



California State Water Resources Control Board

2023 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 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 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 this table of contents.

- 1. Protect public health by ensuring reliable access to safe, affordable drinking water and sanitation. 1**
 - 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
 - 1.2. Adopt and enforce standards for contaminants that threaten human health..... 2
 - 1.3. Ensure groundwater quality meets or exceeds objectives. 2
- 2. Protect and restore watersheds, marine waters, and ecosystems..... 2**
 - 2.1. Ensure surface water quality, flow, and management protects fish, wildlife, recreation, and other beneficial uses. 2
 - 2.2. Protect—and where feasible, restore—aquatic and marine habitats. 4
- 3. Increase statewide water resiliency in the face of climate change and other threats by expanding and integrating California’s water supply portfolio..... 5**
 - 3.1. Prepare for, respond to, and learn from drought. 5
 - 3.2. Increase resilience of local and regional water supplies. 5
 - 3.3. Support sustainable management of California’s groundwater resources. 6
 - 3.4. Manage natural and working lands and soils so they provide water-related benefits. 7
 - 3.5. Use stormwater more fully and effectively to provide multiple benefits. 7
 - 3.6. Manage the Bay-Delta to balance water supply reliability and a healthy ecosystem. 8
- 4. Strengthen internal capacity and systems to accomplish the State Water Board’s mission strategically, transparently, equitably, and efficiently. 8**
 - 4.1. Incorporate effective public participation into State Water Board decisions and support effective partnerships. 8
 - 4.2. Track and communicate the State Water Board’s work. 9
 - 4.3. Manage data effectively. 10
 - 4.4. Support evolution of organizational structures, processes, and culture. 10

Highest-priority actions to work on or complete in 2023 (*) and actions linked to California's Water Supply Strategy (W). See full list for more information.

- 1.2.1 * Chrome VI
- 2.1.1 * Drought emergency flows and other actions to protect public trust resources
- 2.1.2 * Clear Lake Hitch
- 2.1.3 * Temperature management for fisheries
- 3.1.1 * W Implement water rights modernization efforts
- 3.1.2 * TUCPs
- 3.1.3 * Drinking water drought response program
- 3.1.4 W Emergency urban water conservation
- 3.2.1 * W Direct potable reuse supply
- 3.2.2 * W Infrastructure funding programs
- 3.2.3 * W Urban water use efficiency framework
- 3.2.4 * W Water Storage Investment Program
- 3.2.5 * W Develop new water supplies (desalination, recycled water, and stormwater capture)
- 3.3.1 * W SGMA
- 3.3.2 W Process water rights permitting for underground storage
- 3.4.1 * Forest health
- 3.5.1 * Site-specific objectives guidance for copper and zinc
- 3.5.2 * Cost of municipal stormwater permit implementation
- 3.5.3 W Stormwater: infiltration
- 3.6.1 * Bay-Delta Plans
- 3.6.2 * W Delta conveyance
- 4.3.1 * W Modernize water rights data
- 4.4.1 * Racial equity
- 4.4.3 * Fi\$Cal
- 4.4.4 * DFA process improvements

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. 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.

Key:

* = highest-priority actions to work on or complete in 2023

W = action in California's Water Supply Strategy

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. **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, OLA]
- 1.1.2. **SAFER.** Develop and implement the Safe and Affordable Funding for Equity and Resilience (SAFER) Drinking Water Program Plan to include consolidations, TMF compliance, perform Needs Analysis survey, and monitor drinking water performance measures, including Human Right to Water and Safe and Affordable Drinking Water initiatives. Annually update Outreach and Engagement Plan and implement SAFER Communications Plan. [DDW, DFA, COMMS]
- 1.1.3. **PFAS: investigations.** Continue investigations of industrial sources of per- and polyfluoroalkyl substances (PFAS) contaminants in public drinking water systems, including through issuance of Investigatory Orders. Conduct PFAS monitoring at all community public water systems in the state serving disadvantaged and severely disadvantaged communities. 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]
- 1.1.4. **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]
- 1.1.5. **Statewide Wastewater Needs Assessment.** Contract to identify communities without adequate sanitation systems through a comprehensive evaluation of data on at-risk communities and the condition of the sanitation systems. The assessment will include analysis of technical, managerial, and financial factors to determine and identify solutions for inadequacies, including possible consolidation with another wastewater

treatment system. This work is scheduled to begin upon contract execution in July 2023 [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 for adoption early 2023. [DDW]
- 1.2.2. **Lead and Copper Rule.** Develop Lead and Copper Rule conforming revisions to new federal rule issued in 2021 and anticipated Lead and Copper Rule improvements expected by October 2024. 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. **Onsite wastewater treatment system waiver.** Reissue waiver of waste discharge requirements for onsite wastewater treatment systems per the Onsite Wastewater Treatment System Policy. This is anticipated to be completed in April 2023. [DWQ]
- 1.2.5. **Vapor intrusion.** Prepare an update to Resolution 92-49, Policies and Procedures for Investigation and Cleanup and 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. On an ongoing basis, implement the completed vapor intrusion public participation requirements and best practices developed in collaboration with the Department of Toxic Substances Control in 2022. [DWQ]

1.3. Ensure groundwater quality meets or exceeds objectives.

- 1.3.1. **Prioritize Funding of SCAP projects in disadvantaged communities/environmental justice communities.** Funding authority for the Site Cleanup Subaccount Program (SCAP) projects was doubled for fiscal years 2021-22 and 2022-23 to \$34 million, and was augmented with up to \$71.5 million in General Fund for fiscal year 2022-23. Coordinate with Regional Water Boards, the Department of Toxic Substances Control, and local agencies to encumber funds to address highest priority cleanup projects in economically disadvantaged communities and environmental justice communities (i.e., those with high CalEnviroScreen scores). [DFA]
- 1.3.2. **Prop 1: groundwater.** Provide final Proposition 1 (2014) Groundwater Grant Program funds by June 2023. [DFA]

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

2.1. Ensure surface water quality, flow, and management protects fish, wildlife, recreation, and other beneficial uses.

- 2.1.1. *** Drought emergency flows and other actions to protect public trust resources.** Where the California Department of Fish and Wildlife or another fisheries or wildlife

government agency has submitted emergency recommendations to protect fisheries, wildlife, habitat, or other public trust resources, engage in a public outreach process to evaluate the impacts of implementing measures through an emergency or voluntary process. develop drought emergency regulations to implement emergency flows, as necessary and authorized by law. Consider impacts to Black and indigenous people of color communities, tribal beneficial uses and cultural resources, and related ecosystems, when developing, implementing, and enforcing instream flow requirements, consistent with all applicable laws and requirements, including those related to water rights, basin planning, public trust resources, and endangered species. [Division of Water Rights]

- 2.1.2. * **Clear Lake Hitch.** Engage in collaborative and, where necessary, regulatory efforts to protect the Clear Lake Hitch by protecting instream flows, evaluating regulatory compliance with existing water right requirements, and enforcing on illegal diversions and unlicensed cannabis cultivation. Develop collaborative and voluntary actions to help preserve streamflows and ensure best management practices for water diversion and use are followed. [Division of Water Rights]
- 2.1.3. * **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. [Division of Water Rights]
- 2.1.4. **Instream flows: selected stream or streams.** Identify the status of establishing long term instream flow requirements on priority streams. Provide recommendations to address barriers and accelerate this process. [Division of Water Rights]
- 2.1.5. **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. Update the Clean Water State Revolving Fund Policy to incentivize nutrient removal for projects that discharge to the ocean and update the Water Recycling Funding Program Guidelines to incentivize elimination of ocean discharges. [DWQ, DFA]
- 2.1.6. **Cannabis enforcement.** Enforce water quality violations associated with illegal cannabis cultivation sites in priority watersheds. [OE]
- 2.1.7. **HABs.** Implement the statewide harmful algal bloom (HAB) strategies, which align the mandates of Assembly Bill 834 (2019) by expanding event response and ambient monitoring through the freshwater HAB program and improving communication to tribes and the public. Establish statewide procedures for event response and ambient monitoring. [OIMA, COMMS]
- 2.1.8. **Biostimulatory substances, cyanotoxins, 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 and cyanotoxins for streams, rivers, lakes, and reservoirs; and formalize and expand the use of biological condition assessment methods, scoring tools, and targets aimed at protecting biological integrity of Wadeable streams. [DWQ]

- 2.1.9. **Climate change: sea-level rise.** Develop MOU with the Coastal Commission to coordinate Sea Level Rise risk assessments and joint reviews. [DWQ]
- 2.1.10. **Once-through cooling policy amendments.** Amend the Once-Through Cooling Policy to ensure compliance with the Policy does not negatively affect electrical grid reliability. The amendment would extend the compliance dates for Alamitos, Huntington Beach, and Ormond Beach generating stations for three years to December 31, 2026, and extend the compliance date for Scattergood Generating Station for five years to December 31, 2029. [DWQ]
- 2.1.11. **Broadband middle mile.** Support infrastructure to bring high-speed broadband service to unserved and underserved communities through development of streamlined permits that also protect beneficial uses of water. Implement the streamlined programmatic permitting authorized in the statewide NPDES Construction Stormwater General permit. Develop and implement additional general permits and water quality certifications to streamline permitting for the Broadband Middle Mile project. [DWQ]
- 2.1.12. **DDT clean-up funding.** Administer \$5.6 million from a one-time budget appropriation via grants to California Sea Grant to support DDT clean-up near southern California. Funding will be directed to research projects and community outreach efforts to communicate findings. Research projects will focus on chemistry and toxicity of DDT and its breakdown products, risks of DDT contamination to public health and ecosystems, and improved characterization of DDT dump sites. [DWQ, DFA]
- 2.1.13. **NPDES pesticide application permits.** Reissue the following existing (expired) statewide NPDES permits to allow updated pesticide applications: (1) Vector Control Permit, (2) Aquatic Weed and Algae Control Permit, (3) Spray Applications Permit, and (4) Aquatic Animal Invasive Species Control Permit. [DWQ]
- 2.1.14. **High-priority water quality petitions.** Adopt Water Quality Orders regarding the Central Valley Regional Water Board’s General Waste Discharge Requirements for Existing Milk Cow Dairies (SWRCB/OCC File A-2283(b)), and the Central Coast Regional Water Board’s General Waste Discharge Requirements for Discharges from Irrigated Lands (SWRCB/OCC File A-2751(a-b)). [OCC, DWQ]
- 2.1.15. **Carmel River.** Continue oversight of the Cease and Desist Order related to California American Water Company and ongoing illegal diversions from the Carmel River. [Division of Water Rights]

2.2. *Protect—and where feasible, restore—aquatic and marine habitats.*

- 2.2.1. **Salton Sea.** Oversee, monitor, and assess progress on the implementation of the Salton Sea Management Program recognizing megadrought in Colorado River basin, potential water shortages and related impacts to the Sea, and federal investments and collaboration within the watershed. [Division of Water Rights]

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. * **W** **Implement water rights modernization efforts.** Use staff and resources gained in Fall 2022 to initiate a telemetry pilot project, expand the Division of Water Rights drought planning capabilities (including refinement of methods and models for curtailments and water unavailability and development of new methods and models), enforce water rights during times of limited water availability, and expand drought and curtailment modeling into additional watersheds. Establishing and implementing these programs will help plan for future droughts and prepare for drought response. [Division of Water Rights]
- 3.1.2. * **TUCPs.** Respond to requests for changes to water quality requirements through review and consideration of temporary urgency change petitions (TUPCs). Respond to challenges to any approved or denied petitions in a timely manner. [Division of Water Rights]
- 3.1.3. * **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 Senate Bill 552 (2021). Support water system source capacity planning studies, infrastructure enhancements, and where appropriate, actions such as mandatory consolidations or source water investigation orders. [DDW]
- 3.1.4. **W** **Emergency urban water conservation.** Develop short-term efficiency-based water conservation targets for Urban Retail Water Suppliers based on unique service area characteristics (e.g., climate zone, water demand, residential landscape area, and population) to be used if needed to address future drought conditions. [ORPP]
- 3.1.5. **Refine and expand 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. [Division of Water Rights]

3.2. Increase resilience of local and regional water supplies.

- 3.2.1. * **W** **Direct potable reuse supply.** Develop Direct Potable Reuse Regulations by the December 2023 statutory deadline. 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]

- 3.2.2. * **W Infrastructure funding programs.** Implement State Water Board priorities for the \$2.0 billion in State General Fund infrastructure programs and for the federal Bipartisan Infrastructure Law/State Revolving Fund funds: (1) drinking water (including PFAS/emerging contaminants funding), (2) wastewater, (3) groundwater cleanup, (4) water recycling, and (5) cross-border water quality. By June 30, 2023, amend drinking water and clean water State Revolving Fund policies to help streamline processes and amend priorities, to support the Water Supply Strategy’s water recycling and stormwater capture goals. By June 30, 2023, establish a new expedited funding program for small community drinking water projects. [DFA]
- 3.2.3. * **W Urban water use efficiency framework.** Adopt urban efficiency regulation applying to urban retail water suppliers to implement the Making Water Conservation a California Way of Life laws (Senate Bill 606 and Assembly Bill 1668, 2018). [ORPP]
- 3.2.4. * **W Water Storage Investment Program.** Implement the State Water Board’s parts of the Proposition 1 (2014) Water Storage Investment Program. State Water Board staff will process new water right applications and petitions, hold necessary hearings, and develop public benefit contracts needed to support WSIP projects. [Division of Water Rights, ORPP]
- 3.2.5. * **W Develop new water supplies (desalination, recycled water, and stormwater capture).** Identify recycled water projects that can be brought online by 2030 and convene a strike team to resolve permitting and funding obstacles. Identify brackish groundwater desalination projects that can come online by 2030 and consider grant and loan programs to fund planning and building of desalination projects. Evaluate groundwater basins impaired by salts and nutrients and determine the volume of brackish groundwater available for desalination. Develop criteria for siting desalination facilities along the coast and identify mitigation sites to facilitate approval of desalination projects. [DWQ]
- 3.2.6. **On-site reuse regulations.** Adopt regulations for local governments to implement onsite treatment and reuse of non-potable water by December 2023. Senate Bill 966 (2018) requires the State Water Board to adopt regulations for risk-based water quality standards for the onsite treatment and reuse of nonpotable water for nonpotable end uses in multifamily residential, commercial, and mixed-use buildings. [DDW]
- 3.2.7. **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, OIMA]

3.3. *Support sustainable management of California’s groundwater resources.*

- 3.3.1. * **W SGMA.** Implement the Sustainable Groundwater Management Act (SGMA). Advise Board Members on placing basins that come into the State Water Board’s jurisdiction into probationary status. 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]

- 3.3.2. **W Process water rights permitting for underground storage.** Prioritize water rights applications for underground storage, including 180-day and 5-year temporary permits, standard water rights applications, and applications that pursue the Board's recently developed streamlined pathway for capturing high flow events. Continue to coordinate with the Department of Water Resources to facilitate applications, conduct outreach and education, and assist applicants in accordance with the Water Supply Strategy. Evaluate opportunities for additional streamlining. [Division of Water Rights]
- 3.3.3. **SDWA: underground injection control.** Support the California Geologic Energy Management Division (CalGEM) review of pending aquifer exemption proposals with overlying beneficial use groundwater to bring the state into compliance with the federal Safe Drinking Water Act (SDWA) by the end of 2023. Reviews will include a conduit analysis and remediation of idle and abandoned wells. [DWQ]

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

- 3.4.1. *** Forest health.** Promote sustainable forest health through General Order for Utility Operations and Maintenance Activities Related to Wildfire Mitigation. [DWQ]

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

- 3.5.1. *** 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 a metal bioavailability model (e.g., biotic ligand model) that includes receiving water body characteristics and monitoring data. The implementation of more accurate site-specific water quality objectives will reduce the cost of compliance for municipal stormwater permittees, while protecting beneficial uses. [DWQ]
- 3.5.2. *** Cost of municipal stormwater permit implementation.** Adopt requirements for standardized cost reporting for the implementation of NPDES municipal separate storm sewer system (MS4) permits as part of the stormwater cost of compliance. Information and data will be used by State and Regional Water Boards when issuing new permits. [DWQ]
- 3.5.3. **W Stormwater: infiltration.** Develop requirements for siting, design, and monitoring criteria for urban stormwater capture and infiltration systems. Incentivize local agencies to develop stormwater capture projects. Execute a contract to estimate current stormwater capture statewide. [DWQ]
- 3.5.4. **Statewide Industrial Stormwater General Permit.** Release public review draft of the revised statewide NPDES Industrial Stormwater General Permit. Include an evaluation of costs to comply with the secondary maximum contaminant levels for infiltrated stormwater as part of the stormwater cost of compliance. [DWQ]
- 3.5.5. **Municipal Separate Storm Sewer Systems: statewide NPDES Phase II Permit.** Release public review draft of the updated statewide Phase II Municipal Separate Storm Sewer Systems (MS4) Permit. [DWQ]

- 3.5.6. **STORMS program evaluation.** Initiate a Strategy to Optimize Resource Management of Stormwater (STORMS) program evaluation to identify opportunities to improve the process for receiving meaningful stakeholder input and selecting STORMS projects considering scope, resources, and the greatest impact towards meeting the 2030 and 2040 stormwater goals in the Water Supply Strategy. [DWQ]
- 3.5.7. **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]

3.6. *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. Consult with tribal governments during development of Bay-Delta Plan update. [Division of Water Rights]
- 3.6.2. * **W Delta conveyance.** Implement the State Water Board's responsibilities for processing water rights change petitions and water quality certifications related to the proposed Delta conveyance project, including providing public notice of petitions and conducting and overseeing any necessary water rights hearing. [Division of Water Rights]
- 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]

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.** Strengthen our ability to engage with the public and with California Native American tribes to improve our decision-making processes. [COMMS]
 - *Internal capacity.* Enhance internal capacity to integrate public engagement skills, strategies, and expertise into all Water Boards programs by expanding training, guidance, resources, and tools for all staff. Support implementation of meaningful and culturally-relevant outreach to disadvantaged communities and tribes on water quality planning, permitting, and policy processes (Assembly Bill 2108, 2022).
 - *External capacity.* Develop a community capacity building pilot fund to support tribal-led and community-led projects that address environmental clean-up projects.
 - *Tribal affairs.* Enhance internal capacity to consult, engage, and collaborate with California Native American tribes and tribal communities by expanding training, guidance, resources, and tools.

- 4.1.2. **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.** Continue to evaluate, improve, and maintain the State 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.** Through communications, media relations and public engagement, continue informing the media, stakeholders, and the public of the Boards' work and decision-making processes to raise awareness of the impacts of our work, equitably empower people to take action, and strengthen meaningful public involvement. [COMMS]
- *Safe drinking water.* Expand public awareness about ongoing collaboration and progress toward drinking water equity through the promotion of SAFER accomplishments, milestones, opportunities for engagement and storytelling with community partners. Leverage increased media interest in threats to safe drinking water access, such as contamination and drought.
 - *Enforcement.* Raise public awareness about the State Water Boards' efforts to protect water quality, water supplies, and the environment, especially in communities experiencing disproportionate pollution burdens and to enforce curtailments to protect water supplies. Build on increased media coverage resulting from our office's outreach efforts. Continue promoting enforcement actions.
 - *Sustainable groundwater management.* Increase public awareness and understanding of the drought's impact on the state's groundwater supplies and foster greater appreciation of the State Water Board's role in implementing the Sustainable Groundwater Management Act (SGMA).
 - *Conservation.* Support implementation of the Making Water Conservation a California Way of Life framework and the Water Supply Strategy by advancing communication strategies to drive conservation, strengthen public awareness about the impacts of a drier, hotter California, and reinforce the importance of saving water.
 - *Financial assistance.* Promote public awareness of State Water Board funding of projects for safe drinking water, drought relief and water infrastructure, and the long-term benefits of these projects for disadvantaged communities and the State's water supply management. Leverage increased media outreach and strengthened collaboration with federal partners.
 - *Strategic communications.* Develop and conduct training for staff on media engagement and interviewing techniques to facilitate clear and effective communication about the State Water Board's work. Continue building out library of updated talking points and other messaging on key topics for consistent messaging and share access with the Board and staff once ready.

- *Regulatory work.* Foster greater awareness and understanding of the positive impacts of the Water Boards’ regulatory work, including those related to groundwater recharge.

4.3. *Manage data effectively.*

- 4.3.1. * **W 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. [Division of Water Rights]
- 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. Align data governance with enterprise technology modernization efforts to ensure business needs are met efficiently, effectively and in a reusable work and dataflow. [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). Chemistry module followed by other data types are current priorities. [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, OIMA]

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

- 4.4.1. * **Racial equity.** Implement the Racial Equity Action Plan to address systemic, institutional, and individual racism at the State and Regional Water Boards. Track success through meaningful targets and metrics. [Executive Office, Racial Equity Team]
- 4.4.2. **Racial Equity Data Action Plan.** Help staff incorporate racial equity concepts into the planning and design of data collection and visualization, expand public participation in science and community data gathering programs, and make data to inform the implementation of the Racial Equity Action Plan more accessible. [OIMA]
- 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 2021-22 by January 2023. Complete necessary activities to become “current” in Fi\$Cal processing

by April 2023, to allow year-end close-out for fiscal year 2022-23 in September of 2023. [DAS]

- 4.4.4. *** DFA process improvements.** Implement additional process improvements to streamline and simplify the processes for applying for and receiving funding for drinking water and clean water projects. Implement additional process improvements to streamline and simplify the processes associated with disbursing funds in the drinking water, clean water, stormwater, and groundwater programs. For process improvements that can be made now, procedure manuals will be updated and training will be provided to staff by June 30, 2023. For process improvements that depend on policy changes by the State Water Board, procedure manuals will be updated and training will be provided by December 31, 2023. [DFA]
- 4.4.5. **Workforce strategy.** Continue 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.* Finalize workforce and succession plans.
 - *Water Leadership Program.* Expand program to include executive cohorts.
 - *Telework policy and hybrid workforce strategy.* Continue to improve tools for staff and supervisors related to implementing an expanded telework strategy.
 - *HR Center of Excellence.* Complete tasks 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 State and Regional Water Boards put the right people, processes, and culture in place to achieve the State Water Board mission.
- 4.4.6. **Contracts and processes for laboratory and science services.** Continue to reduce the number of contracts and improve business services and workflows by consolidating statewide contracts for analytical laboratory services and science consulting services. [OIMA]

Acronyms or short names of State Water Board Divisions and Offices

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
OCC	=	Office of the Chief Counsel
ODW	=	Office of the Delta Watermaster
OE	=	Office of Enforcement
OIMA	=	Office of Information Management and Analysis
OLA	=	Office of Legislative Affairs
ORPP	=	Office of Research, Planning, and Performance

Selected changes from the State Water Board 2022 Strategic Work Plan

The following actions from the 2022 Strategic Work have been removed from this plan because they have either been completed or largely completed ^(a), or because work on the action has stopped ^(b) or been deprioritized due to the need to focus on competing priorities. In most cases, State Water Board staff will continue to work on these actions, but they won't tracked as part of the plan.

Large habitat restoration permit^a

Future drinking water regulation prioritization

Legal Delta: water rights^a

Integrated Report and data system improvements

COVID-19 and water and wastewater arrearage programs^a

Mandatory minimum penalty workload

Statewide Sanitary Sewer System General Order reissuance^a

Microplastics monitoring methods and monitoring plan

401 water quality certifications (large hydropower projects)

Trash

Pesticides^b

Climate resolution

Toxicity water quality objectives for ocean waters^b

Focused UST enforcement

Wastewater consolidation projects^b