



**California State
Water Resources
Control Board**

2022 Strategic Work Plan

The State Water Resources Control Board's mission is to preserve, enhance, and restore the quality of California's water resources and drinking water for the protection of the environment, public health, and all beneficial uses, and to ensure proper water resource allocation and efficient use, for the benefit of present and future generations. To this end, the State Water Resources Control Board develops statewide permits, policy, and regulations to protect water quality, regulates drinking water, administers California's water rights system, and supports Regional Water Quality Control Board efforts. In addition, the State Water Resources Control Board provides financial assistance in the form of grants and loans for projects that clean up and protect water quality and drinking water supplies, and that otherwise protect water resources. In all it does, the State Water Board works to advance several foundational values, including good governance, climate change resilience, environmental justice, and racial equity.

This strategic work plan lays out actions to advance the State Water Board’s four thematic priorities and subsidiary goals, which are listed in the Table of Contents below.

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The State Board's highest-priority actions to work on or complete in 2022 are listed below. These are also marked with asterisks (*) in the full list on the following pages.

- 1.1.1. COVID-19 and water and wastewater arrearage programs.
- 1.2.1. Chrome VI.
- 2.2.1. Temperature management for fisheries.
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- 3.1.2. Refine water rights drought response.
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- 3.1.4. Emergency flows for public trust resources.
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- 3.2.1. Direct potable reuse supply and source control and pretreatment.
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- 3.3.1. SGMA.
- 3.5.1. Stormwater cost of compliance: Statewide Industrial General Permit.
- 3.5.2. Site-specific objectives guidance for copper and zinc.
- 3.5.3. Cost of municipal stormwater permit implementation.
- 3.6.1. Bay-Delta plans.
- 3.6.2. Legal Delta: water rights.
- 4.3.1. Modernize water rights data.
- 4.4.1. Racial equity.
- 4.4.2. Workforce strategy.
- 4.4.3. Fi\$Cal.

For each action below, acronyms in brackets list the main responsible organizations within the State Water Board; acronyms are defined at the end of this document. Many actions relate to Governor Newsom's [Water Resilience Portfolio](#) (WRP) and include cross references. Please note the State Water Board's priorities are subject to change based on need. Also note this work plan does not include everything related to the State Water Board's core workload or Regional Water Board efforts.

1. Protect public health by ensuring reliable access to safe, affordable drinking water and sanitation.

1.1. *Work to ensure state-regulated water systems meet drinking water and sanitation standards and Californians reliant on water systems not under state regulation ("state smalls" and private wells) know the quality of their water.*

- 1.1.1. *** COVID-19 and water and wastewater arrearage programs.** Manage water system arrearage program. Complete payments to water systems and collect reporting information on arrearage fund usage and bill credits to customers. Ensure distribution of funds complies with statutory requirements, is equitably distributed to water systems to offset customer arrearages and is free of fraud. Collect and analyze data on the financial impacts of COVID-19 on wastewater systems. Create application process and guidelines for the wastewater arrearage program. Manage payments and collection or reporting information. [DDW, DWQ, DFA]
- 1.1.2. **Water affordability.** Address water and wastewater service affordability. Work on strategies for a new program or role related to state and federal legislative interest in establishing a state water rate assistance Program. [DDW, DFA, COMMS, ORPP]
- 1.1.3. **SAFER.** Develop and implement the Safe and Affordable Funding for Equity and Resilience (SAFER) Drinking Water Program Plan, including efforts, such as consolidations, to ensure systems have the needed technical, managerial, and financial capacity. Develop the Needs Analysis on the state of drinking water in California. Develop drinking water performance measures, including a suite of new measures for Human Right to Water and Safe and Affordable Drinking Water initiatives. Finalize and implement the Outreach and Engagement Plan and continue to implement SAFER Communications Plan. Achieve Short-Term (two-year) goals established in the Safe and Affordable Drinking Water Fund Expenditure Plan. [DDW, DFA, COMMS] (WRP 1.1, 1.2.)
- 1.1.4. **PFAS: investigations.** Determine extent of per- and polyfluoroalkyl substances (PFAS) contaminants in public drinking water systems, including through issuance of Investigatory Orders. Begin investigation of treatment options and costs in preparation for MCL regulation development. Expand assessments to understand PFAS impacts to surface water in the vicinity of surface water intakes. [DDW, DWQ]
- 1.1.5. **USEPA sanitary survey compliance.** Improve State Water Board compliance with the USEPA mandated sanitary survey by increasing inspections and redirecting staff back to core regulatory program from emergency response activities (i.e., arrearages, fire response, and drought). [DDW]

- 1.1.6. **Statewide Sanitary Sewer System General Order reissuance.** Update existing statewide regulations for sewer collection system management, to address continuing sewer spills to waters of the State (drinking water sources), and to ensure utility infrastructure resilience against climate change-induced impacts known to cause sewage spills.
- 1.1.7. **Wastewater regionalization projects.** Support and prioritize projects that replace community use of failing onsite sewage treatment systems with community connections to sanitary sewers to remove these sources of bacteria and nitrate to surface and groundwaters that serve as drinking water sources. Identify, support, and prioritize any projects to address and consolidate failing small wastewater systems that threaten human health and sanitation in disadvantaged communities. [DWQ, DFA]

1.2. Adopt and enforce standards for contaminants that threaten human health.

- 1.2.1. * **Chrome VI.** Adopt a Maximum Contaminant Level for hexavalent chromium, advance regulation package to OAL for adoption early 2022. [DDW]
- 1.2.2. **Lead and Copper Rule.** Develop Lead and Copper Rule conforming revisions to new federal rule issued in 2021. Begin work on private-side lead service line surveys. Develop new data system to track service line surveys and reporting requirements. [DDW]
- 1.2.3. **PFAS: PHG and MCL.** Develop a public health goal (PHG) and maximum contaminant level (MCL) for perfluorooctanesulfonic acid (PFOS) and perfluorooctanoic acid (PFOA) and develop strategy for regulating additional per- and polyfluoroalkyl substances. [DDW]
- 1.2.4. **Microplastics monitoring methods and monitoring plan.** SB 1422 (2018) requires the State Water Board to establish standard methods for monitoring microplastics in drinking water and develop a monitoring plan for water systems. [DDW]
- 1.2.5. **Future drinking water regulation prioritization.** Identify constituents of emerging concern in drinking water and evaluate their risk to public health for Board prioritization of future regulations. [DDW]
- 1.2.6. **Onsite wastewater treatment system waiver.** Reissue waiver of waste discharge requirements for onsite wastewater treatment systems per the Onsite Wastewater Treatment System Policy. [DWQ]
- 1.2.7. **Vapor Intrusion.** Prepare an update to Resolution 92-49, Policies and Procedures for Investigation and Cleanup & Abatement of Discharges Under Water Code Section 13304, to adopt key elements to evaluate risks to occupants of buildings in proximity to soil or groundwater contaminated with vapor forming chemicals such as volatile organic compounds and mercury. Collaborate with the Department of Toxic Substances Control to develop a training module for vapor intrusion public participation requirements and best practices. [DWQ, COMMS]

1.3. Ensure groundwater quality meets or exceeds objectives.

- 1.3.1. **Funding additional SCAP projects.** Funding authority for Cleanup Subaccount Program (SCAP) projects was doubled for fiscal year 2021-22 to \$34 million. Coordinate with Regional Water Boards, the Department of Toxic Substances Control,

and local agencies to encumber funds to address highest priority cleanup projects. [DFA]

- 1.3.2. **Prop 1: groundwater.** Provide Proposition 1 Groundwater Grant Program funds by June 2022. [DFA]

2. Protect and restore watersheds, marine waters, and ecosystems.

2.1. *Ensure river and stream flows support fish, wildlife, recreation, and other beneficial uses.*

- 2.1.1. **401 water quality certifications (large hydropower projects).** Develop timely Clean Water Act section 401 water quality certifications and respond to related petitions. [RIGHTS]
- 2.1.2. **Instream flows: specific priority watersheds.** Continue the development of models, tools, and data needed to evaluate the interconnection between streamflow and other beneficial uses in watersheds identified in the California Water Action Plan. [RIGHTS]
- 2.1.3. **Carmel River.** Continue oversight of the Cease and Desist Order related to California American Water Company and ongoing illegal diversions from the Carmel River. [RIGHTS]

2.2. *Ensure surface water quality and management protects fish, wildlife, recreation, and other beneficial uses.*

- 2.2.1. *** Temperature management for fisheries.** Improve management of surface water temperatures to reduce fish mortality and improve watershed and ecosystem health in the Bay-Delta watershed, with a focus on the Sacramento River and Water Rights Order 90-5 compliance and emphasis on development of robust modeling and data to inform decisions, early and transparent planning, collaborative solutions, and where appropriate, consideration of additional, voluntary options that balance multiple beneficial uses. [RIGHTS]
- 2.2.2. **Integrated Report.** Adopt the Integrated Report in a timely manner (every two years). [DWQ]
- 2.2.3. **Ocean acidification and hypoxia.** Scope an Ocean Plan amendment to add water quality objectives and a program of implementation to address ocean acidification, hypoxia, and the effects of anthropogenic sources of nutrients in ocean waters. [DWQ]
- 2.2.4. **Pesticides.** Improve water quality impairments due to urban pesticide use by implementing statewide requirements for pesticide management, public outreach, and coordinated water quality monitoring through municipal stormwater permits and collaboration with the Department of Pesticide Regulation. [DWQ]
- 2.2.5. **Cannabis enforcement.** Enforce water quality violations associated with illegal cannabis cultivation sites in priority watersheds to the fullest extent possible with reduced staff resources. [OE]
- 2.2.6. **Trash.** Develop a regulatory approach to implement trash control strategies (including stormwater strategies), through the potential use of low impact development, urban monitoring, microplastics water quality objectives, and other strategies. Support

Regional Water Boards in drafting permit language for reissued municipal separate storm sewer system (MS4) permits and reviewing reports and data to assess compliance with Trash Amendments milestones. [DWQ]

- 2.2.7. **Mandatory minimum penalty workload.** Maximize enforcement process efficiencies to address any mandatory minimum penalties in a timely manner to avoid any backlog greater than three years. [OE]
- 2.2.8. **Harmful algal blooms.** Implement the statewide harmful algal bloom (HAB) strategies, which align the mandates of AB 834 by expanding event response and ambient monitoring through the freshwater HAB program and improving communication to tribes and the public. Develop an estimate of resource needs for the statewide HAB program. [OIMA, COMMS] (WRP 8.1.)
- 2.2.9. **Biostimulatory substances and biological integrity.** Develop the technical foundation and policy options for a statewide water quality objective and implementation program for nutrients and other biostimulatory substances for streams, rivers, lakes, and reservoirs; and establish and implement biological condition assessment methods, scoring tools, and targets aimed at protecting biological integrity of wadeable streams. [DWQ]
- 2.2.10. **Natural infrastructure.** Prioritize the use of natural infrastructure, such as wetlands and horizontal levees for shoreline protection. Consistent with the state's coastal resilience principles, develop guidance and permit language for these types of projects. [DWQ]
- 2.2.11. **Toxicity water quality objectives for ocean waters.** Develop the technical and policy options to amend the water quality objectives for toxicity in the Ocean Plan to be consistent with the Toxicity Provisions for inland waters. [DWQ]

2.3. Protect—and where feasible, restore—aquatic and marine habitats.

- 2.3.1. *** Large habitat restoration permit.** Adopt a general permit for large habitat restoration projects. [DWQ]
- 2.3.2. **Salton Sea.** Oversee, monitor, and assess progress on the implementation of the Salton Sea Management Program. [RIGHTS] (WRP 17.1, 17.2, 17.3.)

3. Increase statewide water resiliency in the face of climate change and other threats by expanding and integrating California's water supply portfolio.

3.1. Prepare for, respond to, and learn from drought.

- 3.1.1. *** Modeling and curtailment methodologies.** Develop technical methodologies for managing supply and demand within the state's existing authorities to implement California's priority-based water rights system. Solicit public input, and update these methodologies as needed. Expand the number of watersheds where staff have developed robust demand datasets and completed precipitation/climate models, so that stakeholders and the Board can better manage supplies during future drought conditions. [RIGHTS]

- 3.1.2. * **Refine water rights drought response.** Engage with stakeholders to identify and communicate next steps, actions, and potential outcomes of implementing drought-emergency actions, including curtailment orders and other legal steps. Where applicable, develop and implement emergency regulations through issuance of curtailment orders or implement local voluntary solutions (if available). Develop and implement a water rights enforcement strategy for drought curtailments and related activities, including ensuring timely and comprehensive water use reporting. [RIGHTS]
- 3.1.3. * **TUCPs.** Respond to requests for changes to water quality requirements through review and consideration of temporary urgency change petitions. Respond to challenges to any approved or denied petitions in a timely manner. [RIGHTS]
- 3.1.4. * **Emergency flows for public trust resources.** Where the California Department of Fish and Wildlife has submitted emergency fishery flow recommendations. Engage in a public outreach process to evaluate the impacts of implementing these measures through an emergency or voluntary process, and as necessary and authorized by law, develop emergency regulations to implement these flows. [RIGHTS]
- 3.1.5. * **Prohibited water uses.** Adopt and implement regulations for prohibited uses of water. Encourage water conservation as a drought response and take additional regulatory actions to compel conservation as needed and directed through emergency drought proclamations. [ORPP]
- 3.1.6. * **Drinking water drought response program.** Collect technical information from water systems to ensure they are implementing resiliency measures and that may have drought impacts to track their status. Follow-up for water systems that experience an outage, have a water shortage, or have a water shortage anticipated. Connect water systems to the resources they need to build drought resilience for future years. Implement strategy for water systems that do not meet source capacity requirements in conjunction with the implementation of the requirements of SB 552 (2021). Support water system source capacity planning studies, infrastructure enhancements, and where appropriate, actions such as mandatory consolidations or service connection moratoriums. [DDW]

3.2. Increase resilience of local and regional water supplies.

- 3.2.1. * **Direct potable reuse supply and source control and pretreatment.** Develop Direct Potable Reuse Regulations by the December 2023 statutory deadline. Convene an expert panel to review the proposed regulations and make a finding as to whether, in its expert opinion, the proposed criteria would adequately protect public health. Assembly Bill 574 (2017) requires the State Water Board to adopt uniform water recycling criteria for direct potable reuse through raw water augmentation on or before December 31, 2023. These efforts will support statewide source control and wastewater pretreatment programs for emerging contaminants of concern to protect recycled water uses, including direct potable reuse. [DDW, DWQ] (WRP 4.2, 4.3, 4.4, 8.3.)
- 3.2.2. * **Infrastructure funding programs.** Establish Board policies or priorities for the \$1.5 billion in State general fund infrastructure programs: i) drinking water (including PFAS funding); ii) wastewater; iii) groundwater cleanup; iv) water recycling; and v) cross-border water quality. Encumber a minimum of \$200 million of drinking water or

wastewater funds by June 30, 2022. Develop policies and spending plans to use potential federal funding. [DFA]

- 3.2.3. * **Conservation.** Adopt urban efficiency and water loss standards for urban retail water suppliers. These efforts implement the Make Conservation a Way of Life laws (Senate Bill 606 and Assembly Bill 1668, 2018) and Senate Bill 555 (2015). [ORPP] (WRP 2.1.)
- 3.2.4. **Water Storage Investment Program.** Implement the Board's parts of the Proposition 1 (2014) Water Storage Investment Program. Over the next ten years, Board staff have roles in permitting, petitions, hearings, and water right orders, as well as in developing and enforcing agreements to ensure water quality benefits from certain projects occur. [RIGHTS, ORPP]
- 3.2.5. **CEC management strategy.** Develop and implement a statewide Constituent of Emerging Concern (CEC) strategic plan to prioritize and manage CECs and proactively ensure protection of drinking water supplies, public health, and the environment. The development of a CEC strategic plan supports the Administration's Water Resilience Portfolio required by Executive order N-10-19 and the State Water Board's charge to protect and restore water quality by driving pollution reduction from a range of sources. [DWQ]

3.3. Support sustainable management of California's groundwater resources.

- 3.3.1. * **SGMA.** Implement the Sustainable Groundwater Management Act (SGMA). Support local implementation and, where basin managers are unable or unwilling to meet the goals of SGMA, exercise appropriate authorities. Support the Department of Water Resources. Provide tools, resources, and incentives to encourage long-term drinking water solutions and water quality planning. Coordinate with the Safe and Affordable Funding for Equity and Resilience (SAFER) Drinking Water Program, the Recycled Water Policy program, CV-SALTS, and the Irrigated Lands Regulatory Program, where appropriate. [ORPP] (WRP 3.1.)
- 3.3.2. **SDWA: underground injection control.** Bring the state into compliance with the federal Safe Drinking Water Act (SDWA) by the end of 2022 by supporting the California Geologic Energy Management Division (CalGEM) review of pending aquifer exemption proposals with overlying beneficial use groundwater. Reviews will include a conduit analysis and remediation of idle and abandoned wells. [DWQ]
- 3.3.3. **Focused enforcement.** Conducted focused underground storage tank leak prevention investigations focused on sites located in environmental justice communities near drinking water well that have a history of violations. These investigations will be coordinated with local Certified Unified Program Agencies (CUPAs) and will involve in-site inspections and subsequent enforcement as appropriate to obtain compliance from these sites to prevent groundwater contamination in these vulnerable communities. [OE]

3.4. Manage natural and working lands and soils so they provide water-related benefits.

- 3.4.1. **Forest health.** Promote sustainable forest health conditions that protect water quality and aquatic habitat, reduce fire risk, and optimize water yields through coordinated

forestry planning activities and the development of waste discharge requirements or waivers for private and federal lands forest management activities. [DWQ]

- *California Wildfire and Forest Resilience Action Plan.* Participate in interagency activities to implement the Plan, such as assisting with development of wildfire prevention best practices in the wildland urban interface, and review of wildfire mitigation plans to ensure water quality is protected (e.g., prescribed fire strategic plan, matrix of high priority fuel breaks).
- *Implement water quality protections for utility wildfire mitigation related work.* Coordinate with the California Natural Resources Agency Office of Energy Infrastructure Safety (OEIS), CAL FIRE, and other agencies to review Investor-Owned Utility Wildfire Mitigation Plans. Develop a streamlined general utility order to facilitate increases in utility construction activities while protecting water quality.
- *Expand statewide vegetation treatment general order to federal lands.* Work with the US Forest Service, Bureau of Land Management, and other agencies to expand the existing streamlined Vegetation Treatment General Order to activities outside of the State Responsibility Area.
- *Post-fire response permit.* In collaboration with CAL FIRE, Cal OES, the US Army Corps of Engineers, and other state and federal agencies, develop waste discharge requirements for post-fire activities.

3.5. Use stormwater more fully and effectively to provide multiple benefits.

- 3.5.1. * **Stormwater cost of compliance: Statewide Industrial General Permit.** Release public review draft of the revised Statewide Industrial General Permit. Include an evaluation of use of the secondary maximum contaminant level for infiltration as part of the stormwater cost of compliance. [DWQ]
- 3.5.2. * **Site-specific objectives guidance for copper and zinc.** Adopt guidance for Regional Water Boards to develop site-specific water quality objectives for copper and zinc using the biotic ligand model. The implementation of more accurate site-specific water quality objectives will reduce the cost of compliance for municipal stormwater permittees. [DWQ]
- 3.5.3. * **Cost of municipal stormwater permit implementation.** Adopt guidance for standardized cost reporting for the implementation of municipal separate storm sewer system (MS4) permits as part of the stormwater cost of compliance. Information and data will be used by Regional Water Boards when issuing new permits and permit requirements. [DWQ]
- 3.5.4. **MS4: Phase II Permit.** Release public review draft of the updated Phase II Municipal Separate Storm Sewer System (MS4) Permit. [DWQ]
- 3.5.5. **Stormwater: construction general permit.** Adopt revised statewide construction stormwater general permit. [DWQ]
- 3.5.6. **Stormwater non-filer enforcement initiative.** Prioritize investigation and enforcement for industrial facilities in environmental justice areas that are suspected of not being enrolled in the Industrial Stormwater General Order. [OE]

- 3.5.7. **Stormwater: infiltration.** Develop requirements for siting, design, and monitoring criteria for urban stormwater capture and infiltration systems. [DWQ]

3.6. *Manage the Bay-Delta to balance water supply reliability and a healthy ecosystem.*

- 3.6.1. * **Bay-Delta Plans:** Implement the San Joaquin/Southern Delta Bay-Delta Plan, including the consideration of voluntary agreements. Complete the Sacramento/Delta update to the Bay-Delta Plan, including consideration of voluntary agreements. [RIGHTS]
- 3.6.2. * **Legal Delta: water rights.** Clarify, organize, and vet water right claims with points of diversion within the Legal Delta using stakeholder-driven “crowd correction” when possible and enforcement action when necessary. [ODW]
- 3.6.3. **Delta Alternative Compliance Plan.** Apply OpenET to determine crop evapotranspiration and consumptive water use in the Legal Delta via implementation of the Delta Alternative Compliance Plan. [ODW] (WRP 22.9.)

4. **Strengthen internal capacity and systems to accomplish the State Water Board’s mission strategically, transparently, equitably, and efficiently.**

4.1. *Incorporate effective public participation into State Water Board decisions and support effective partnerships.*

- 4.1.1. **Engagement: internal capacity.** Enhance internal capacity to integrate public engagement skills, strategies, and expertise into all Water Boards’ programs by expanding public participation training, resources, and tools for all staff. [COMMS]
- 4.1.2. **Engagement: language access.** Develop language access guidelines and best practices that are in alignment with CalEPA strategic priorities and CalHR statewide guidelines. [COMMS]
- 4.1.3. **Engagement: building facilitation skills.** Develop a Water Boards staff facilitation pool that have been trained to facilitate internal and external meetings and workshops. [COMMS]
- 4.1.4. **Engagement: external capacity.** Identify internal and external strategies, funding and resources to develop and expand the capacity of local community organizations to meaningfully engage with the Water Boards. Conduct a series of stakeholder engagement sessions to understand (1) stakeholders’ definitions of community capacity building, (2) existing capacity building efforts within communities, (3) ideas for how the Board can support capacity building efforts directly or indirectly, and (4) collect input on our internal capacity building efforts to build community engagement strategies that are holistically inclusive of community needs. [COMMS]
- 4.1.5. **Engagement: tribal affairs.** Enhance internal capacity to consult, engage, and collaborate with California Native American Tribes and tribal communities by expanding training, resources, and tools for staff. [COMMS]

- 4.1.6. **Remote and hybrid public meetings.** Develop an equitable framework to promote enhanced use of remote and hybrid meeting opportunities, including considerations for language access, and recommended legislative changes where necessary. [OCC, COMMS]
- 4.1.7. **Water quality enforcement policy review and update.** Conduct a five-year review of the Water Quality Enforcement Policy that includes gathering stakeholder input on the current policy and an opportunity for public comment on proposed updates. [OE]

4.2. *Track and communicate the State Water Board's work.*

- 4.2.1. **Website.** Evaluate, improve, and maintain the Water Boards' websites. [DIT, COMMS]
- 4.2.2. **Enforcement performance.** Identify future enforcement goals and track enforcement performance measures that drive meaningful enforcement to obtain those goals with a focus on programs with low compliance rates. [OE]
- 4.2.3. **Communications: enforcement.** Promote enforcement actions to raise awareness among the media and public about the Water Boards' efforts to protect water quality and the environment. [COMMS]
- 4.2.4. **Communications: financial assistance.** Promote awareness of Board funding of projects for safe drinking water, drought relief and water infrastructure among the media and public. [COMMS]

4.3. *Manage data effectively.*

- 4.3.1. *** Modernize water rights data.** By July 2023, develop stakeholder engagement process, release vendor solicitation, and secure vendor to implement the "Updating Water Rights Data for California" (UPWARD-California) project. UPWARD-California will modernize the state's water rights data management system, digitize paper records, and create a 21st century data system to help California respond to drought and ensure long-term water resilience. [RIGHTS] (WRP 22.7.)
- 4.3.2. **Data management plan.** As outlined in the Strategic Data Action Plan driven by State Water Board Resolution 2018-0032, deliver data literacy (training and education) and data quality training and outreach to priority program areas to help staff make better decisions and inform the public on key interests. [OIMA]
- 4.3.3. **New systems for water quality data.** Replace a data receiving and storage ecosystem—the California Environmental Data Exchange Network (CEDEN)—and prioritize the modernization of the Surface Water Ambient Monitoring Program (SWAMP). [OIMA, DIT]
- 4.3.4. **Modernize data analysis tools for the Integrated Report.** Improve data analysis tools, including the California Water Quality Assessment (CalWQA) data system, to facilitate comprehensive, efficient, and accurate water quality assessments and identify impaired surface waters. [DWQ, DIT]

4.4. *Support evolution of organizational structures, processes, and culture.*

- 4.4.1. *** Racial equity.** Maintain a cross-organizational steering committee and working group to address systemic, institutional, and individual racism at the Water Boards. In

alignment with the Board-adopted racial equity resolution, develop an action plan to advance racial equity, both internally and in program implementation, and apply a racial equity lens to all actions in this work plan and the State Water Board's core workload not listed here. [Executive Office, Racial Equity Team]

- 4.4.2. * **Workforce strategy.** Take actions to ensure appropriate staffing, organizational support for staff, and opportunities for staff. [DAS, DIT, ORPP]
- *Reduce vacancies.* Reduce vacancy rate to 5 percent or less for State and Regional Water Boards.
 - *Workforce and Succession Plan.* Develop a plan addressing staff recruitment, hiring, retention, program and cross-programmatic training, and leadership development, by February 2022. Other related actions include expanding the implementation activities of the recently established recruitment unit, and the internship and fellowship program.
 - *Water Leadership Program.* Expand program to include managerial and executive cohorts.
 - *Telework policy and hybrid workforce strategy.* Develop and implement a long-term telework policy and solve associated space management challenges. Document effective procedures for remote supervision.
 - *HR Center of Excellence.* Complete task and milestones associated with the newly-established Human Resources (HR) Center of Excellence, in coordination with all CalEPA organizations, to maximize the efficiency and effectiveness of HR programs and ensure the Boards put the right people, processes, and culture in place to achieve the State Water Board mission.
- 4.4.3. * **Fi\$Cal.** Implement additional workflow processing changes in the Accounting Branch to improve use of California's new financial management system, Fi\$Cal. Planned changes include additional staff training and development and preparation of written procedures to increase our adeptness with Fi\$Cal. These changes are intended to improve the timeliness of payment processing and help meet external due dates for monthly and end of year reporting commitments to the Department of Finance and the State Controller's Office. Complete year-end close-out for fiscal year 2020-21 by January 2022. [DAS]
- 4.4.4. **Administrative hearings.** Conduct hearings and prepare proposed orders in water-rights and other matters. [AHO]
- 4.4.5. **Contracts and processes for laboratory and science services.** Continue to reduce the number of contacts and improve business services and workflows by consolidating statewide contracts for analytical laboratory services and science consulting services. [OIMA]
- 4.4.6. **Climate resolution.** Review and update the climate change resolution, as necessary. [ORPP]

Acronyms or short names of State Water Board Divisions and Offices

AHO	=	Administrative Hearings Office
COMMS	=	Communications Office (the Communications Office includes the Office of Public Affairs and the Office of Public Participation)
DAS	=	Division of Administrative Services
DDW	=	Division of Drinking Water
DFA	=	Division of Financial Assistance
DIT	=	Division of Information Technology
DWQ	=	Division of Water Quality
RIGHTS	=	Division of Water Rights
ODW	=	Office of the Delta Watermaster
OE	=	Office of Enforcement
OIMA	=	Office of Information Management and Analysis
ORPP	=	Office of Research, Planning, and Performance