

**STATE OF CALIFORNIA  
REGIONAL WATER QUALITY CONTROL BOARD  
CENTRAL COAST REGION**

**STAFF REPORT FOR REGULAR MEETING OF AUGUST 24-25, 2023**

Prepared on August 14, 2023

**ITEM NUMBER:** 14

**SUBJECT:** Strategic Planning Discussion

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**ACTION:** Information/Discussion

**SUMMARY**

Over the last several years our work environment has changed significantly and will continue to change in response to a retiring workforce, hybrid teleworking workforce, climate change, increasing focus on environmental justice and racial equity, and increasing complexity and amount of work due to emerging contaminants and new statewide mandates or policies. The changing work environment is requiring us to re-evaluate our work with respect to our priorities and adjust how we apply our available staff resources. Attached is a draft strategic planning document for discussion with the board and interested parties.

The draft strategic plan consists of a narrative describing our changing work environment, an affirmation of our commitment to coordination and public service, four broad regional priorities focused on 1) workforce planning and development, 2) implementing our core programmatic functions, 3) climate change adaptation and resilience, and 4) environmental justice. Following the regional priorities are descriptions of each of our programs and associated program priorities. The Strategic Plan also includes background information about the Central Coast Water Board authority and mandate, administrative structure, physical setting, and water quality issues that is intended to act as a Central Coast Water Board 101 primer for the public and new staff and board members. The background section also affirms our vision of “healthy watersheds” and associated measurable goals and priorities and provides some examples of our completed and ongoing efforts focused on our vision, goals, and priorities.

**CONCLUSION**

Our changing work environment is requiring us to be more mindful of our priorities with respect to applying available staff resources on work that provides the most tangible benefits in both the near and long term. This applies to our effectiveness as an agency more generally through staff capacity and expertise in support of implementing our mandate to protect and restore water quality and associated beneficial uses. The draft

Strategic Plan identifies our priority work based on the existing demands being placed on our agency and creates a guiding framework by which to evaluate additional demands and refocus resources on other work as may be necessary and appropriate with respect to our vision, measurable goals, and priorities. Paramount to our ongoing success as agency is investing in our staff, particularly our newer staff, to maintain and build workforce capacity, expertise, and engagement through robust hiring practices, onboarding, mentoring, training, and succession planning. Significant rates of retirement are requiring us to focus more attention on workforce planning and development. This very important work necessitates the diversion of staff and management resources away from our programmatic work and requires us to be more realistic with respect to what we can accomplish in the near term while still honoring our mandate.

**ATTACHMENTS**

1. Draft Central Coast Regional Water Quality Control Board Strategic Plan