

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

STAFF REPORT FOR REGULAR MEETING OF JUNE 6, 2007

Prepared on May 24, 2007

ITEM NUMBER: 4

SUBJECT: Status Report on Regional Board Vision and Measurable Goals

SUMMARY

This item is a status report on our vision and measurable goals. We have been working on two parallel tracks: improving the organization by improving ourselves through high-level training, and aligning the organization to focus on and achieve tangible results outside our office, in the watersheds of our region.

Approximately 30 staff, including all managers and supervisors, recently completed the UC Davis Executive Program. We are working with UC Davis to bring additional courses to the office, and to provide on-going coaching for managers and supervisors.

We established multidisciplinary teams in the office to work across our typical organizational boundaries and develop new regulatory approaches to help achieve our goals and objectives. We are also making progress in key areas, such as low impact development, groundwater cleanup, grant funding, and performance monitoring through our Central Coast Ambient Monitoring Program.

We are also preparing two proposals for the Water Board's July 6, 2007 meeting,

one is to fund a Central Coast Low Impact Development Institute, and the other is to increase the endowment for the Central Coast Ambient Monitoring Program.

DISCUSSION

We are implementing major efforts to improve our organization through high-level personal and professional development training. This training is focused on self-awareness and self-improvement, and will help us be a more accountable organization that achieves tangible results outdoors.

Our training over the past year and a half included three leadership courses:

1. The Art and Science of Leadership
2. The Work of Leadership
3. Leading Change

The classes are instrumental in helping us become a more results oriented organization.

We also brought the UC Davis Executive Program to our office, which was a new experience for UC Davis and the Water Boards. The focus of the

Program is to improve one's self by understanding mental models, understanding why we think and act the way we do, identifying and acting on core personal values, achieving goals, and avoiding the "smart talk trap" (talking instead of doing). The Program helps us answer questions like these:

- How can you ensure that your organization produces quantifiable results that improve over time?
- Are you maintaining a strategic focus for your organization?
- What are the most effective styles of leadership and communication?

The Program included eight classes over an eight month period, and you can review the Program classes here:

http://extension.ucdavis.edu/unit/business_and_management/executive_program/

Our reading assignments for the Program included the following books and articles:

- *Lessons from Everest: The Interaction of Cognitive Bias, Psychological Safety, and System Complexity*, California Management Review.
- *Social Intelligence: The New Science of Success*, Albrecht
- *Difficult Conversations*, Stone, et al.
- *Primal Leadership: Realizing the Power of Emotional Intelligence*, Goleman, et al.
- *The Fifth Discipline Field Book*, Senge, et al.
- *Resonant Leadership*, Boyatzis, et al.
- *60 Minute Strategic Plan*, Johnson, et al.

- *The Smart Talk Trap*, Pfeffer, et al.

We completed the final class in May 2007. This Program has allowed us to establish a close working relationship with Gene Crumley, Director of the UC Davis Executive Program, where we continue to benefit from his expertise and experience in helping organizations achieve their potential. Mr. Crumley is also the Director of Business and Information Technology for UC Davis. Mr. Crumley and his instructors are providing on-going coaching services to managers and supervisors at the Water Board, and we are bringing additional classes to the office. Our goal is to be a learning organization that takes risks to achieve great tangible results.

Tangible Results Outdoors

Our vision for the future of the Central Coast is:

Healthy Functioning Watersheds

We have three main goals to help achieve this vision:

Goal: By 2025, 80% of riparian systems on the Central Coast are healthy, and the other 20% exhibit positive trends in key parameters.

Goal: By 2025, 80% of lands within a watershed are sustainably managed to protect healthy functioning watersheds, and the remaining 20% exhibit positive trends in key parameters.

Goal: By 2025, 80% of groundwater is clean, and the remaining 20% exhibits positive trends in key parameters.

Over the past few months we established a "vision team" for each of these goals. The team leaders are Chris Rose, Jennifer Bitting, and Thea Tryon. Team members represent all programs and disciplines in the office. The teams are developing specific, scheduled projects to address the most important issues regarding riparian habitat, sustainable land management, and groundwater in our Region, including the use of new regulatory approaches. We will present these projects to the Water Board as they are developed over the next several months. A brief description of the teams and their tasks is included as Attachment 1.

In addition to the vision teams, staff focuses on tangible results everyday. Some examples of progress in key areas are mentioned below.

Low Impact Development

Implementing low impact development design standards is one of the Water Board's main priorities. Staff has been doing education and outreach with municipalities to encourage low impact development, and we are increasingly defining compliance with storm water regulations as implementation of low impact development design standards. One of our biggest challenges in this area has been with the City of Salinas, which is our only so-called Phase I stormwater city (population over 100,000) and where we expect major growth to occur over the next few decades. On a recent visit to a large housing development in Northeast Salinas, we found that developers included significant low impact development design standards in their

plans, which is a major shift from their direction just one year ago. This is a direct result of the constant efforts by the Water Board and staff to make low impact development a reality.

While we are seeing progress at individual developments such as the Salinas example above, we need to address the issue region wide. To achieve regional progress, we need to do two things: establish clear requirements for low impact development design standards and the protection of functioning watersheds, and provide education and outreach to demonstrate how it can be done. We are researching new regulatory approaches, as explained by staff member Jennifer Bitting at the March 2007 Board meeting. Ms. Bitting is researching the regulatory approaches used by other Regional Boards and other agencies, and will recommend a regulatory approach for the Central Coast within the next few months.

We are also pursuing the formation of a Low Impact Development Institute for the Central Coast. The purpose of the Institute would be to provide education to municipalities and other planning professionals, and assistance with actual project designs. Staff will present additional details and a recommendation to establish and fund this Institute at the Board's July 6, 2007 Board meeting.

Grants

Staff member Angela Schroeter presented information on grants at the March 2007 Board meeting. The grants program is a major leveraging tool for us; we work with prospective grantees to develop proposals that are aligned

with our vision and goals, and several of these proposals have been funded. We are managing almost \$30 million in grants at this time, and there are tens of millions in new grant funds pending. One of the grant programs we are focusing on will direct funds toward local watershed planning and implementation efforts. We will work with prospective grantees to develop watershed proposals that are aligned with the water quality issues we have identified and the efforts underway to address them. We will continue to provide status reports on the grants program to the Water Board throughout the year.

Groundwater Cleanup

The underground tank program has been in place for approximately 20 years, and has addressed tens of thousands of cleanup cases statewide. Water Board staff member Burton Chadwick recently reported that the underground tank program reached a significant milestone in groundwater cleanups in our Region: This year we passed the point at which we have cleaned up and closed as many underground tank cases as we have active cases. This is a significant milestone and indicates major progress in groundwater cleanup in our region.

Irrigated Agriculture

The Central Coast Region includes approximately 450,000 acres of irrigated agriculture, and monitoring results show that we have a significant toxicity problem associated with runoff from these lands. Approximately 75% of growers have enrolled in the Water Board's Ag Waiver regulatory program and have provided information on the

management practices they are using to protect water quality. We recently sent approximately 25 Notice of Violation letters to growers who failed to enroll, and we will follow up with additional enforcement actions if necessary.

We are also starting field inspections to verify that growers are implementing management practices to protect water quality, and to provide growers with first-hand information on water quality problems and ways to address them. We will do approximately 120 inspections over the next few months and will report the results to the Water Board later this year.

Central Coast Ambient Monitoring Program

The Central Coast Ambient Monitoring Program (CCAMP) is one of the Water Board's primary tools for measuring our performance as a resource protection agency. CCAMP monitors 33 coastal confluence sites every month (major rivers and streams, just above saltwater influence). CCAMP also does more extensive monitoring in our five main watersheds on a rotational basis, spending one year in each watershed, so that it takes five years to cover all five watersheds. CCAMP is routinely called the most comprehensive regional monitoring effort and the "model program" among the Water Boards; however, we know that the program must become much more comprehensive for us to adequately track whether we are achieving our goals.

Over the past year we have been building our computer-based infrastructure to include Geographical

Information System technology and the capacity to handle and analyze massive amounts of data for water quality, land use, and habitat in our Region. We are linking these data sets to help us determine where we need to focus our efforts and to measure whether our efforts are effective in the field.

This performance-based measuring requires a greater institutional capacity than CCAMP can currently provide. Therefore, we are preparing a proposal to significantly increase the endowment for CCAMP. The increased endowment will increase our ability to track key parameters in our watersheds (physical, chemical, biological, land use, land use changes, impervious surfaces, etc.) and therefore measure our performance based on tangible outcomes in our watersheds. We will present a detailed proposal to increase the endowment for CCAMP at the Water Board's July 6, 2007 meeting.

CONCLUSION

Our highest priorities are to improve the organization and to achieve tangible results outdoors. We continue to improve the organization by improving ourselves through high-level personal and professional development training, and we are working closely with Gene

Crumley of UC Davis to help the organization achieve its full potential.

We continue to align the organization toward goals and objectives based on the condition of our Region. We established teams that are working across our typical organizational boundaries to develop new regulatory approaches. We are making progress in key areas such as low impact development, groundwater cleanup, alignment of grant funding, and improving CCAMP to measure our performance.

We look forward to discussing our efforts with the Board, and progressing toward our Vision of:

Healthy Functioning Watersheds

ATTACHMENT

1. Vision Teams

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S:\Seniors\Shared\Vision Creation and Implementation\6- Status-Board Reports 03-06 to\06-06-07 Vision Staff Report MT rb.doc