effectively address a wide range of water quality challenges that impact groundwater and surface water beneficial uses.

In 2021 we are continuing regulatory operations under a global pandemic with staff resource limitations due to COVID-19 contact tracing and other demands. The region is also likely to suffer another drought year which may require our focused and immediate response to support wildfire and drought-related activities. Considering this, we cannot sustain operations under the “do more with less” mentality. Rather, we need to look for ways to efficiently use our limited resources to achieve the realistic and meaningful protection of water quality while operating at a sustainable and effective pace. We need to be efficient, responsive, and deliberate in our regulatory efforts while maintaining balance in our professional lives.

We are coming to the end of the current fiscal year, and over this period we witnessed a fiscal year unlike any in recent history. Our workflows, inspections, collaborations, on site activities, and simple daily tasks were severely limited or curtailed during the COVID-19 pandemic. We learned to do many tasks virtually and took the initiative to find workarounds and solutions that were unthinkable a year ago. While we adjusted to pandemic-related operational changes, the organization also underwent an executive leadership transition that brought with it additional changes from established practices. In particular, the entire work force was introduced to The Prioritized Leader initiative designed to improve our work environment, improve communication, build trust, and shift operations from a sprint to a sustainable marathon pace. We have had an eventful year and the Lahontan team has performed exceptionally throughout it all!

As we prepare for FY 2021/22, we need to consider our goals, set our fiscal objectives, and develop our workplans to meet those objectives. With more tasks than we have resources to accomplish, we must develop our unit and division “cut lines” – meaning all work above the cut line is our fiscal focus of effort. Those tasks that come in below the cut line will be captured on our workplans as “unassigned work.” We must also build capacity in our workplans to address unplanned work that demands an immediate action to protect public health and/or beneficial uses from unauthorized discharges or significant water quality impairments.

## **LAHONTAN REGION GOALS**

The Lahontan Region’s goals have been expressed to the Board every year in the Key Effort summaries since 2014. Our individual and unit focus of efforts drive toward achieving division objectives that put us closer collectively to meeting our regional goals. With time and various internal and external factors, the goals understandably need to be reviewed and updated to incorporate new requirements and expectations of the Lahontan Water Board expressed by stakeholders, the State Board, and Water Board staff. The goals herein have been updated in response to both Lahontan Water Board members and staff input.

The revised goals are:

1. Protect human health and aquatic life

- Groundwater pollution cases. Address significant groundwater pollution cases (nitrates, solvents, petroleum hydrocarbons, mine wastes, landfill leachates, and salts, etc.) where our efforts can achieve the most meaningful impact on public health and restore beneficial uses as expeditiously as practicable.
- Protect surface waters. Likewise, we should employ our resources to monitor and protect surface waters from metals, fine particles, and bacteria contamination through implementation of TMDLs, HAB response/tracking, water quality monitoring, and implementation of remediation technologies.

2. Protect/Improve aquatic resources and water quality

- Timely action to address loss or threatened loss of beneficial uses. Prioritize our work efforts based on the threat to human health and the environment. To help with cut line development, our focus of effort tasks should be ones that serve to prevent an immediate or threatened loss of water quality beneficial uses.
- Outstanding National Resource Waters. Attention must also be paid to our two ONRWs to improve water clarity in Lake Tahoe and ensure surface water flow to Mono Lake is not disrupted. To do this we will have to rely heavily on maintaining key stakeholder relationships and building those relationships where none currently exist.
- Climate Change Adaptation and Mitigation: We must evaluate, and then integrate where possible, specific internal or external actions that we can take as an agency to help adapt and mitigate direct and indirect impacts to water quality from climate change. This integration should be at every level of the organization and a constant part of our work planning and prioritization.
- Seek Environmental Justice through thoughtful and intentional support of Disadvantaged Communities: Take proactive steps to give DACs a voice and seat at the table through outreach and public engagements activities. Promote internal dialog at all levels of our work to ensure disadvantaged groups are not being ignored. Provide additional focus to DACs in light of Climate Change related water quality impacts due to increased financial burden to those communities.

3. Promote a Safe Work Environment

- Implement the [Action Plan](#). The regional focus of effort this coming fiscal year is to build our team capacity and shift our work environment into one that is safe, open, and productive for staff.
- Leadership training. Continuing on the leadership education lessons we have gained through The Prioritized Leader, we will



implement the four major pillars of the Lahontan Region Action Plan. We are well on our way to make the culture shift our organization needs to communicate better as a team, work through efficient problem solving, and develop the decision-making “lanes in the road” which help guide us on what to work on and what to say no to. This will help us establish a pace that is sustainable, healthy, and productive over the long term. We need to take advantage of this window of opportunity to make our organization healthy, responsive, and actionable.

- Improve communication. Seek, promote, and cultivate ways to improve communication throughout the organization. Look for ways to foster cross-division work experiences and team building.
  - Build trust within our work community. Through implementation of the Action Plan and by implementing improvements in our communication and leadership areas, we can ultimately repair and rebuild trust in our relationships and develop a better and safer workspace.
  - Promote a workplace that is inclusive and accepting of all ideas, perspectives, backgrounds, and experiences. Communication is broad and occurs from the top to the bottom, and from the bottom to the top of the organization. We embrace new ideas and take on some amount of risk to support innovation and better ways of doing things. Slipups and failure are acceptable and an inherent part of our work—we learn from our mistakes. Speaking your mind and bringing up both successes and challenges in a tactful and respectful way is supported within the organization—retribution does not exist for sharing opinions and perspectives.
4. Provide exceptional customer service, while being realistic about resources and commitments
- Seek agreeable water quality improvements. We should always explore with dischargers opportunities to improve or modify a project or mitigate an impact resulting in improved water quality. Professional recommendations exercising best professional judgement should be made. Seek and identify best management practices that a discharger may have not initially identified or proposed. Whether in meetings, during environmental document review, or in the field, continually engage with dischargers to explore opportunities to improve water quality.
  - Process Improvements. In line with our action plan, we need to explore process improvements that improve workflows, save staff time, and are responsive to the regulated community with an efficient but effective outcome that is protective of human health and water quality.

- Implement efficiency strategies. We should explore opportunities to increase our efficiency by adopting streamlined approaches that reduce labor-intensive processes and regulatory approaches, especially where the threat to water quality is low or negligible. Moreover, we will promote decision making at the lowest level to improve efficiency, empower staff, improve our response times, build staff capacity, and develop a communication and trust loop between staff and supervisors.
- Avoid actions that place unnecessary burden on public resources. Avoid regulatory actions or untimely responses that adversely burden public resources.
- Establish a workplan cut line. Our highest program work priorities should be based on addressing threats to public health and beneficial uses. In cases where we cannot make a good justification that an issue is strongly rooted in public health and beneficial uses, we should consider placing that regulatory action below the cut line for the fiscal year and evaluate it at a later point in the fiscal year or at a point when additional resources may warrant elevating the project above the cut line.

### **JOB TO BE DONE**

Our staff implements the Clean Water Act, California Water Code, California Code of Regulations, and our Basin Plan through regulatory oversight of many water quality programs to protect, preserve, and restore beneficial uses of groundwaters and surface waters. At the same time, we are going through a cultural shift within our organization to be responsive to stakeholders, provide excellent customer service, prioritize and implement water quality programs in key effort areas, and improve our work environment so that all Lahontan Water Board staff are able to be productive and thrive in a positive work environment. This fiscal year we will continue to build trust, leadership, communication, and process improvement among our workforce by implementing the Lahontan Region Action Plan.

### **RESOURCE-MAKING MODEL**

Our table of organization lists 81 staff persons in our region. However, the number of staff on-hand is actually 71 when you consider our 7 vacancies and 3 staff who are temporarily re-assigned to CDPH. We must plan as if we will fill the vacancies prior to the beginning of FY 21/22. Anticipate delays in those programs where new staff are assigned as they become familiar with the region, their jobs, and you. Also, we should anticipate continued support of the CDPH contact tracing mission with 3 staff as there has been no definitive guidance on the CDPH requirement beyond June 2021.

### **CORE CAPABILITY**

We implement a variety of water quality programs that are comprised of 43 separate Fi\$Cal task codes. Because each unit draws resources from multiple task codes, unit work efforts are bounded by fiscal constraints within their respective programs.

## **EXECUTIVE OBJECTIVES**

**Pursue opportunities to create sustainable PACE** in our office culture and work rhythm to allow sufficient time for reflection, release, recalibration, and better results. Executive management will support a more sustainable PACE through: 4R Days, 4R Meetings, more realistic work planning and performance targets, and support to staff from the executive level when tough decisions need to be made regarding work that we cannot commit to or falls below the line in work planning.

**Provide strong support for Process improvements.** Executive management will provide this support by steadily creating new process improvement and/or updating existing processes on a monthly basis and socializing these improvements with staff at regularly scheduled All-Staff meetings. Additionally, executive management will continue to support the Collaboration Team in their efforts to move the entire organization over to a SharePoint based file storage and workflow system where process improvements can be easily accessed and referenced by staff.

**Work to build TRUST in the organization** by communicating major decisions to staff via All-Staff emails, All-Staff meetings, staff interactions at Open Forum or Office Hours, providing continued access to executive management through scheduled 1:1 meetings with the EO or AEO, continue to support and update the Suggestion Box, promote cross-division and cross-unit team effort/projects, and be more accountable to staff through efficient and timely work flow for document review and approval.

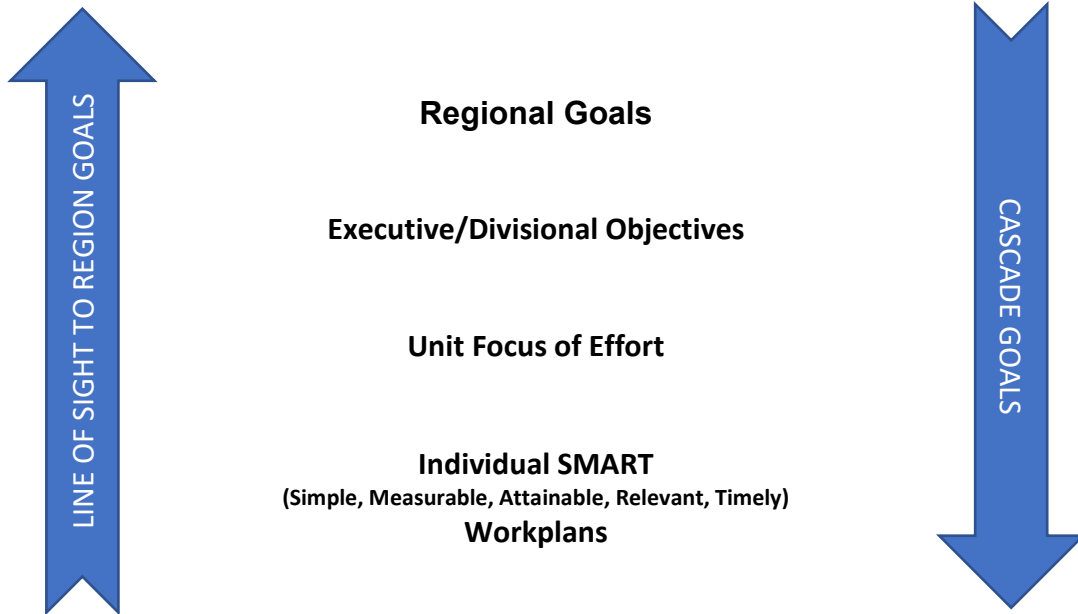
**Increase executive presence in the VVL office.** Executive management will commit to regularly scheduled visits to the VVL office to increase the level of interaction with staff, improve understand of the major challenges that VVL staff are faced with, and thereby, improve Communication, Trust, and provided stronger and more effective Leadership.

**Take an active role with program staff and managers to identify resources limitations and budgetary constraints** and take active steps to secure additional staff positions or resources through State Board and/or focused Budget Change Proposals (BCPs). Initiate effort to bring on an Assistant Executive Officer (AEO) for the VVL office.

**Initiate efforts and complete follow up Engagement Surveys with Lahontan Water Board staff** to measure the effectiveness of the Engagement Survey Action Plan.

**Consider impact of regulatory actions on disadvantaged communities.**

**Coordinate regulatory response to clarity and aquatic invasive plants challenges on Lake Tahoe** to achieve maximum effectiveness.



## **ENCLOSURE 2**



## **FY 21/22 REGULATORY AND CLEANUP DIVISION STRATEGIC NARRATIVE SUMMARY**

As with all Lahontan Water Board staff, the staff of the Regulatory and Cleanup Division are a talented team of engineers, scientists, and geologists that are truly dedicated to protecting the water quality and beneficial uses of all waters in the Lahontan Region. These waters include the state's only two Outstanding National Resource Waters (Lake Tahoe and Mono Lake), waters that provide millions of people living in and visiting Southern California with a high-quality water supply, and groundwater basins that are the life blood of the Southern Lahontan Region. Staff is equally able and willing to work as part of a team or apply their knowledge and experience as individuals.

Currently, the Division is tackling some of the most complex and challenging projects the Lahontan Water Board has encountered in years. These projects include the South Y PCE Groundwater Regional Contamination Project, the Leviathan Mine Superfund Site, and the proposed application of aquatic herbicides in Lake Tahoe with the Tahoe Keys Property Owners Association's Aquatic Weed Control Methodologies Test Project. The Division is using a combination of regulatory, enforcement and technical tools to ensure water quality and beneficial uses are protected, or in the case of the South Y PCE Groundwater Contamination Project and Leviathan Mine Superfund Site, to restore water quality and beneficial uses.

However, these three projects account for only part of the work the Division is responsible for and responds to. Staffs continues to respond to new project applications, conduct inspections and review/comment upon monitoring and other technical reports, and also focuses its attention to addressing water pollution associated with a variety of facilities including landfills, underground storage tank sites, and legacy sites. A common theme throughout all of staff's activities is excellent customer service, whether its is providing technical assistance, explaining regulatory requirements, responding to environmental complaints and spills, providing information to a wide variety of agencies, legislators, and stakeholders, or assisting someone in returning to compliance, staff is there to do so.

Finally, the Division as part of the Lahontan Team, is taking time and putting in the effort to improve how the agency performs. Currently, Division staff is more involved than it has ever been in helping to identify, prioritize, and focus adequate time and attention for the region's most critical work, not just for the upcoming year, but into the future. This work is captured in the Division Objectives and Focuses of Effort discussed, below.

The Division as part of the Lahontan Team, is also working on communications, procedures, and internal dynamics, to create a working environment that empowers staff to be an integral part of the project development/implementation and decision-making processes. In doing so, we are developing leaders that will continue to keep the Lahontan Water Board at the forefront of protecting, restoring, and enhancing water quality and the beneficial uses of the Lahontan Region's waters for many generations to come.

## **DIVISION OBJECTIVES (1-3 Year Timeframe)**

### **Work Environment Enhancement**

Enhance Water Board staff's ability to reach their full potential by creating a supportive and responsive work environment that encourages open and clear communication; staff engagement in decision-making; creates and maintains a sustainable pace allowing sufficient time for reflection, release, and recalibration of priorities/work; and regularly celebrates staff's accomplishments.

### **Compliance Assessment/Assistance and Enforcement**

Dedicate sufficient time to 1) continue increasing staff's field presence through inspections and in-person meetings; 2) promptly review reports when they are submitted; 3) identify violations, and promptly develop/issue informal enforcement actions, as necessary; 4) assist cooperative dischargers in maintaining or returning to compliance to avoid time intensive formal enforcement processes; and 5) when necessary, swiftly pursue formal enforcement in an expeditious manner to bring the discharger into compliance and have these formal enforcement efforts serve as a deterrent to others. Formal enforcement actions should focus upon the violations resulting or threatening to result in adverse impacts to public health, and damage/destruction of aquatic habitat, with special consideration given to disadvantaged communities.

### **Tahoe Keys Property Owners Association's Aquatic Invasive Weed Control Methods Test Project**

Bring CEQA/TRPA environmental document, Basin Plan prohibition exemption, and NPDES permit before the Water Board for consideration during the 4th Quarter 2021 or 1st Quarter 2022.

### **South Y PCE Groundwater Contamination**

In coordination with stakeholders, continue investigating and pursuing cleanup of the South Y PCE groundwater contamination relying upon a combination of (1) contract management/oversight (SCAP-funded South Y PCE Groundwater Investigation contract); and (2) enforcement actions requiring responsible parties to conduct investigation and cleanup activities.

### **Leviathan Mine Superfund Site**

Comply with USEPA Orders issued to the Water Board; maintain/improve upon Water Board site infrastructure; and in coordination with USEPA, Atlantic Richfield, and stakeholders, continue work on developing, selecting, and implementing early-final and site-wide remedial actions addressing environmental impacts from historical mining activities. Work on the early-final remedial actions also includes pursuing funding for Water Board design and construction work.

### **NPDES Regulatory Program**

Focus existing, limited resources on (1) completing regulatory actions related to the proposed TKPOA Aquatic Invasive Weed Control Methods Test Project Use (2021/2022), initiating and completing regulatory work for the proposed LA Aqueduct/Haiwee Reservoir Aquatic Pesticide Project (2021-early 2023), and develop a strategy for addressing backlogged expired NPDES permits and other program needs.



The strategy will include pursuing additional funding required to address backlogged expired NPDES permits, some of which involve resolving multiple complex issues; and pending and future applications for aquatic pesticide use for controlling aquatic invasive species and other conditions (harmful algal blooms) that present a direct threat to human health, domestic animals, and wildlife.

### **Cannabis Regulatory Program**

In coordination with State Water Board, CDFA, and federal, state, and local law enforcement agencies, finalize and implement regulatory/enforcement strategy for Region 6/Region 7 focusing on vulnerable watersheds subject to significant illegal cultivation activities.

### **FY21/22 South Lahontan Division Strategic Narrative Summary**

As Californians, we all know the value of clean water. As South Lahontan Basin Division staff serving the southern and eastern portions of California in our region, we may be even more acutely aware of the need for and value of clean water. We start our story with a haiku that I was inspired to write that speaks to our commitment to protecting water quality and embodies the focus of our Division's FY21/22 Objectives – groundwater cleanup and protection:

Groundwater, let us cleanse  
your sweet, flowing waters  
Sacred, life-giving resource

Within the thousands of acres of land and waterways that comprise the South Lahontan Basin, we few, we mighty few engineers, geologists, scientists, scientific aids, and administrative professionals that tackle all water quality issues that come to us. We have concern, care, and passion for the work that we do and strive to accomplish the goals and objectives set before us while maintaining the vision, mission, and values that we have established for ourselves. Serving a population base of approximately 1.1 million people, the South Basin staff of 24 individuals are dedicated to protecting water quality and effectively accomplishing the tasks set before us. In terms of permit numbers, the South Basin staff oversee approximately 936 permits, to date. It is for these reasons that our first objective is to request more staff in the Victorville office to better aid us in reaching our goals.

As [Guardians of the Groundwater](#), the values we aspire to, hold up, and implement help guide us in our work every day and include integrity, accountability, transparency, respect, and balance. Along with our values, our aspiring shared vision and mission, our regional goals and divisional objectives provide us with the living documents that are the backbone of our planned work. Additionally, staff is expected to exercise a degree of reasonableness in implementing and enforcing the laws, regulations, guidance, and permit requirements for all our dischargers. In this manner, we work collaboratively with all stakeholders and the public and value each person's input.

These tasks have always appeared to be a herculean job. However, we have recognized that if we pull together, support each other, focus on the tasks at hand, and follow the path forward together, we can accomplish our goals and objectives. This is a very different approach than has been taken in the past, but as [Guardians of the Groundwater](#), we are courageously approaching the new paradigm and embracing the

concepts and beliefs put before us. Furthermore, we are committed to reducing our workload to more manageable levels to assure ourselves of a better work/life balance, recognizing that we must prioritize the work before us and concentrate our efforts on what must be accomplished. To this end, the Division has established the following objectives that we may use to refine our vision and foci of effort.

### **Regional Groundwater Coordinator Objectives**

- Pursue the objective of transparency and accountability by streamlining the number and organization of basins within the Basin Plan. Conduct a board workshop to present our plan to propose a basin plan amendment that would incorporate the SGMA/DWR schema for basin numbers/names into our Basin Plan and solicit Board Member input (September 2021 Board Meeting).
- Bring a basin plan amendment to the Board to consider adopting the SGMA/DWR schema for basin numbers/names.

### **Perchlorate Cleanups**

- Barstow Perchlorate investigation and cleanup – continue to support funding bottled water deliveries for income-qualified disadvantaged community members of the effected Soapmine Road area, monitor plume migration and groundwater quality, and work with partner agencies and our contractor APTIM to implement source remediation strategies to reduce impact to downgradient receptors. This objective addresses all four of the regional goals and upholds our values of integrity, accountability, transparency, respect, and balance.

### **Groundwater Plume Cleanups for CERCLA and Non-CERCLA Sites**

- George AFB –Using techniques of partnering, work to improve relationships and enhance understanding with USAF partners and, thereby, improve cleanup outcomes. If needed, use our enforcement tools at non-CERCLA sites on base to cleanup fuel and dieldrin plumes faster and better monitor the effects of these contaminants on groundwater.
- Mountain Pass Mine – continue to monitor permit compliance and plume control activities at the mine. Consider ways to streamline or consolidate permits to regulate this mine site more efficiently and better align with our goals of protecting water quality and customer service.

### **Tetrachloroethylene Cleanups**

- Bear Valley Cleaners – continue to work with the receiver (Woodmont Company), their consultant EBI Consulting, OEHHA, OPP (for workshops and/or public meetings) and the affected property owners and residents regarding the cleanup of this site; continue to overseeing all facets of the soil gas/soil vapor intrusion and groundwater investigations.
- Nuway Cleaners – continue to work with City of Victorville staff, OEHHA, USEPA, State Board and the affected property owners and residents regarding the cleanup of this site; continue to oversee the groundwater investigation and soil gas/soil vapor intrusion investigations.

## **Chromium Cleanups**

- Continue to provide oversight of the PGE chromium cleanup project, provide direction on cleanup strategies, and integrate the final USGS Background Study results into cleanup goals. Ensure a public process is conducted to enable Hinkley citizens and other interested parties to give feedback and opportunities to participate in the process.

## **Salts/Nutrients Management**

- Over the next 2 FYs, work to propose adoption of the Confined Animal Facility (CAF) General Order for dairies to ensure effective source controls and groundwater quality monitoring at dairies and feedlots/heifer ranches. Reach out to the Western Dairymen's Association and NRCS for input on the CAF General Order development. (July 2022 Board Meeting)
- Work collaboratively with Mammoth Community Water District to ensure wastewater effluent quality is improved such that discharges to Laurel Pond do not affect beneficial uses. These efforts may require cross-divisional unit coordination and collaboration.
- Work with Boron area dischargers to complete a Feasibility Study of options to consolidate and upgrade wastewater treatment to secondary standards with nitrogen removal. Develop options for septage treatment and/or disposal in eastern Kern County.
- Chemicals of Emerging Concern

Our Board Members hold an interest in chemicals of emerging concern (CECs) and a class of chemicals known as per- and polyfluoroalkyl substances (PFAS). PFAS investigations have begun in various programs throughout our region, and we have begun to compile PFAS analytical results to help inform us where PFAS concentrations occur currently in our groundwater resources. We need to seek more opportunities that will further allow us to effectively track CECs into the future and be better prepared once drinking water standards are adopted to implement plans and projects for groundwater cleanup. We will need to work cooperatively across our Divisions and with our dischargers and local, state, and federal agencies, as well as stakeholders with an interest in protecting water quality and public health. In addition, selected staff will collaborate on the State Advisory Panel gathered to support the efforts of the Science Advisory Panel, reconvened by the State Water Board in 2020, to provide updated recommendations for monitoring and management of CECs. We understand that the Science Advisory Panel intends to publish a final report during December 2021.

## **Enforcement**

Per the new paradigm, all staff may be involved with enforcement issues as they may occur. As such, staff who do not regularly deal with enforcement or the implementation of the Enforcement Policy, will be learning as they go to identify and issue enforcement tools, such as NOV letters, CAOs, and ACLs, etc. To this end, it will require all Division staff to increase their familiarity with and issuance of enforcement items. Initially, this effort will take more time. It is hoped that the process may become more streamlined in the future.

## FY 21/22 ADMINISTRATIVE DIVISION STRATEGIC NARRATIVE SUMMARY

The Administrative Division's purpose is to fully participate in creating an environment that allows our technical team members to focus their efforts on scientific approaches to achieving the region's goals. As Michelle Obama said, "Success isn't about the money you make, it is about the difference you make in people's lives." As administrative staff, we strive to make a difference in the lives of the people we serve: the public, our coworkers, and each other in the Admin Division.

Our motto is "Let's do this!"

**Let's**.....{we are a *team*}

**Do**.....{we take *action*}

**This**.....{we are *focused*}

What do we do?

We provide information to the public, track public records act requests, receive and route mail, assist the public with questions on fees, take calls from the public and listen attentively with a smile and a "How can I help?" positive attitude.

We provide assistance to the public, board members, and staff at regional board meetings, produce board meeting agenda packages, upload documents to our website for public access, proofread and edit documents, resolve formatting issues using Word, Excel, PowerPoint, and Adobe Acrobat, and remediate documents to meet accessibility requirements. We dot your i's and cross your t's.

We manage administrative contracts, review and approve invoices, procure goods and services, manage a petty cash fund, keep office supplies stocked, attend to the region's budget, track financial data, and produce and analyze reports.

We manage electronic and physical filing systems, ensure our vehicles are in good working order, operate and maintain office equipment, maintain our facilities, and coordinate office, cubicle, furniture, and telephone line moves.

We review personnel paperwork, assist in the hiring process, track performance appraisals and probationary reports, consult with supervisors on personnel matters, and assist with implementing new procedures and directives.

We are liaisons to Accounting, Procurement, Contracts, Budgets, Fee Branch, CIWQS Team, Health and Safety, Business Services, Facilities, Travel Unit, Training Academy, Human Resources, and the Division of Information Technology.

We assist staff with any sort of question you can imagine: finding an old time sheet in Bizflow, figuring out how to structure a long travel day into an alternate work schedule to comply with work week requirements, processing a travel claim while working remotely, attending training with a non-contract vendor, locating a document in the shifting structure of our region's servers or SharePoint, figuring out why some bizarre formatting in Microsoft Word won't go away, booking a hotel that's not in Concur, resolving an issue with leave balances, understanding some intricacy of our benefits or a State Board directive...

Our tasks run from A to Z.

We cross all divisions and are conduits between and through staff and management, providing services and information at all levels, and assisting each other as one team, no seams. Everyone is our boss, and we juggle competing priorities that swoop down from all directions. We make sure the trains run on time. And when the train breaks down, we set a new train down on the track. Or we lay down a whole new track. We are the grease in the wheels.

So, let's do this!

#### **ADMINISTRATIVE OBJECTIVES (1-3 YEARS)**

1. Support technical teams in achieving the technical division objectives (region goals #1, #2, #3, and #4)
2. Develop leadership skills for administrative staff (region goal #3)
3. Provide exceptional customer service (region goal #4)
4. Assist with implementation of process improvements (region goal #4)



## FY 21/22 COMPLIANCE & PLANNING DIVISION STRATEGIC NARRATIVE SUMMARY

This Strategic Narrative for the Compliance & Planning Division (Division) tells a story of **who we are, what we do, and where we are headed**. It is a story that brings individual, unit level, Divisional level, and Regional levels mission, vision, and goals to life under a **shared purpose**—and strives to inspire and excite the people that work in the Division. It is a story that defines the Division's vision, communicates our strategy, and embodies our culture. Our Strategic Narrative explains how we believe **value is created**, what we value in our work, and what makes us unique. The process of developing this story can provide an element of psychological safety, proving a space and quality airtime for everyone in the Division to work through conflicting perspectives, achieve better alignment, and help focus us on **what we hope to achieve and where we are headed**.

### Who We Are

We are a diverse group of 22 Environmental Scientists, Water Resource Control Engineers, Engineering Geologists, and Scientific Aids. We are mothers, fathers, sisters, brothers, wives, husbands, friends, community leaders, volunteers, colleagues, mentors, and inspiration for all the people in our lives. We have a shared passion and commitment to the mission, vision, and regional goals of the Lahontan Water Board. We are inspired and excited by resolving challenging and complex water quality issues. We are committed to each other, the public, our Board, and ultimately to the protection of water as our most precious resource.

### What We Do

The Division is made up of a unique combination of the following programs: Forestry, 319(h) grants, Dredge & Fill 401 Water Quality Certification Program, Basin Planning, SWAMP, TMDLs, Climate Change, and other focused work associated with NPS pollution and ONRWs.

Associated with those programs: we write and implement permits; we conduct ambient water quality monitoring throughout the Lahontan Region; we complete compliance inspections and enforcement work to achieve compliance; we focus on stakeholder outreach, education, and engagement; we value partnerships and collaboration; we focus on climate driven water quality adaptation and mitigation strategies; we develop plans to address impaired water bodies; we conduct special studies to address emerging or legacy water quality problems; and we stay true to ourselves, our families, our colleagues, and the Lahontan Water Board's mission, vision, goals, and values.

### How is Value Created

In the Division, we support each other and our colleagues throughout the Lahontan organization. We value and practice a system of work-life balance that supports personal and professional development, and a pace of work that is sustainable and realistic to achieve our goals and priority tasks, and ultimately, the greatest level of water quality protection that we can provide. We are committed to the five Core Values of *Integrity, Accountability, Transparency, Respect, and Balance*. Through a combination of the Lahontan Region's mission, vision, values, and this Strategic Narrative, we are able to focus first and foremost on supporting each other, and then

building off of that support, to focus our work on the priority tasks that will achieve our greatest potential as an organization. When we are successful in achieving our greatest potential as individuals and as an organization, we will also achieve the highest level possible of water quality protection.

### **Our Shared Purpose**

The outcome that the Division is working towards is captured in this statement: ***Happy Team, Happy Streams (and lakes!)***. This statement embodies what the Division values and will be prioritizing to achieve the outcome of a Divisional team with high morale; where all opinions and viewpoints are valued; where all members are valued and given a physical/ psychologically safe environment to thrive; and where the Division is able to channel all of that inspiration into meaningful, efficient, and highly effective efforts to protect the amazing water quality resources in the Lahontan Region. To achieve this shared purpose, everyone in the Division plays an important and critically valuable role—is like a potluck meal in which everyone is responsible for bringing a different dish. We are greater than the sum of our parts and we celebrate our achievements and success together, in the same way that we would share a meal or raise a toast.

### **Where We Are Headed and What We Hope to Achieve**

This Strategic Narrative establishes a clear line of sight between the Lahontan Region's mission, vision, and goals to specific Divisional Objectives and Focus of Effort priority tasks that can be achieved over the next 1-3 years. This is a living document and will be revisited each year prior to development of Fiscal Year work plans. The Division is hopeful that by developing this Strategic Narrative, Divisional Objectives, and Focus of Effort priority tasks, that as a group, and team, we are able to achieve the following:

- Greater focus and clarity on what is important to us, and we become more intentional about setting our own work priorities, rather than be subject to external influences and circumstances.
- Improve morale, attitude, and behavior within the Division by having greater choice and discretion about what we prioritize and work on to achieve both regional, team, and individual goals.
- Utilize this Strategic Narrative to help guide yearly work planning efforts and also to influence day-to-day decisions about how we spend our time and energy that are in alignment with the regions mission, vision, values, and goals.
- Have the Strategic Narrative also serve as a way of creating greater levels of accountability from staff, Seniors, and the Division Manager associated with to priority work; a means for all staff in the Division to achieve professional development goals; improve the quantity, quality, and timeliness of our work product; and to create higher levels of motivation, inspiration, innovation, and creativity to solve complex issues.



## **DIVISION OBJECTIVES (1-3 Year Timeframe)**

### **Enforcement**

The Division's objective is to dedicate sufficient time in our work plans to 1) maintain a strong field presence through inspections; 2) promptly review reports when they are submitted; 3) identify violations, and promptly develop/issue informal enforcement actions, as necessary; 4) generally work collaboratively with dischargers to bring them or keep them in compliance to avoid time intensive formal enforcement processes; and 5) if formal enforcement is necessary, swiftly pursue formal enforcement in an expeditious manner to bring the discharger into compliance and have these formal enforcement efforts serve as a deterrent to others. Enforcement emphasis for FDF Unit in areas where we have Basin Plan Prohibitions such as Tahoe and Truckee River.

### **Regional Grazing Strategy**

Effort to be coordinated across NPS and FDF Units/Program. Strategy would address Bridgeport Waiver, Bishop Vision Project, Eagle Lake, ILRP, and approach for addressing grazing related water quality issues on Federal Grazing allotments and private lands.

### **Assess long-term needs and develop a strategy for maintaining a functional in-house laboratory that serves our current needs, safety, and quality**

Effort to be coordinated between Regional Monitoring Coordinator, SWAMP staff, and other Units/Programs that utilize laboratory in SLT Office.

### **FHAB Strategy**

State-wide strategy implemented at the regional level. Effort will be coordinated between NPS Unit and SWAMP staff.

**Impaired Waters** – Assess and Strategically address impaired waters (e.g., Vision Projects, Upper Owens River Watershed (UORW)).

**Basin Planning**- Assesses and develop a comprehensive list of BPAs needed to create better alignment with Regional Goals and improve efficiency for core regulatory programs. Incorporate these needed changes in Triennial Review. Close look at Chapter 3 & 4 (PAU Unit).

### **Increase Efficiency/Effectiveness of Dredge & Fill Program**

Address shortcomings in program management and data storage, while modifying permit application/permit templates to better address changes to the Clean Water Act by USEPA. Also, improve outreach to partners agencies, stakeholders, and improve internal coordination with colleagues in the VVL office.

### **Develop Region 6 Forestry Program Strategy**

Maintain status quo while focusing on alignment of Lahontan program strategy with changing processes at State Board (Veg Management GO and Utility Corridor GO) and Board of Forestry. Help new staff understand the program objectives.

**Facilitate integration of Climate Change Strategy/Action Planning into all Regional work**

This effort will be led by the Regional Monitoring Coordinator and will largely involve implementation of the Climate Change Adaptation and Mitigation Strategy and accompanying Climate Change Action Plan.

## **ENCLOSURE 3**



Target Description	FY 20/21	(May 2021)
<b>PLAN &amp; ASSESS</b>		
<b>TMDL</b>		
# of Pollutant/Waterbody Combinations Addressed	0	0
# of TMDLs Adopted	0	0
<b>Basin</b>		
# of Basin Plan Amendments Adopted	1	1
<b>REGULATE</b>		
<b>NPDES Wastewater</b>		
# of NPDES Wastewater Major Facilities Inspected	1	2
# of NPDES Wastewater Majors Renewed	0	0
# of General NPDES Permits Adopted	0	0
# of NPDES Wastewater Minor General Facilities Inspected	0	0
# of NPDES Wastewater Minor Individual Renewed	1	1
# of NPDES Wastewater Minor Individual Facilities Inspected	4	1
<b>NPDES Stormwater</b>		
# of NPDES Stormwater Municipal (Phase I/II) audited/Program Element Reviews	1	0
# of NPDES Stormwater Municipal (Phase I/II) Inspections (total # of inspections)	11	12
# of NPDES Stormwater-Construction Inspections (total # of inspections)	49	65
# of NPDES Stormwater-Industrial Inspections (total # of inspections)	24	22
<b>Waste Discharge to Land - Wastewater</b>		
# of WDR "All Facilities" Inspections (total # of inspections)	46	40
# of WDR Individual Permits Adopted/Updated	1	1
<b>Confined Animal Facilities (WDR, NPDES, etc)</b>		
# of Confined Animal Facility Inspections (total # of inspections)	2	3
<b>Land Disposal</b>		
# of Land Disposal Individual Permits All Other Adopted/Updated	2	2
# of Land Disposal Individual Permits Landfills Adopted/Updated	1	1
# of Land Disposal All Other Inspections (total # of inspections)	15	7
# of Land Disposal Landfills Inspections (total # of inspections)	6	2
<b>Timber Harvest</b>		
# of Timber Harvest Inspections	22	11
<b>ENFORCEMENT</b>		
% of facilities with over \$12,000 in MMPs (5 or more violations) that have MMPs assessed within 18 months of accrual	100	100
% of Class 1 Priority Violations with formal enforcement or an Investigative Order pursuant to Water Code section 13267 within 18 months of discovery.	100	100

CLEANUP		
Tanks, Department of Defense & Site Cleanup		
# of DoD Sites New into Active Remediation	1	2
# of SCP Sites New into Active Remediation	0	0
# of SCP Sites Projected Closed	2	4
# of UST Sites New into Active Remediation	0	0
# of UST Sites Projected Closed	4	10



**Fiscal Year 20/21 and 21/22 Performance Target Comparison  
Region 6 Lahontan**

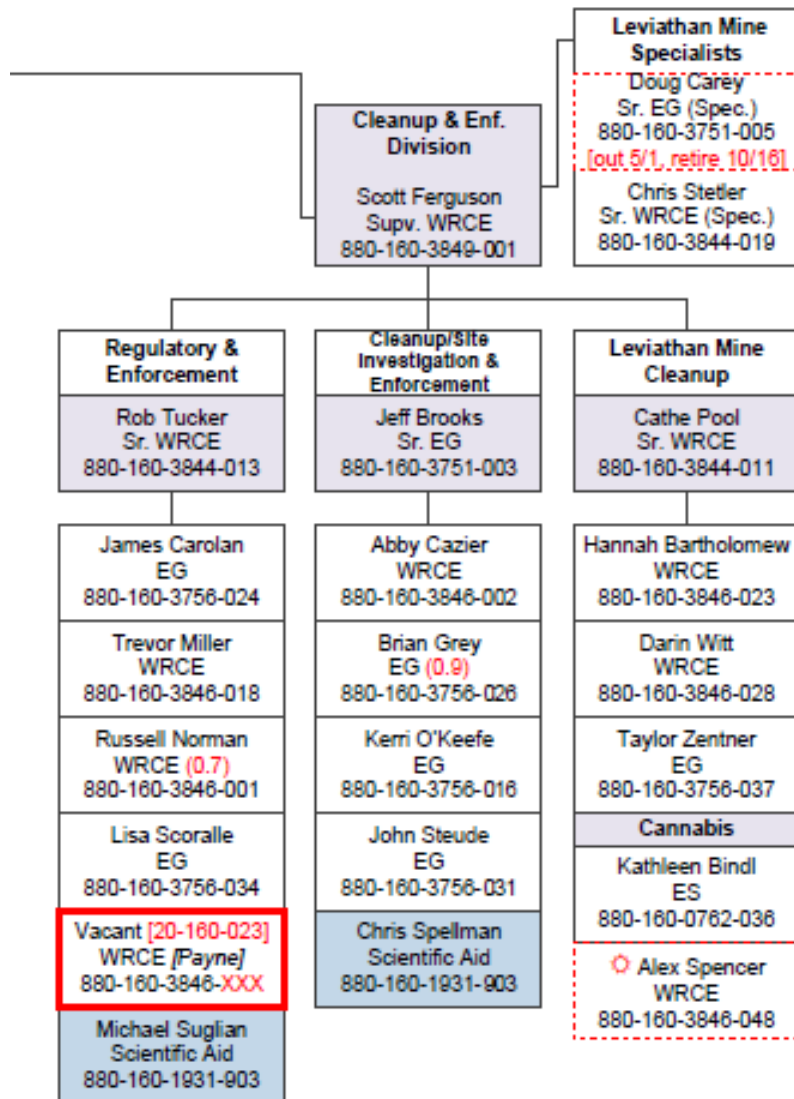
Target Description	FY 20/21	FY 21/22
<b>PLAN &amp; ASSESS</b>		
<b>TMDLL</b>		
# of Pollutant/Waterbody Combinations Addressed	0	0
# of TMDLs Adopted	0	0
<b>Basin Planning</b>		
# of Basin Plan Amendments Adopted	1	0
<b>REGULATE</b>		
<b>NPDES Wastewater</b>		
# of NPDES Wastewater Major Facilities Inspected	1	1
# of NPDES Wastewater Majors Renewed	0	0
# of General NPDES Permits Adopted	0	0
# of NPDES Wastewater Minor General Facilities Inspected	0	0
# of NPDES Wastewater Minor Individual Renewed	1	1
# of NPDES Wastewater Minor Individual Facilities Inspected	4	2
<b>NPDES Stormwater</b>		
# of NPDES Stormwater Municipal (Phase I/II) audited/Program	1	0
# of NPDES Stormwater Municipal (Phase I/II) Inspections (total # of	11	5
# of NPDES Stormwater-Construction Inspections (total # of	49	40
# of NPDES Stormwater-Industrial Inspections (total # of	24	16
<b>Waste Discharge to Land - Wastewater</b>		
# of WDR "All Facilities" Inspections (total # of inspections)	46	70
# of WDR Individual Permits Adopted/Updated	1	2
<b>Confined Animal Facilities (WDR, NPDES, etc)</b>		
# of Confined Animal Facility Inspections (total # of inspections)	2	7
<b>Land Disposal</b>		
# of Land Disposal Individual Permits All Other Adopted/Updated	2	1
# of Land Disposal Individual Permits Landfills Adopted/Updated	1	1
# of Land Disposal All Other Inspections (total # of inspections)	15	22
# of Land Disposal Landfills Inspections (total # of inspections)	6	20
<b>Timber Harvest</b>		
# of Timber Harvest Inspections	22	15
<b>ENFORCEMENT</b>		
% of facilities with over \$12,000 in MMPs (5 or more violations) that have MMPs assessed within 18 months of accrual	100	0
% of Class 1 Priority Violations with formal enforcement or an Investigative Order pursuant to Water Code section 13267 within 18 months of discovery.	100	93
<b>CLEANUP</b>		
<b>Tanks, Department of Defense &amp; Site Cleanup</b>		
# of DoD Sites New into Active Remediation	1	0
# of SCP Sites New into Active Remediation	0	0
# of SCP Sites Projected Closed	2	0
# of UST Sites New into Active Remediation	0	0
# of UST Sites Projected Closed	4	4



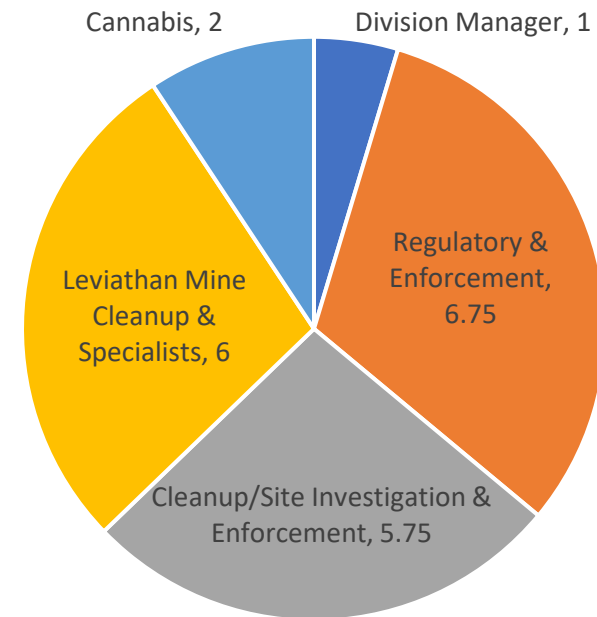


## **ENCLOSURE 4**



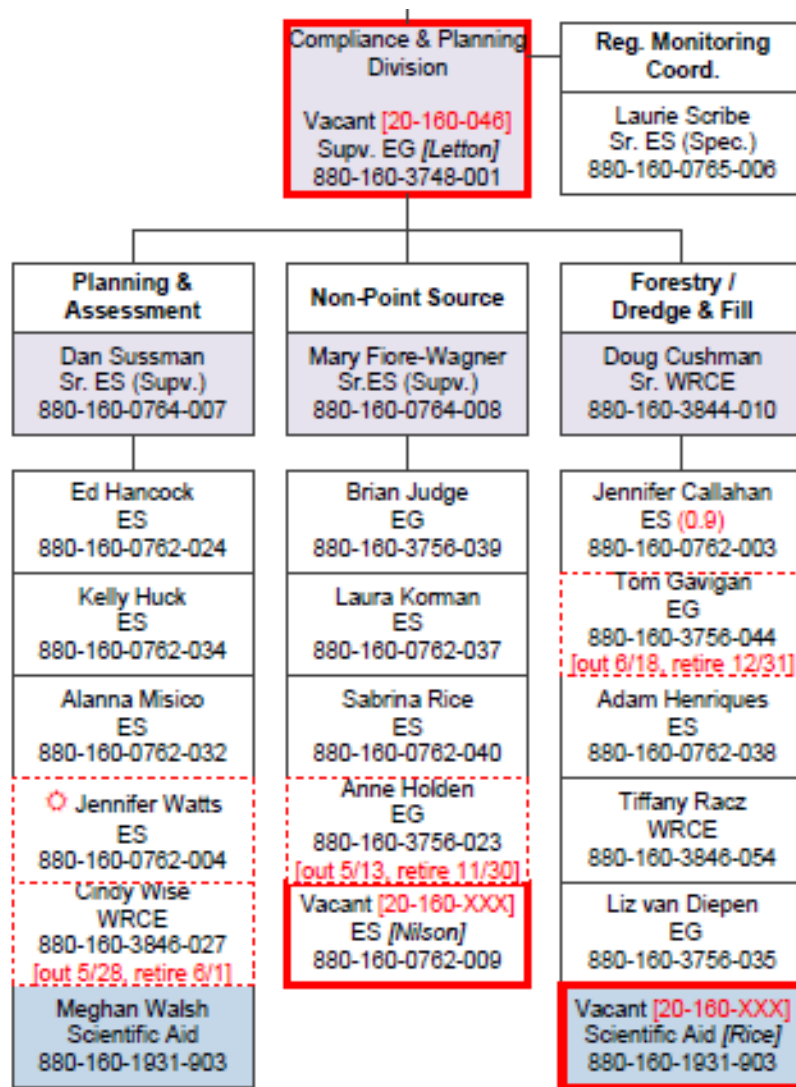


## Cleanup & Enforcement Division = 21.5 PY

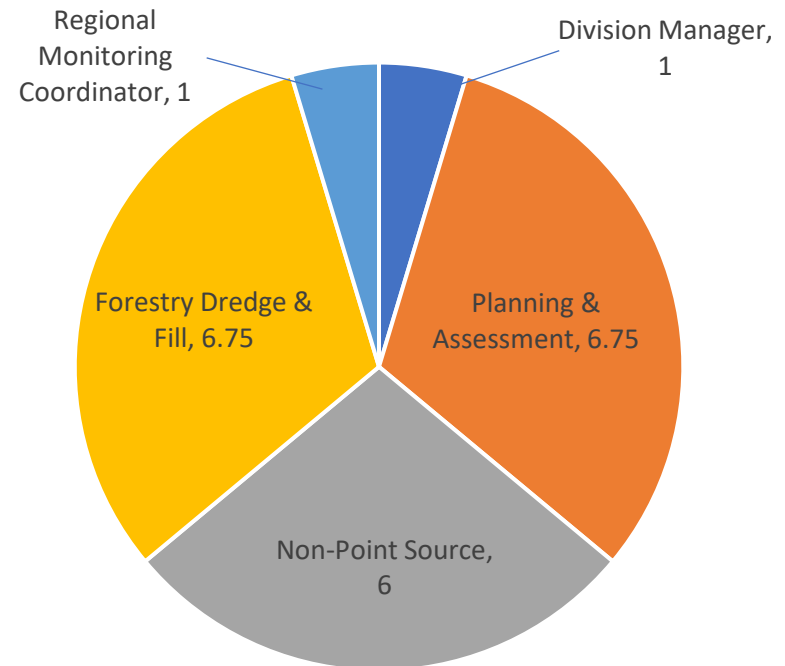


### VACANCIES AND REDIRECTED STAFF

- (VACANT) Senior Engineering Geologist Specialist, Leviathan Unit
- (VACANT) WRCE, Regulatory & Enforcement Unit
- (CONTRACT TRACING DEPLOYMENT) WRCE, Cannabis Unit

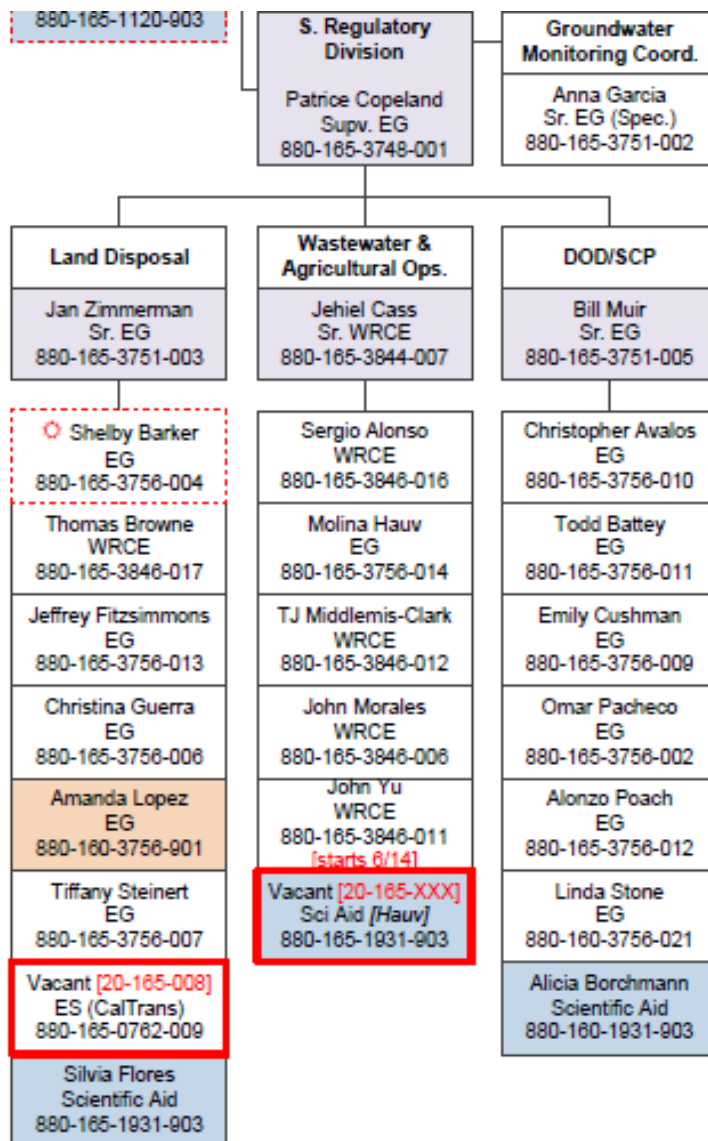


## Compliance & Planning Division = 21.5 PYs

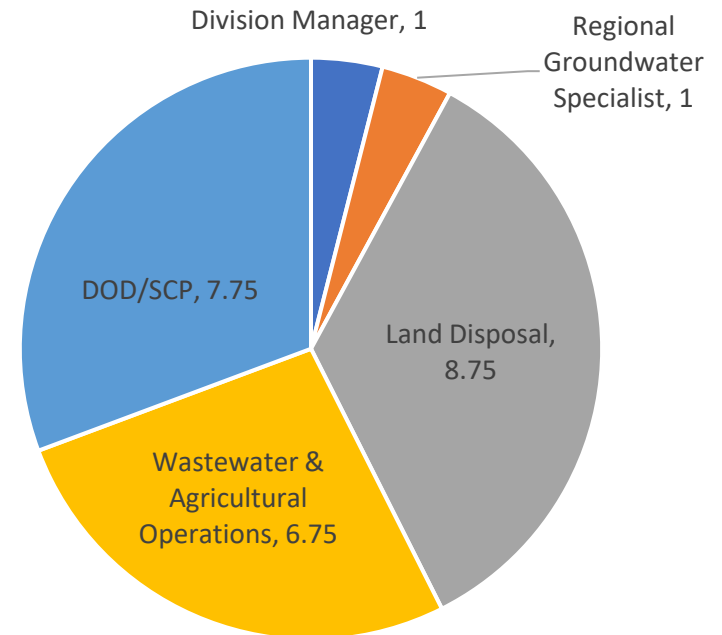


## VACANCIES AND REDIRECTED STAFF

- (VACANT) Environmental Scientist, NPS Unit
- (VACANT) Engineering Geologist, NPS Unit
- (PENDING VACANCY) Engineering Geologist, FDF Unit
- (VACANT) Scientific Aid, FDF/NPS Unit
- (CONTRACT TRACING DEPLOYMENT) Environmental Scientist, Planning & Assessment Unit.



## Southern Regulatory Division = 25.5 PY



## VACANCIES AND REDIRECTED STAFF

- (VACANT) Environmental Scientist, Land Disposal Unit
- (CONTRACT TRACING DEPLOYMENT) Engineering Geologist, Land Disposal Unit
- (VACANT) Scientific Aid, Wastewater & Ag Ops Unit
- (SEASONAL CLERK OUT DUE TO COVID RESTRICTIONS) VVL Admin



## **ENCLOSURE 5**





# Lahontan Water Board Priorities Fiscal Year 2021-2022

## Agenda Item No. 4

Mike Plaziak, Executive Officer  
Ben Letton, Assistant Executive Officer  
Scott Ferguson, Division Manager  
Patrice Copeland, Division Manager



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## Introductions

**Facilitators:**

Marina Perez, *Staff Services Manager, OPP*

Jenalyn Guzman, *Environmental Scientist, OPP*

**Presenters:**

Mike Plaziak, *Executive Officer*

Ben Letton, *Assistant Executive Officer*

Scott Ferguson, *Division Manager*

Patrice Copeland, *Division Manager*

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## Meeting Logistics

- This meeting is being recorded
- Make sure your screen name reflects your actual name
- Mute yourself when not speaking
- Chat feature disabled
- Breaks offered every hour but take them as needed!

### Want to join the Zoom meeting?

Email Board clerk at: [RB6-Lahontan@waterboards.ca.gov](mailto:RB6-Lahontan@waterboards.ca.gov)

Call Board Clerk at: (530)542-5400

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## Presentation Outline

Part 1	Part 2	Part 3
<ul style="list-style-type: none"> <li>• Vision</li> <li>• Mission</li> <li>• Values</li> <li>• Proposed Regional Goals</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Narratives               <ul style="list-style-type: none"> <li>• How it works</li> <li>• Executive and Division Objectives</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• Annual Enforcement Priorities</li> <li>• Performance Targets: FY 20/21 &amp; FY 21/22</li> <li>• Organizational Outlook</li> <li>• Public Comment</li> </ul>
<b>Facilitated Discussion</b>	<b>Facilitated Discussion</b>	<b>Facilitated Discussion</b>
		<ul style="list-style-type: none"> <li>• Next Steps</li> </ul>

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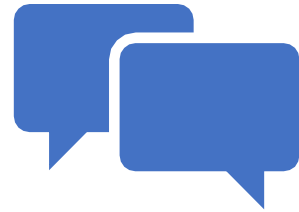
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## Meeting Goals

Gain a better understanding of the following:

- Are we on the right track with the Region's Vision, Mission, Values, and Goals?
- Are the Priorities we have set for FY 21/22 in alignment with our Regional Goals?
- Is the Board's role clear in the priority establishment process?



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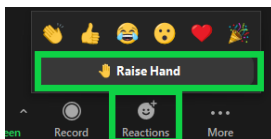
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## Ways to Participate

### Board Staff

- Raise your Hand during Facilitated Discussions



Telephone callers:

- Press \*6 to unmute
- Press \*9 to raise hand

### Members of the Public

Register in advance for this webinar:

[bit.ly/R6priorities](https://bit.ly/R6priorities)

Public Comment will be around 3:15pm

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A dark blue rectangular graphic with a lighter blue circular gradient on the left side. The text "Lahontan Vision" is centered in white.

## Lahontan Vision

*Clean water for human uses,  
wildlife viability, and  
environmental resource  
protection for current and  
future generations.*

7

7

A dark blue rectangular graphic with a lighter blue circular gradient on the left side. The text "Lahontan Mission" is centered in white.

## Lahontan Mission

*Restore, enhance and preserve  
the quality of the Lahontan  
Region's water resources and  
drinking water for the  
protection of the environment,  
public health, and all  
beneficial use, from mountain  
crests to valley floors.*

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# Lahontan Values

Integrity

Accountability

Transparency

Respect

Balance

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## Historic Lahontan Water Board Goals

- Protect Human Health and Aquatic Life
- Protect/Improve Aquatic Resources and Surface Water Quality
- Support Disadvantaged Communities
- Respond to Climate Change



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## Proposed Lahontan Water Board Goals

- Protect human health and aquatic life
- Protect/Improve aquatic resources and water quality
- Promote a Safe Work Environment
- Provide exceptional customer service, while being realistic about resources and commitments

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## Protect Human Health and Aquatic Life

Groundwater Pollution Cases

Protect Surface Waters

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## Protect/Improve Aquatic Resources and Water Quality

Timely action to address loss or threatened loss of beneficial uses.

Outstanding National Resource Waters.

Climate Change Adaptation and Mitigation

Seek Environmental Justice through thoughtful and intentional support of Disadvantaged Communities

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## Promote a Safe Work Environment

Implement the Action Plan

Leadership training

Improve Communication

Build Trust within our Work Community

Promote a workplace that is inclusive and accepting of all ideas, perspectives, backgrounds, and experiences

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Provide exceptional customer service, while being realistic about resource commitments

Seek agreeable water quality improvements

Process Improvements

Implement efficient strategies

Avoid actions that place unnecessary burden on public resources

Establish a workplan cut line

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## Facilitated Discussion

Are we on the right track with the Region's Vision, Mission, Values, and Goals?



16

16

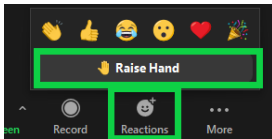


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# Ways to Participate

## Board Staff

- Raise your Hand during Facilitated Discussions



Telephone callers:

- Press \*6 to unmute
- Press \*9 to raise hand

## Members of the Public

Register in advance for this webinar:

[bit.ly/R6priorities](https://bit.ly/R6priorities)

Public Comment will be around 3:15pm

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# 10 min. Break



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# What is a Strategic Narrative?

A story that...

- *inspires employees, excites partners, attracts customers, and engages influencers*
- *is concise but comprehensive, specific but with room to grow*
- *defines the company's vision, communicates the strategy, and embodies the culture*
- *says who you are as an organization, where you've been, where you are, and where you are going*
- *shares how you believe value is created and what you value in relationships*



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## Why is a Strategic Narrative important? Why now?

- Engagement Survey identified 4 areas that need improvement: **Leadership, Process, Communication, and Trust**
- Collaborative process of developing a strategic narrative is an extremely effective way to get **Leadership** working on the same page.
- The story creation process improves **Trust and Communication**
- Strategic Narrative helps improve **Process** by better aligning our Mission, Vision, and Values with our Regional Goals and help to determine our highest priority work.

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## How was the Strategic Narrative developed?

- Draft of Regional Strategic Narrative (February-March 2021)
- Divisional Objectives with Seniors (early to mid-April 2021)
- Focus Of Effort priority tasks developed with staff (mid to late April 2021)
- Regional and Divisional Strategic Narrative Summary (April-May 2021)

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## What purpose will the Strategic Narrative serve to help with prioritization of work and work planning?

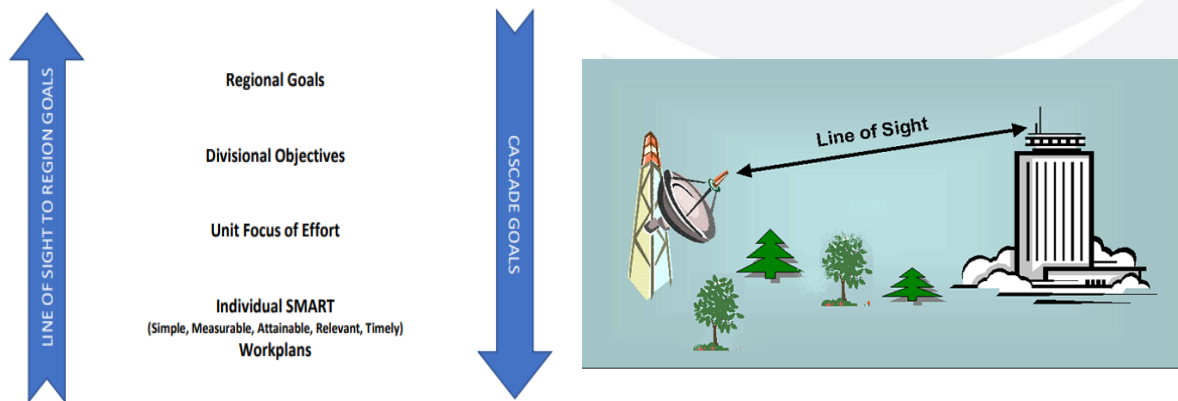
- Prioritize work during work planning—so that everything isn't a priority
- Establish a line between what can be reasonably achieved, and what cannot
- Provide direction and guidance to deal with work that “walks through the door.”
- Improve expectations, project scope creep, and accountability



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# Lahontan regional Strategic Narrative: How it works



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## Leviathan Mine Superfund Site

### Divisional Objective (1-3 Year Timeframe)

- Comply with USEPA Orders issued
- Maintain/improve Water Board site infrastructure
- Work with USEPA, Atlantic Richfield, and stakeholders
- Work on the early-final remedial actions also includes pursuing funding for Water Board design and construction work.

### Focus of Effort Priority Tasks (12-18 month Timeframe)

- Comply with the AAA Order which includes AMD treatment, flow monitoring and maintaining the site.
- Review and comment on documents related to the EFRA and RI/FS; participate in EPA and stakeholder meetings.
- Project management for construction and maintenance projects including securing and managing funding, contracts, scheduling, field inspections and oversight.

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## Prioritization



**Rocks** = Divisional Objectives and Focus of Effort  
Priority Tasks that must be accomplished within the fiscal year or the longer planning horizon to accomplish Regional Goals.

*May have significant impact on human health, water quality, and/or employee performance.*

**Pebbles** = Permit Renewals, Performance Targets, Statutory Mandates, and Unanticipated work.

*May impact water quality if not addressed.*

**Sand** = Administrative and operational requirements, performance tracking.

*No immediate or long-term impact on water quality but necessary within programmatic guidelines and expectations.*

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## Executive Objectives

- Pursue opportunities to create sustainable PACE
- Provide strong support for PROCESS IMPROVEMENTS
- Work to build TRUST in the organization
- Increase executive presence in the Victorville office.
- Take an active role with program staff and managers to identify resources limitations and budgetary constraints
- Initiate follow-up surveys with staff to track progress with Lahontan Engagement Survey Action Plan
- Ensure regulatory actions consider impact on disadvantaged communities
- Coordinated response to clarity and invasive weed challenges to Lake Tahoe

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## Administrative Objectives



COLLABORATE WITH STAFF IN  
ACHIEVING DIVISION  
OBJECTIVES



DEVELOP LEADERSHIP SKILLS  
FOR ADMINISTRATIVE STAFF



PROVIDE EXCEPTIONAL  
CUSTOMER SERVICE



ASSIST WITH  
IMPLEMENTATION OF R6  
PROCESS IMPROVEMENTS

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## Compliance & Planning Division Objectives

### ***Healthy Team, Healthy Streams (and Lakes!)***

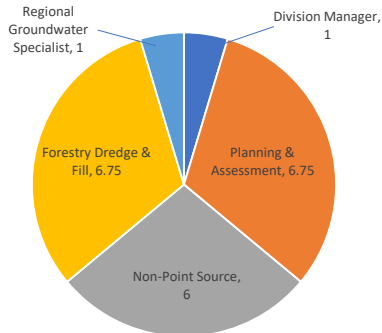
- Enforcement
- Regional Grazing Strategy
- In-house Laboratory
- FHAB Strategy
- Impaired Waters
- Basin Planning
- Increase Efficiency/Effectiveness of Dredge & Fill Program
- Develop Region 6 Forestry Program Strategy
- Facilitate integration of Climate Change Strategy/Action Planning into all Regional work

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### Compliance & Assessment Division = 21.5 PYs



### Divisional Objectives

- Enforcement
- Regional Grazing Strategy
- In-house Laboratory
- FHAB Strategy
- Impaired Waters
- Basin Planning
- Increase Efficiency/Effectiveness of Dredge & Fill Program
- Develop Region 6 Forestry Program Strategy
- Facilitate integration of Climate Change Strategy/Action Planning into all Regional work

### Challenges & Limitations

- 4 Vacancies, including significant loss of institutional knowledge
- Resource limitations for 401 Dredge & Fill Program
- Basin Plan needs significant work, insufficient staff resources
- TMDLs need attention, insufficient staff resources to support updates
- Forest Health Initiatives and Wildfire Adaptation/Mitigation occurring at State level, will influence in how we manage our Forest Activities Program

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## South Lahontan Basin Division Objectives

### ***Guardians of the Groundwater – We are all Superheroes!***

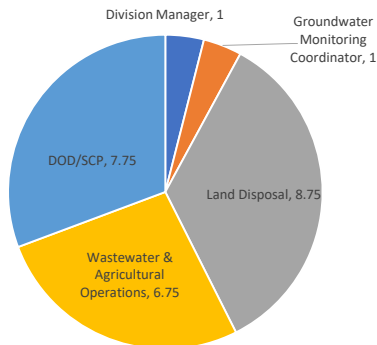
- Regional Groundwater Specialist
- Perchlorate Cleanup
- Groundwater Plume Cleanup
- Tetrachloroethylene Cleanup
- Chromium Cleanup
- Nutrient/Salt Cleanup
- Chemicals of Emerging Concern
- Enforcement

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Southern Regulatory Division = 25.5 PY

**Divisional Objectives**

- Regional Groundwater Specialist
- Perchlorate Cleanup for Barstow and Soapmine Road area
- Groundwater Plume Cleanups for CERCLA and Non-CERCLA Sites
- Tetrachloroethylene Cleanup
- Chromium Cleanups
- Nutrients/Salts Management
- Chemicals of Emerging Concern
- Enforcement

**Challenges & Limitations**

- 2 Vacancies, some staff unavailable due to COVID restrictions
- (FIRE DEBRIS CLEANUP DEPLOYMENT) WRCE, Land Disposal Unit
- Lack of staff in core regulatory programs (936 permits, only 24 staff to handle this workload)

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## Regulatory and Cleanup Division Objectives

- Work Place Enhancement
- Compliance Assessment/Assistance and Enforcement
- TKPOA Aquatic Invasive Weed Control Methodology Test Project
- South Y PCE Groundwater Contamination
- Leviathan Mine Superfund Site
- NPDES Regulatory Program
- Cannabis Program

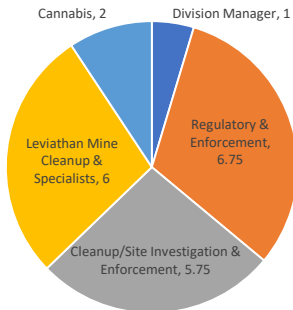
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Cleanup &amp; Enforcement Division = 21.5 PY

**Divisional Objectives**

- Work Place Enhancement
- Compliance Assessment/Assistance and Enforcement
- TKPOA Aquatic Invasive Weed Control Methodology Test Project
- South Y PCE Groundwater Contamination
- Leviathan Mine Superfund Site
- NPDES Regulatory Program
- Cannabis Program

**Challenges & Limitations**

- (VACANT) Senior Engineering Geologist Specialist, Leviathan Unit
- (CONTRACT MANAGEMENT AND LIMITED RESOURCES) South Y PCE Investigation and Cleanup, CSI Unit
- (LIMITED RESOURCES/INCREASING RESPONSIBILITIES-DEMANDS) Ability to increase field presence, compliance assistance, and enforcement, Northern Regulatory Unit, CSI Unit, and Cannabis Program

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## Facilitated Discussion

Are the Priorities we have set for FY 21/22 in alignment with our Regional Goals?



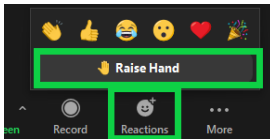
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# Ways to Participate

## Board Staff

- Raise your Hand during Facilitated Discussions



Telephone callers:

- Press \*6 to unmute
- Press \*9 to raise hand

## Members of the Public

Register in advance for this webinar:

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Public Comment  
will be around 3:15pm

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# 60 min. Break



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## Annual Enforcement Report - Priorities

- Protect Public Health
  - Higher priority for disadvantaged communities
- Mandatory Minimum Penalties
- Complete Pending Formal Enforcement Actions
- Cleanup/restoration – Waters and Aquatic Habitat Restoration
- Progressive Enforcement
- Staff Training/Support

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## Annual Enforcement Report - Violations

Year	Total
2015	728
2016	679
2017	1,101
2018	700
2019	714
2020	287

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## Annual Enforcement Report - Enforcement

Informal Enforcement Actions (2015 – 2020)	Year						Total
	2015	2016	2017	2018	2019	2020	
Notice of Violation	13	7	3	5	39	14	81
Staff Enforcement Letter	46	47	22	46	38	35	234
Verbal Communication	49	89	30	31	20	17	236
<b>Total Informal Enforcement Actions</b>	<b>108</b>	<b>143</b>	<b>55</b>	<b>82</b>	<b>97</b>	<b>66</b>	<b>551</b>

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## Annual Enforcement Report – Enforcement

Formal Enforcement Action (2015-2020)	Year						Total
	2015	2016	2017	2018	2019	2020	
13267 Investigative Order (Enforcement)	2	2	0	0	1	0	5
Administrative Civil Liability	1	5	2	0	0	2	10
Cease and Desist Order	1	0	0	0	0	0	1
Cleanup and Abatement Order	1	1	1	0	0	2	5
Expedited Payment Letter	0	1	0	0	0	0	1
Time Schedule Order (Enforcement Orders Only)	1	0	0	0	0	0	1
*1st Annual Report Notice of Non-Compliance (Storm Water Report)	0	202	199	0	0	0	401
*2nd Annual Report Notice of Non-Compliance (Storm Water Report)	0	88	46	57	0	0	191
Notice to Comply	0	4	1	0	0	1	6
*Notice of Stormwater Non-Compliance (General WDR Certification)	71	0	0	1	1	1	74
Stipulated Penalty	0	1	0	0	0	0	1
<b>Total Formal Enforcement Actions</b>	<b>77</b>	<b>304</b>	<b>249</b>	<b>58</b>	<b>2</b>	<b>6</b>	<b>696</b>

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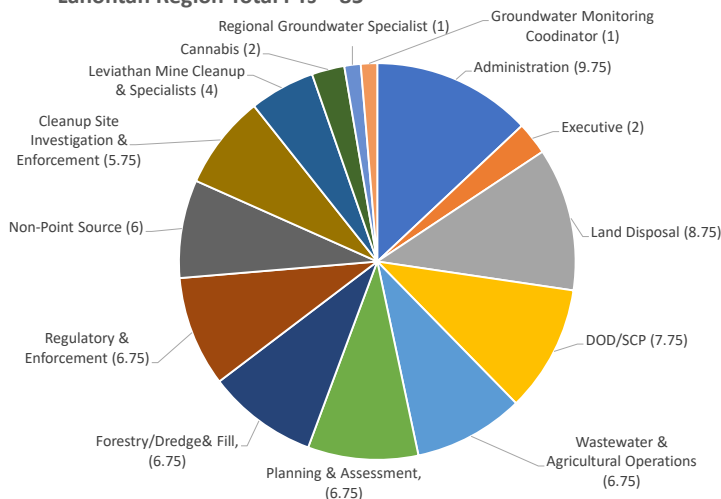
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# Annual Enforcement Report - Priorities

- Protect Public Health
  - Higher priority for disadvantaged communities
- Mandatory Minimum Penalties
- Complete Pending Formal Enforcement Actions
- Cleanup/restoration – Waters and Aquatic Habitat Restoration
- Progressive Enforcement
- Staff Training/Support

## Program Resources & Organizational Challenges

Lahontan Region Total PYs = 85



- Limited Resources in Key Program Areas
- Performance Target Creep: asked to do more with less
- Large number of retirements and vacancies
- Slow and inflexible hiring process
- Succession Planning
- Retaining Institutional Knowledge and Continuity when turnover occurs

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## FY 20/21 Performance Targets

Program	Performance Target Type	FY 20/21	Through May 2021
TMDL/Basin Planning	TMDLs adopted, Basin Plan Amendment	1	1
NPDES Wastewater	Inspections, Permits Renewed	6	4
NPDES Stormwater	Inspections, Audits	85	99
Waste Discharge to Land	Inspections, Permits Renewed	47	41
Confined Animal Facilities	Inspections	2	3
Land Disposal	Permits adopted/updated, Inspections	24	12
Timber	Inspections	22	11
Enforcement	Formal Enforcement as a percentage of total violations	100%	0% (MMPs) 93% (Class 1A Violations)
Tanks, DOD, Site Cleanup	Active Remediation, Projected Closed Sites	7	16

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## Proposed FY 21/22 Performance Targets

Program	Performance Target Type	FY 20/21	FY 21/22
TMDL/Basin Planning	TMDLs adopted, Basin Plan Amendment	1	0
NPDES Wastewater	Inspections, Permits Renewed	6	4
NPDES Stormwater	Inspections, Audits	85	61
Waste Discharge to Land	Inspections, Permits Renewed	47	72
Confined Animal Facilities	Inspections	2	7
Land Disposal	Permits adopted/updated, Inspections	24	44
Timber	Inspections	22	15
Enforcement	Formal Enforcement as a percentage of total violations	100%	100% (MMPs) 100% (Class 1A Violations)
Tanks, DOD, Site Cleanup	Active Remediation, Projected Closed Sites	7	4

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# Organizational Outlook for FY 21/22

## Opportunities

- Filling Vacancies – New Perspectives
- Operations - Post COVID Field Presence
- Efficiencies - Learned During COVID
- Quarterly Work Planning Cycle to Prioritize
  - 4 Rs - Reflection, Release, Recalibration, and Results

## Challenges

- Unplanned Resource Commitments – Fire, Drought, COVID, etc.
- Knowledge Transfer – Succession Planning
- Sustainable Pace

## Facilitated Discussion

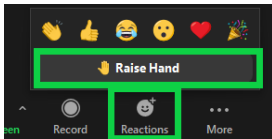
- Are we on the right track with the Region's Vision, Mission, Values, and Goals?
- Are the Priorities we have set for FY 21/22 in alignment with our Regional Goals?
- Is the Board's role clear in the priority establishment process?



# Ways to Participate

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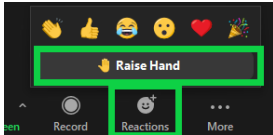
# 5 min. Break





## Public Comment

- Raise your Hand



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## Summary and Next Steps

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