

Strategic Planning Discussion

Item No. 1

December 10, 2015

Hopland, California

Executive Management Team

North Coast Regional Water Quality Control Board





Purpose

For the Board, staff, and interested stakeholders to discuss strategic planning and priorities of the North Coast Regional Water Board in an open session.



Questions to consider:

- Is the work of Regional Water Board (RWB) appropriately prioritized in order to achieve its mission to preserve, protect, restore, and enhance the waters of the north coast?
- Is the RWB on track to achieve its vision of healthy watersheds, effective regulation, strong partnerships?



Questions to consider:

- Is the RWB doing everything possible to protect the aquatic life of the north coast?
- Is the RWB adequately serving the people of the state?



Presentation Outline

- **Outcomes of staff visioning and planning**
- **Organizational structure**
- **Unit programmatic functions**
- **Staff funding**
- **Programmatic work commitments**
- **Strategic initiative teams**
- **Priorities for 2016**



Goals of Visioning

- **Optimize organizational effectiveness and performance**
- **Promote a dialogue about leadership and organizational performance**
- **Develop a vision statement for the organization**
- **Identify key strategic directions**
- **Conduct re-organization**



Vision Statement

**Healthy watersheds,
Effective regulation,
Strong partnerships.**



Key Strategic Directions

- **Addressing the impacts of reduced surface water flows on water quality and beneficial uses**
- **Addressing groundwater quality at the groundwater basin scale**
- **Protecting and restoring aquatic habitat at the watershed scale**



Key Strategic Directions (cont.)

- **Optimizing resources by implementing the watershed stewardship approach**
- **Improving the enforcement capabilities of the organization**

North Coast Regional Water Quality Control Board

5550 Skylans Boulevard, Suite A
 Santa Rosa, CA 95403
 (707) 576-2220
www.waterboards.ca.gov/northcoast

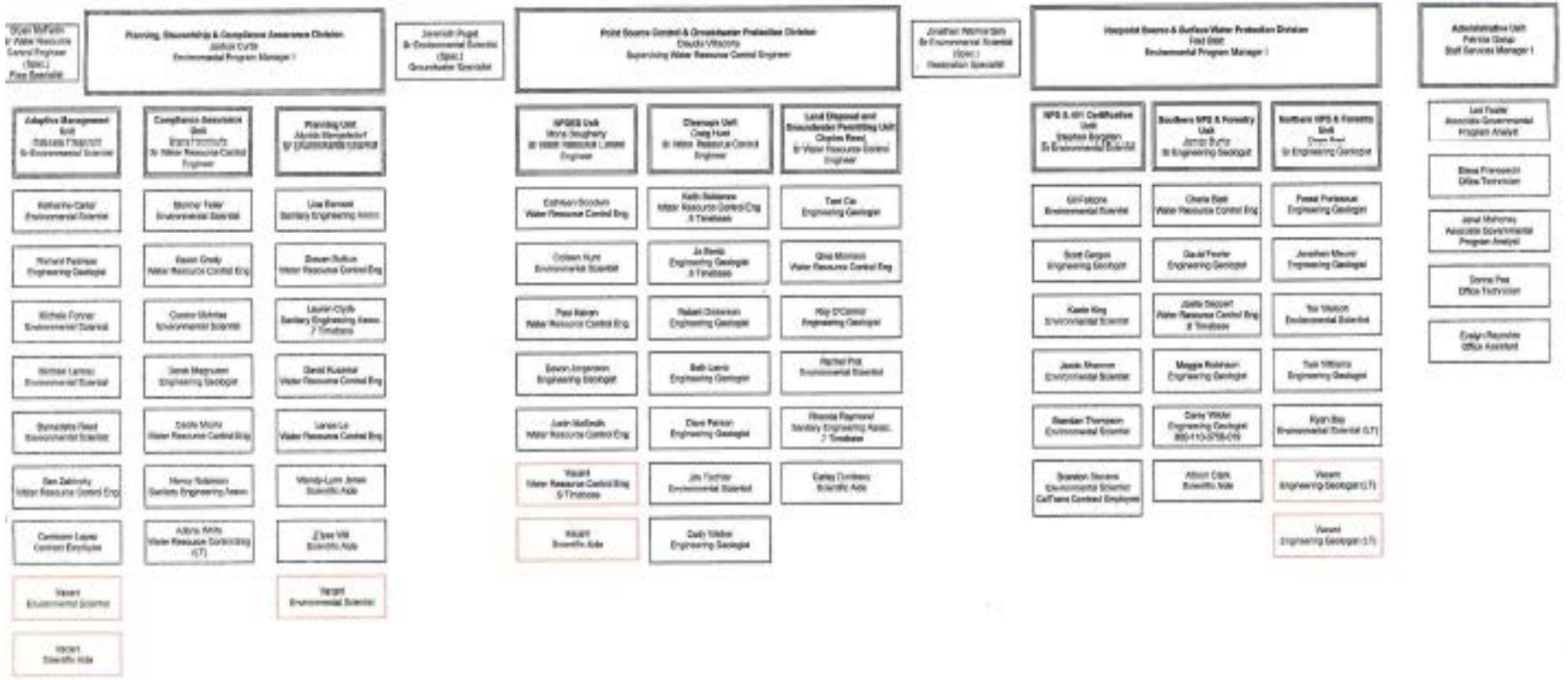


Board Members

John Corbett, Chair	Greg Giusti, Vice Chair
Geoffrey Hales	Valerie Minton
David Noren	Kelli Gant

Matthias St. John
Matthias St. John
 Executive Officer

Dec 9, 2015
 Date



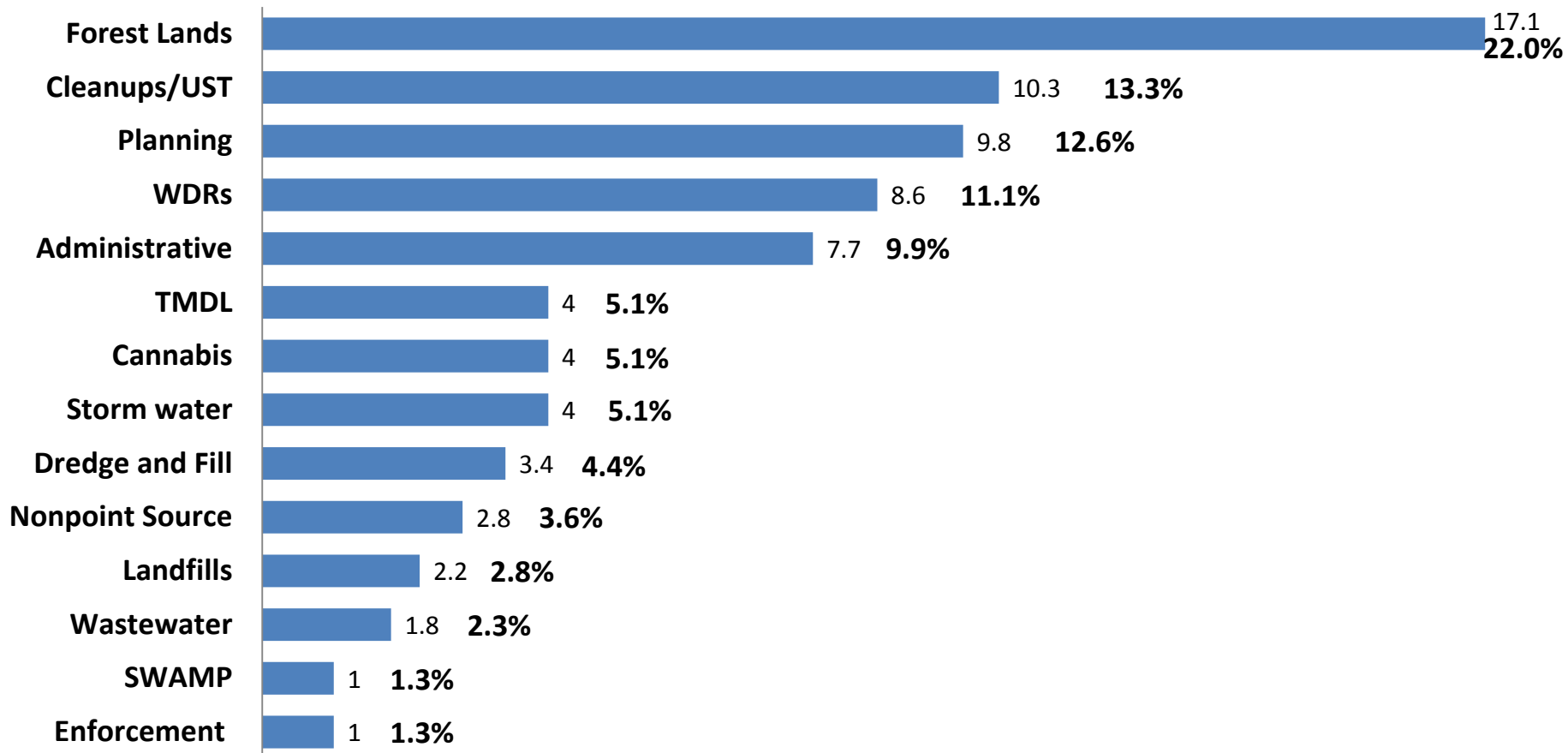


Organizational Structure

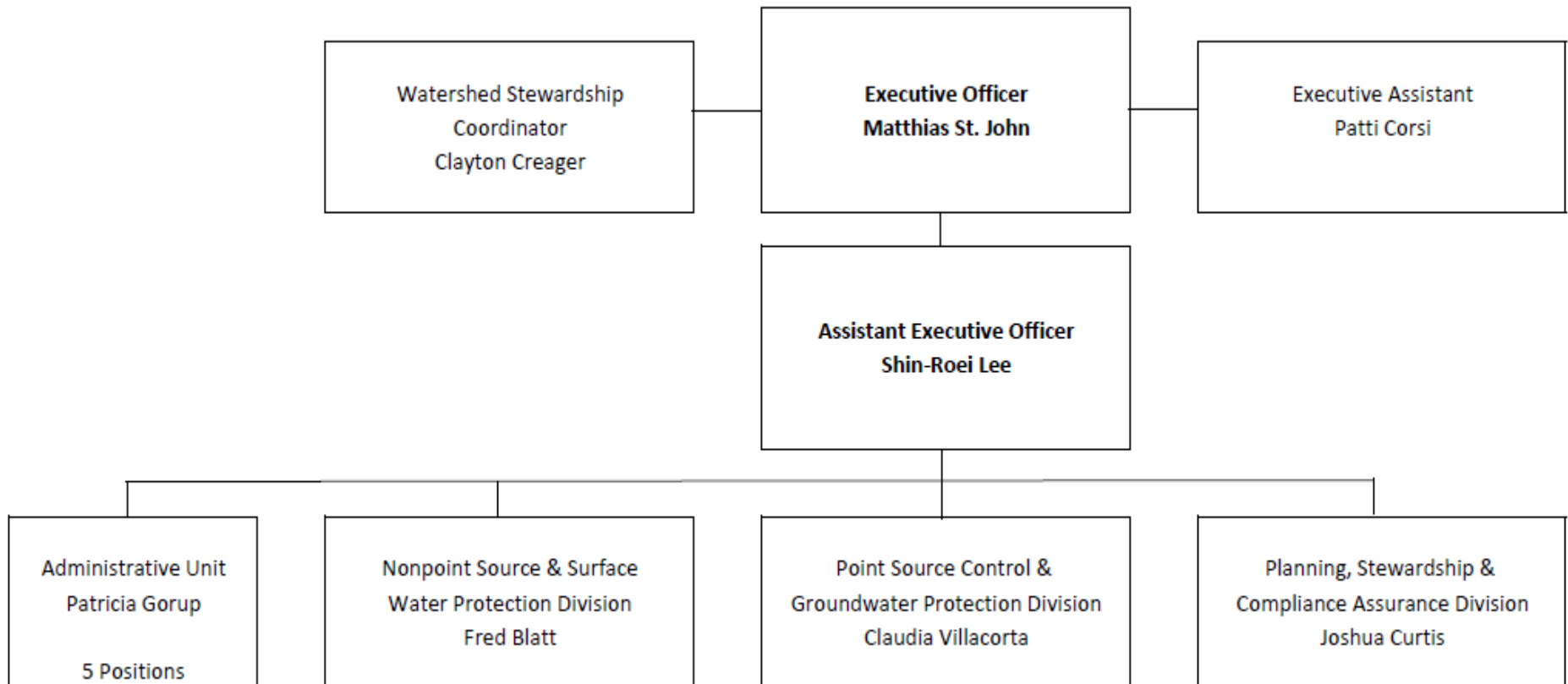
- **3 Divisions**
- **9 Technical Units**
- **1 Administrative Unit**
- **4 Specialists**
- **77.8 authorized positions**
- **4 contract employees**

Positions & Funding

Authorized Positions by Program



Executive Team and Admin Unit





Executive Team and Admin Unit

■ Executive Management Team

- ✓ Program and staff oversight; personnel; budgeting; policy development; advisors to Board

■ Administrative Unit

- ✓ Office management; public interface; document preparation; Board meeting management



Nonpoint Source and Surface Water Protection Division

Chief: Fred Blatt, MS

Unit Leaders:

Stephen Bargsten

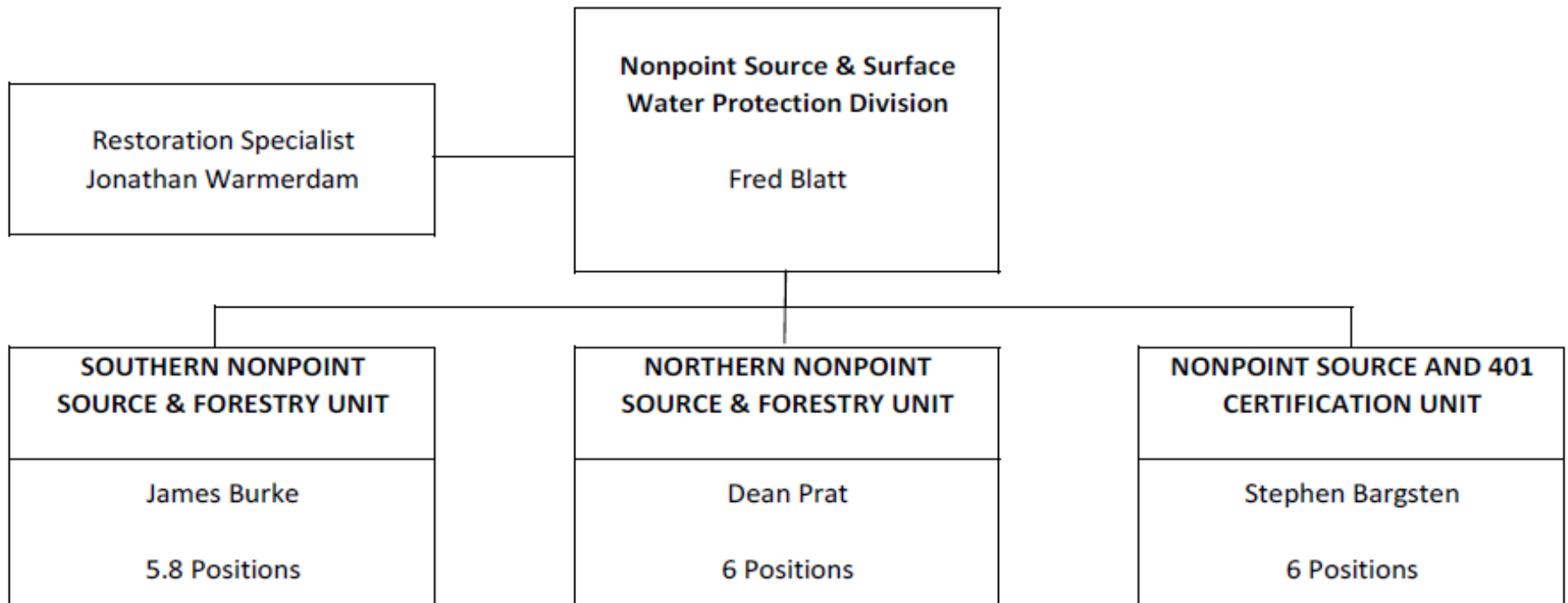
Jim Burke, PG

Dean Prat, PG

Specialist: Jonathan Warmerdam

Nonpoint Source and Surface Water Protection Division

Total Positions: 22.8





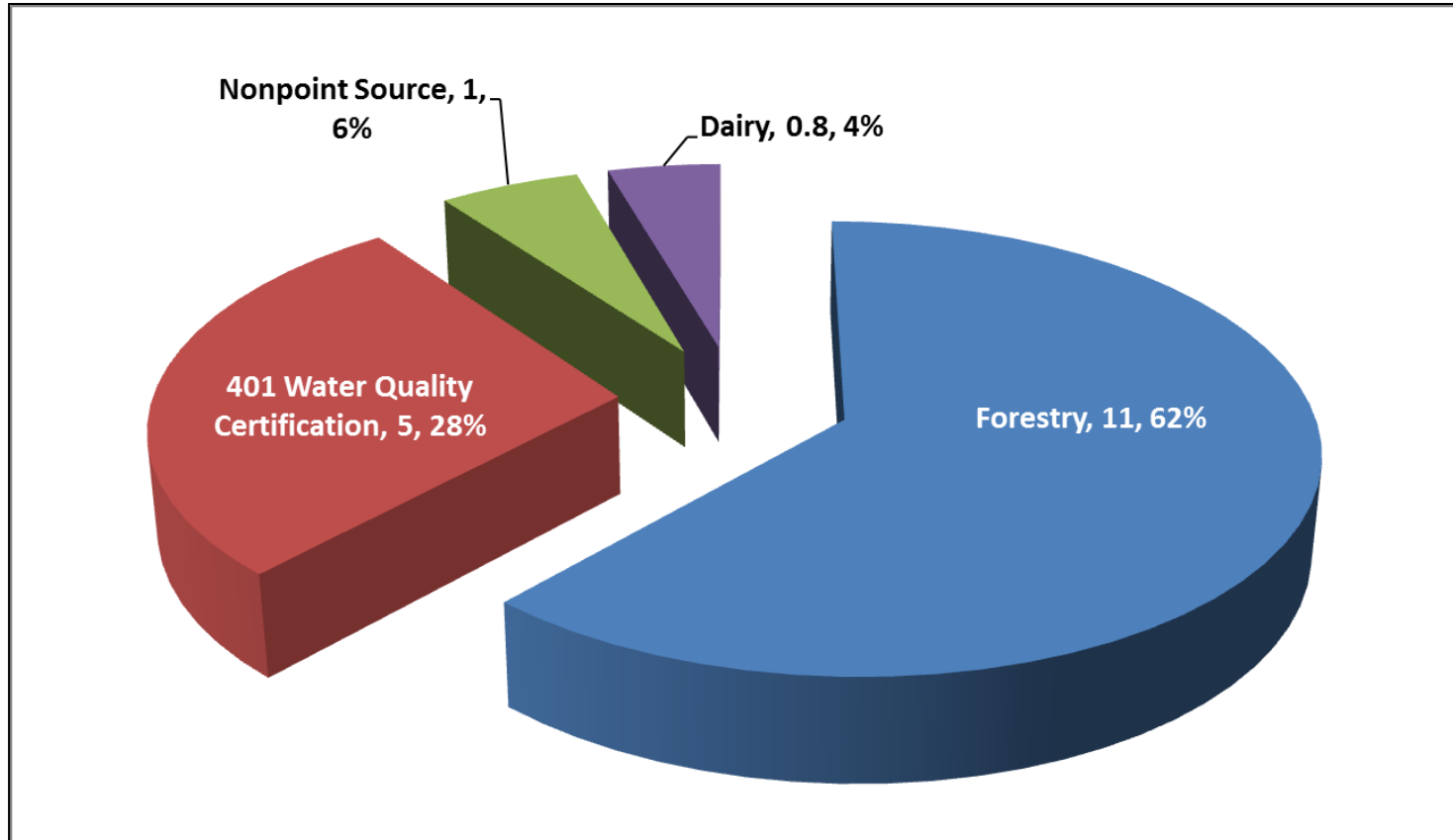
Program Areas

- **Forest Activities Program**
- **401 Water Quality Certifications**
- **Dairies**
- **Nonpoint Source**

Nonpoint Source and Surface Water Protection Division Staffing

Total Staff: 22.8

(Supervisors excluded from chart)





Forest Activities Program

- **Private Timberlands Permits**
 - ✓ **General WDR**
 - ✓ **General Waiver**
 - ✓ **NTMP WDR**
 - ✓ **4 Watershed WDRs (Bear, Jordan, Freshwater, Elk)**
 - ✓ **Green Diamond Ownership WDRs**
- **U.S. Forest Service Waiver**



Forest Activities Program

Private Timberlands

- **CalFire Review Team**
 - ✓ **1st review, preharvest inspection, 2nd review**
- **Water Board permit coverage**
 - ✓ **Issue coverage, active and completion inspections**
- **Board of Forestry coordination**
- **Permit development and renewal**
- **AB1492 Leadership and workgroups**



Forest Activities Program

Private Timberlands

For 2014 - 2015:

- **Plan reviews - 172**
- **Inspections - 204**
- **Enrollments - 115**
- **Enforcement - 6 Notices of Violation**



Forest Activities Program

US Forest Service

- Timber harvest, vegetation management, roads, grazing, fire recovery, recreation
- Project review
 - ✓ Scoping letter, NEPA review, inspections, Waiver coverage
- Annual meetings with Forests
- Waiver renewal every 5 years
- Reviewed 17 projects 2014 - 2015



401 WQ Certifications and WDRs

- Placement of fill in a Waters of the U.S. or state
- Simple culvert installations to large construction and restoration projects
- Pre-application meetings, project notice and review, issue certification, inspections, review monitoring reports, complaints
- Programmatic permits (SCWA Stream Maintenance and Trinity River Restoration Program) and general permit development
- Issue ~80 WQ Certifications per year



Dairy Program

- Waiver, WDR, and NPDES permits
- 126 Dairies
- Annual inspections, complaints
- Review annual monitoring reports
- Outreach
 - ✓ Animal Resource Management Committee
 - ✓ California Dairy Quality Assurance Program




Nonpoint Source

- **Geysers Geothermal WDRs**
- **Fish Friendly Farming/Ranching**
- **County Roads 5C Waiver**
- **Winery compliance assistance**
- **Vineyard complaints**
- **Grazing complaints**



Restoration Specialist

- **Lead for Protection & Restoration Team**
- **Chair for Wood for Salmon Working Group**
- **Mendocino County Coordinated Permit**
- **Garcia TMDL implementation/monitoring**
- **Grants and contract management**



Planning, Stewardship, and Compliance Assurance Division

Chief: Josh Curtis

Unit Leaders:

Alydda Mangelsdorf

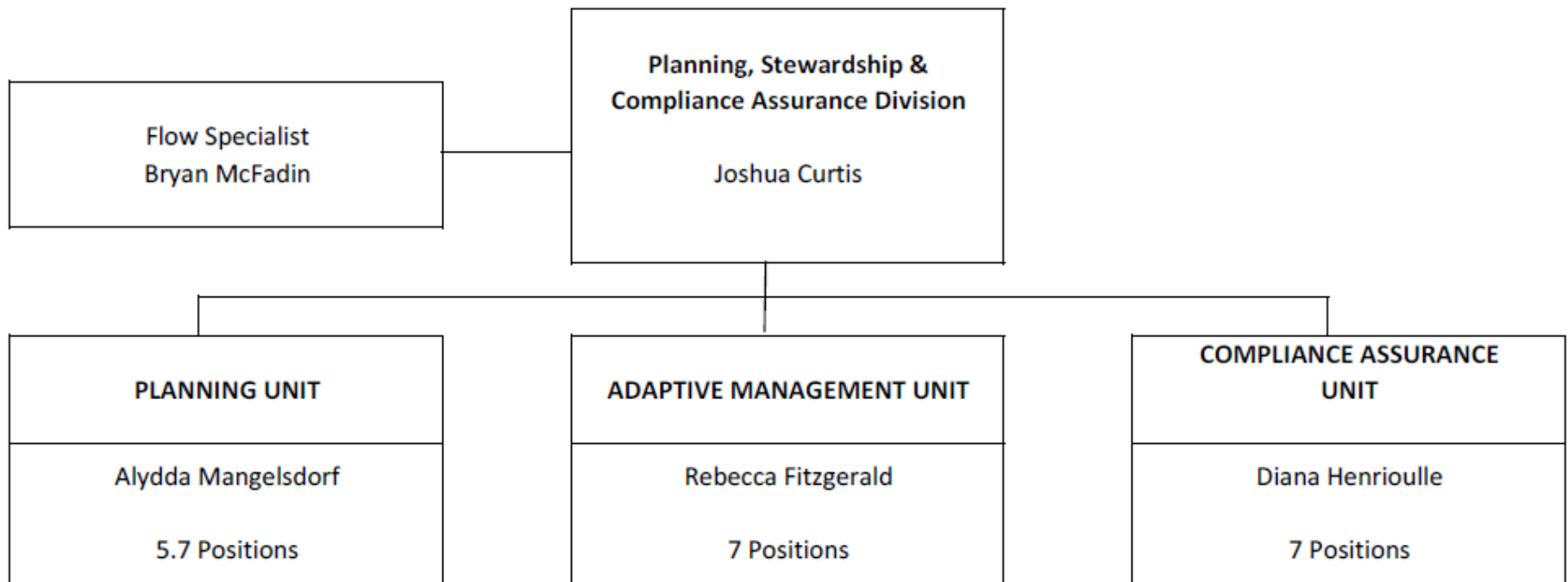
Rebecca Fitzgerald

Diana Henriouille

Specialist: Bryan McFadin

Planning, Stewardship, and Compliance Assurance Division

Total Positions: 24.7





Planning, Stewardship, and Compliance Assurance Division

■ Planning Unit

- ✓ Regional policy development, impaired waters planning and TMDL development

■ Adaptive Watershed Management Unit

- ✓ TMDL implementation and watershed stewardship; monitoring, assessment and reporting; Ag permit development; grants

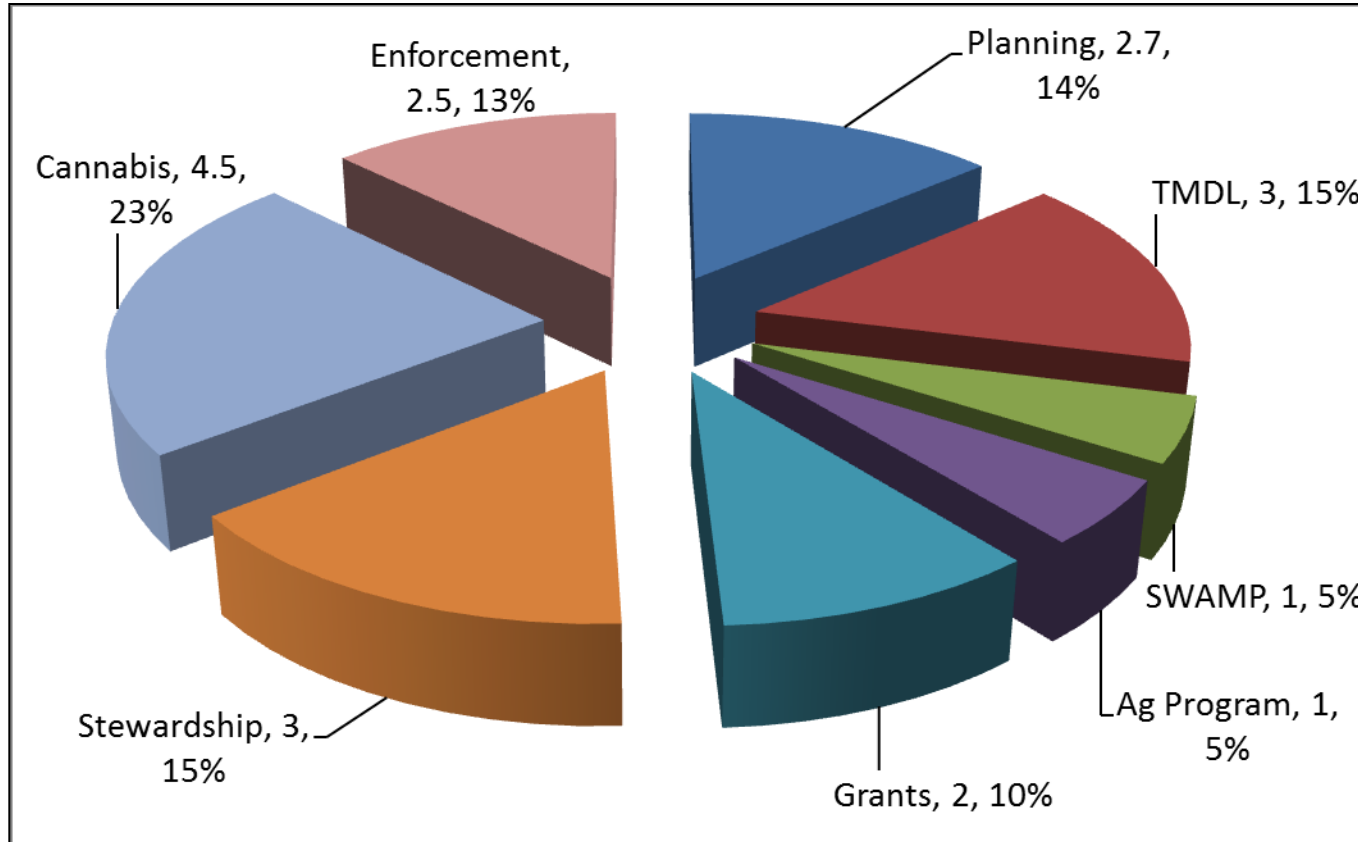
■ Compliance Assurance Unit

- ✓ Complaint tracking, compliance assistance, enforcement, Cannabis program

Planning, Stewardship, and Compliance Assurance Division Staffing

Total Staff: 24.7

(Supervisors excluded from chart)



Planning Unit

Commitments and Priorities

- **Commitments driven by Triennial Review**
 - ✓ **Staffing: 6 permanent and 2 scientific aides**
- **TMDL Development:**
 - ✓ **Elk River - Sediment**
 - ✓ **Russian River - Pathogen**
 - ✓ **Ocean Beaches & Freshwater Streams - Bacteria**
 - ✓ **Laguna de Santa Rosa - multiple**



Planning Unit

Commitments and Priorities

■ Regional Planning

- ✓ Outstanding National Resource Waters for Smith River
- ✓ Climate change planning
- ✓ Evaluation of exemption to point source discharge prohibition in Eel River
- ✓ Numeric flow criteria: Navarro & Eel rivers





Adaptive Management Unit Commitments and Priorities

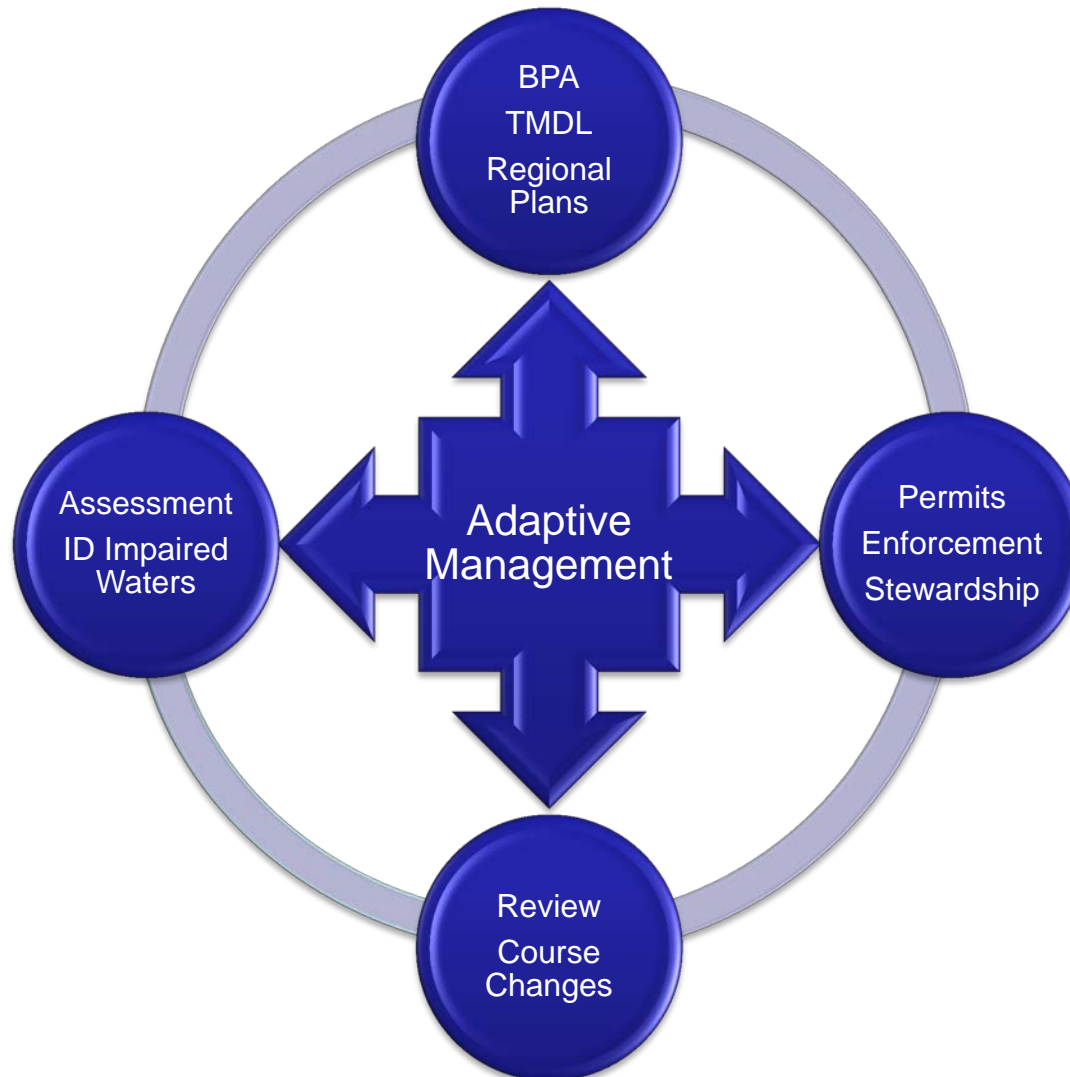
■ New unit

- ✓ Staffing: 8 permanent, 1 sci aide, and 1 volunteer

■ Complex and diverse assignments

- ✓ Assessment & identification of impaired waters
- ✓ Ag Permits: Tule Lake, Lily Bulbs, & Vineyards
- ✓ Surface Water Ambient Monitoring Program
- ✓ TMDL implementation: Elk, Scott, & Shasta rivers
- ✓ Grants: 12 current / \$3,568,409
- ✓ Data inventory, assessment, & regional integration

Adaptive Management Unit





Compliance Assurance Unit Commitments and Priorities

- Staff: 8 permanent
- Enforcement
 - ✓ Office-wide enforcement prioritization, tracking, and support
 - ✓ Complaint tracking
 - ✓ Interagency Cooperation

Enforcement Action	Number
ACL Complaints	13
ACL Orders	15
EPLs	2
Cease and Desist Orders	4
Cleanup & Abatement Orders	19
Notice of Violations	58

Compliance Assurance Unit Commitments and Priorities

- **Cannabis Cultivation
Waste Discharge
Regulatory Program**
 - ✓ **Order Implementation**
 - ✓ **Education & Outreach**
 - ✓ **Enforcement**
 - ✓ **Interagency
Cooperation**





Flow & Riparian Protection Specialist

- Team lead for Flow Strategic Team
- Interagency Coordination including CA Water Action Plan (WAP) efforts and Russian River Emergency Tributary Regulations
- Continuing involvement in Scott River Stewardship efforts
- Coordination on other outside efforts



Point Source and Groundwater Protection Division

Chief: Claudia Villacorta, P.E.

Unit Leaders:

Mona Dougherty, P.E.

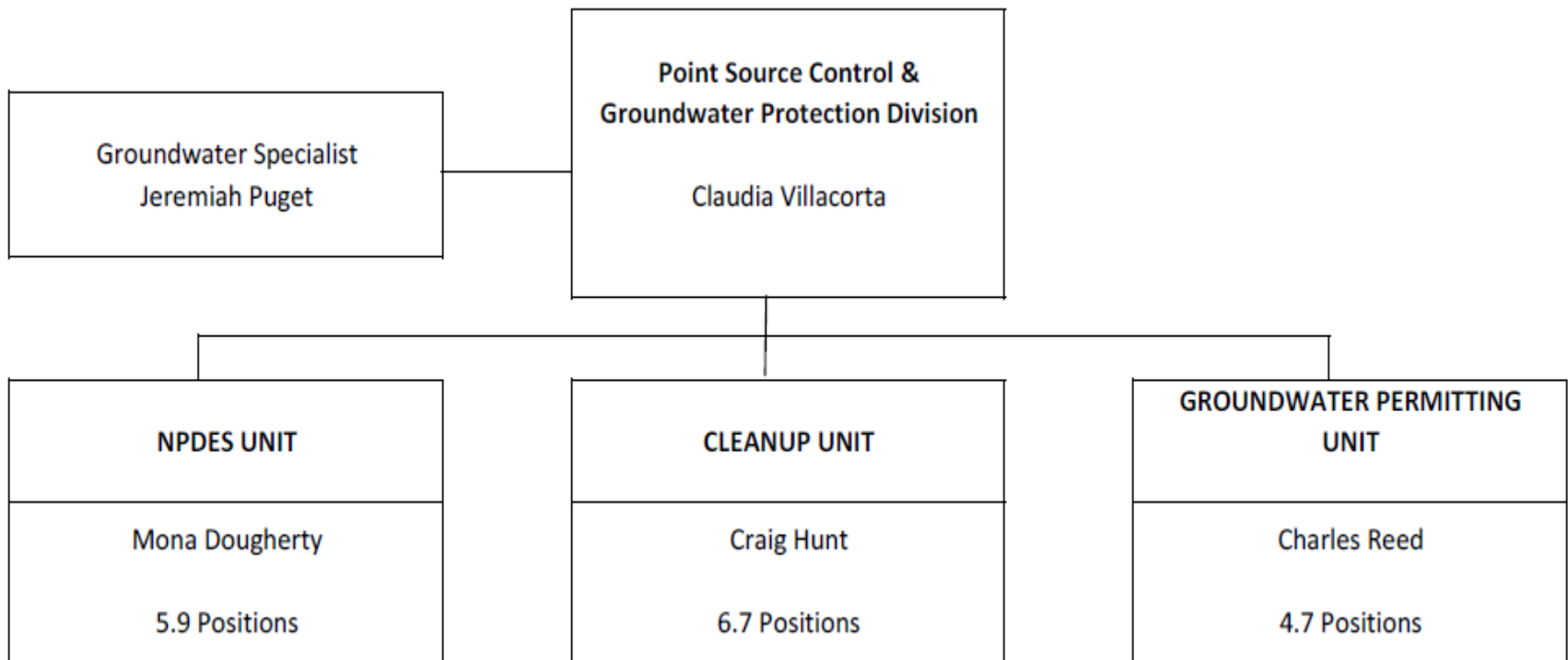
Craig Hunt, Ph.D., P.E.

Charles Reed, P.E.

Specialist: Jeremiah Puget

Point Source and Groundwater Protection Division

Total Positions: 22.3





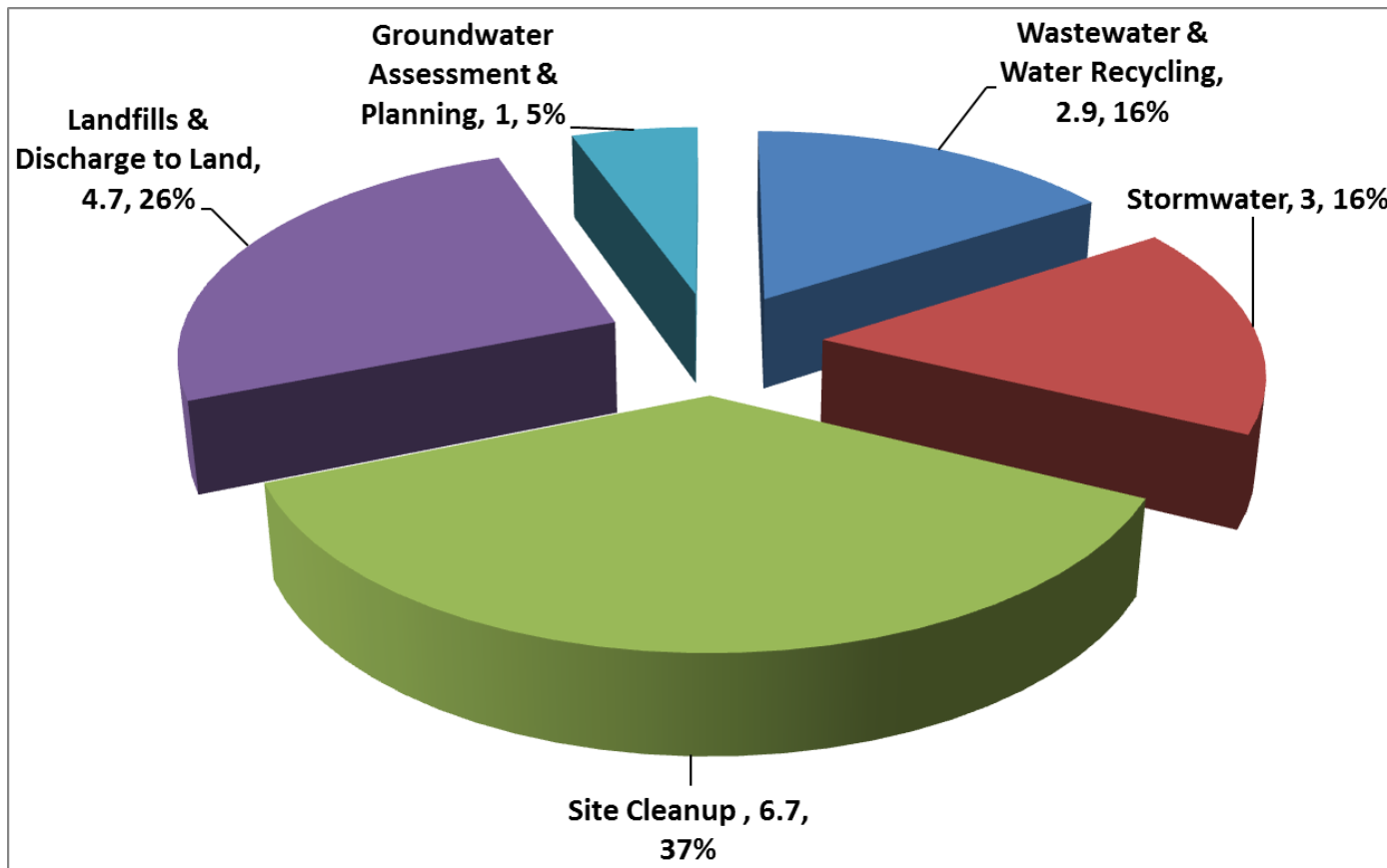
Program Areas

- **Wastewater**
- **Storm Water**
- **Landfills & Discharges to Land**
- **Site Cleanups**
- **Groundwater Assessment & Planning**

Point Source and Groundwater Protection Division Staffing

Total Staff: 22.3

(Supervisors excluded from chart)



NPDES Wastewater

5 fish hatcheries
and 1 aquaculture

Total Facilities=56

~15 misc.
facilities
under
general
permits

27 municipal
treatment plants

And 2
marine labs

2 power plants

2 lumber mills

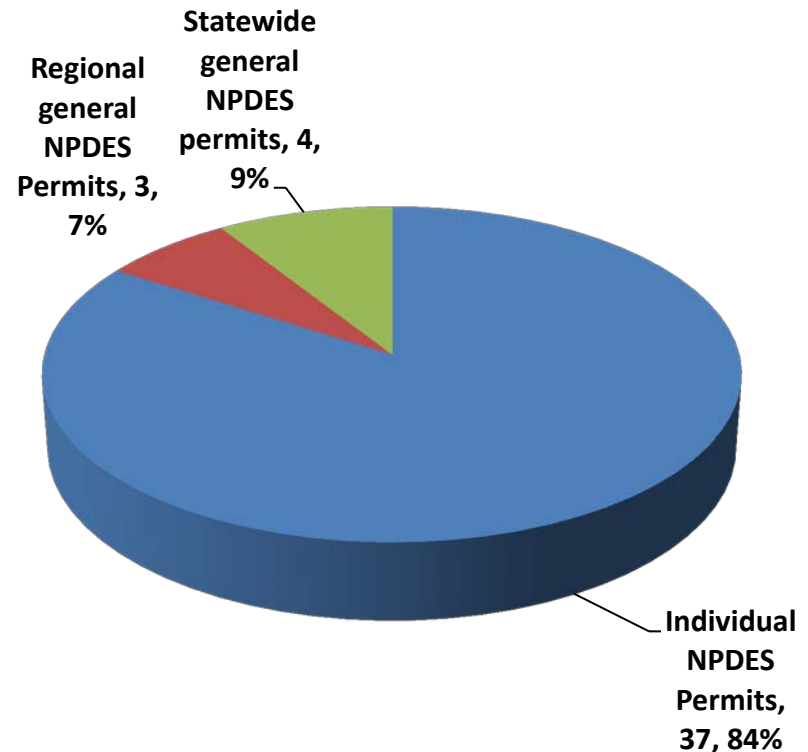
2 food processing plants



NPDES Wastewater

- Reissue 8 permits/year to maintain zero backlog
- Can only reissue ~6-7 permits/year due to current staffing allocations
- Current backlog of ~15% expired permits

NPDES Wastewater Permits
Total=44



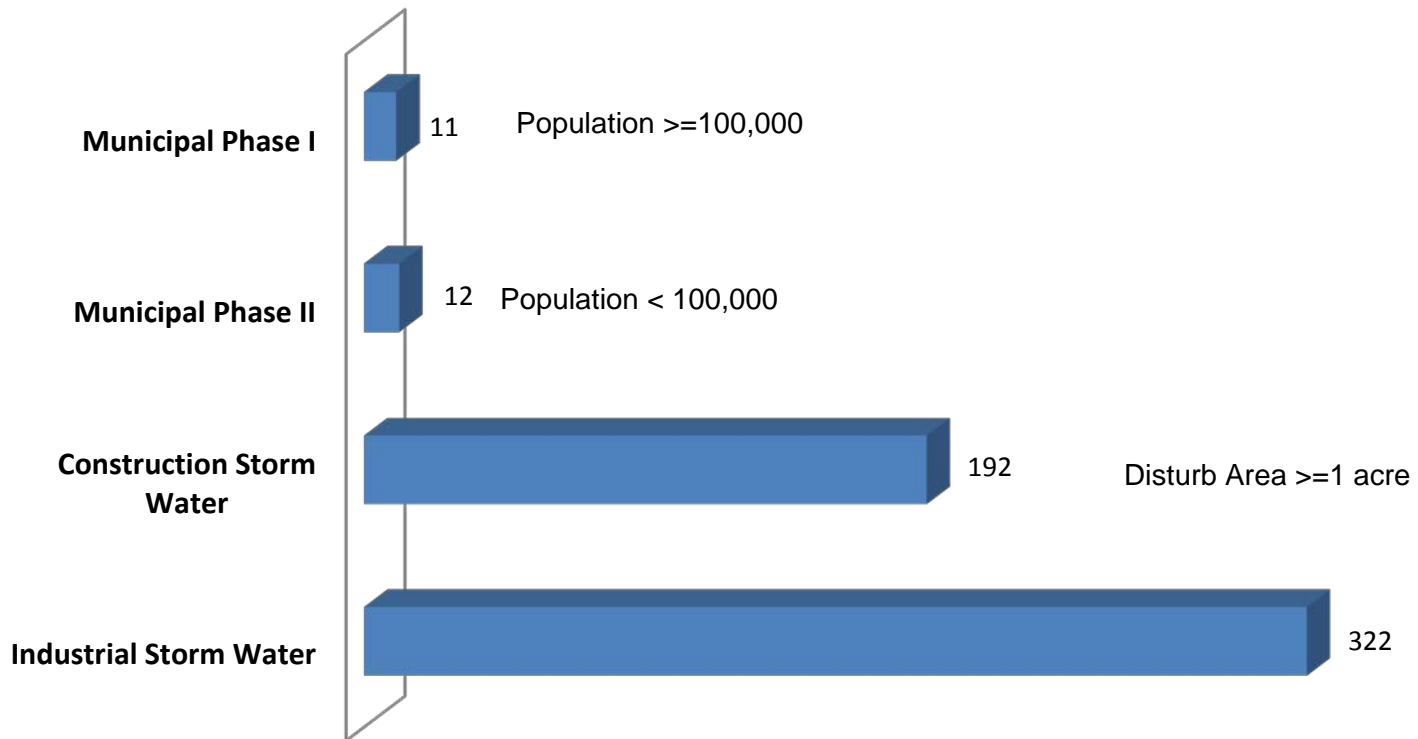


NPDES Wastewater Commitments & Priorities

- **Implement permit requirements**
- **Reissue expired permits ~ 6 per year**
- **Conduct ~11 facility inspections per year**
- **Enforce permit violations**

Storm Water

Number of Permittees



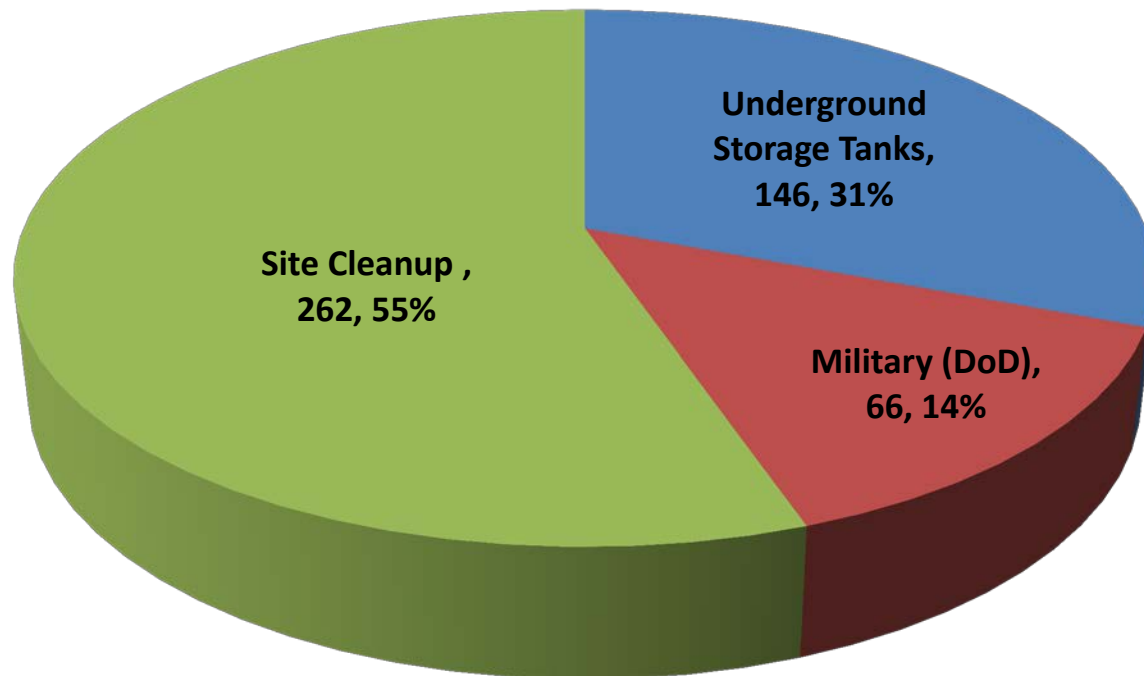


Storm Water Commitments & Priorities

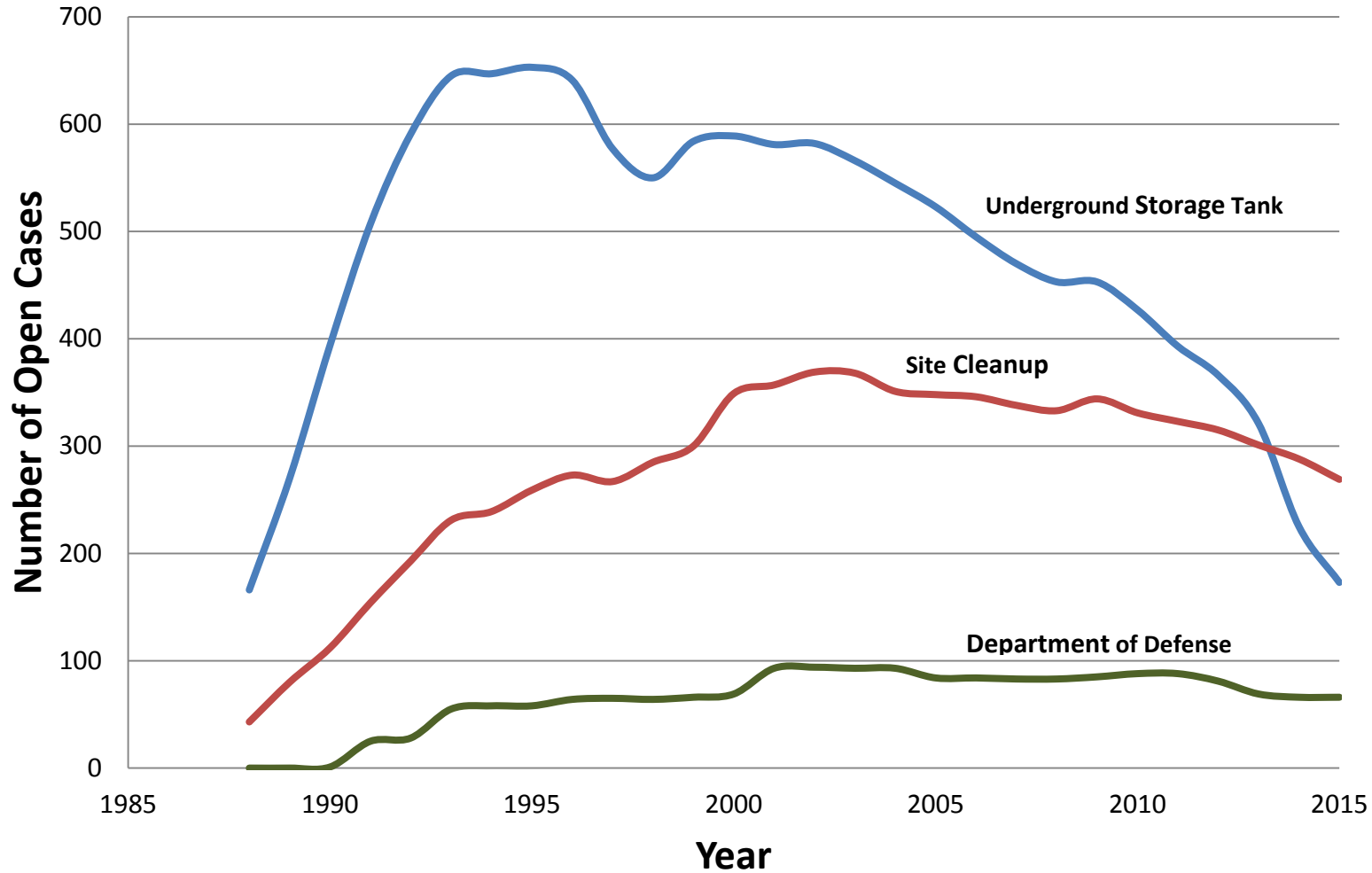
- **Implement permit requirements**
- **Conduct inspections**
 - ~65 per year-industrial
 - ~60 per year-construction
 - ~5 per year-municipal
- **Enforce permit violations**

Cleanup Program

Number of Open Cases
Total Cases=474



Cleanup Program



Cleanup Program Commitments & Priorities

- Continue oversight of cleanup cases
 - ✓ Priority to sites with known impacts and redevelopment projects
- Enforce against recalcitrant responsible parties



Landfills & Discharges to Land



32 Municipal Plants
12 Water Recyclers

**237 Total
Regulated
Facilities**



35 Landfills and Composters



71 Wineries



**71 Sanitary
Sewer Systems**



? Unregulated Facilities



Landfills & Discharges to Land Commitments & Priorities

- Implement WDRs
- Update existing WDRs ~4 per year
- Adopt landfill WDRs ~2 per year
- Conduct inspections ~50 per year
- Enforce permit violations
- Identify & permit unregulated facilities



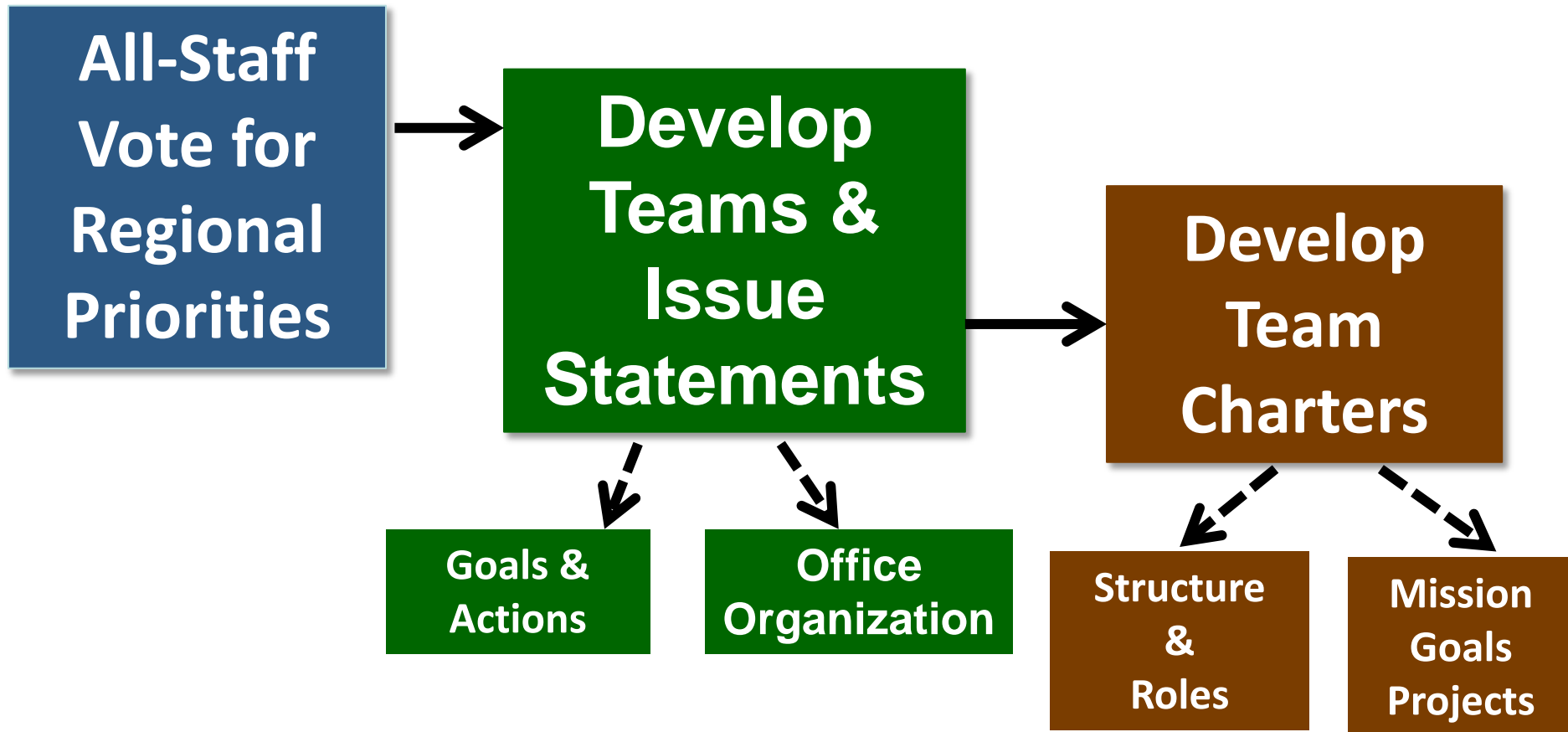
Groundwater Protection Specialist

- Leads Groundwater Strategic Team
- Coordinates with State Water Board, Dept. of Water Resources, USGS, and local agencies to:
 - ✓ Characterize and prioritize groundwater basins
 - ✓ Develop and implement salt and nutrient plans
- Leads development of groundwater basin plan amendments

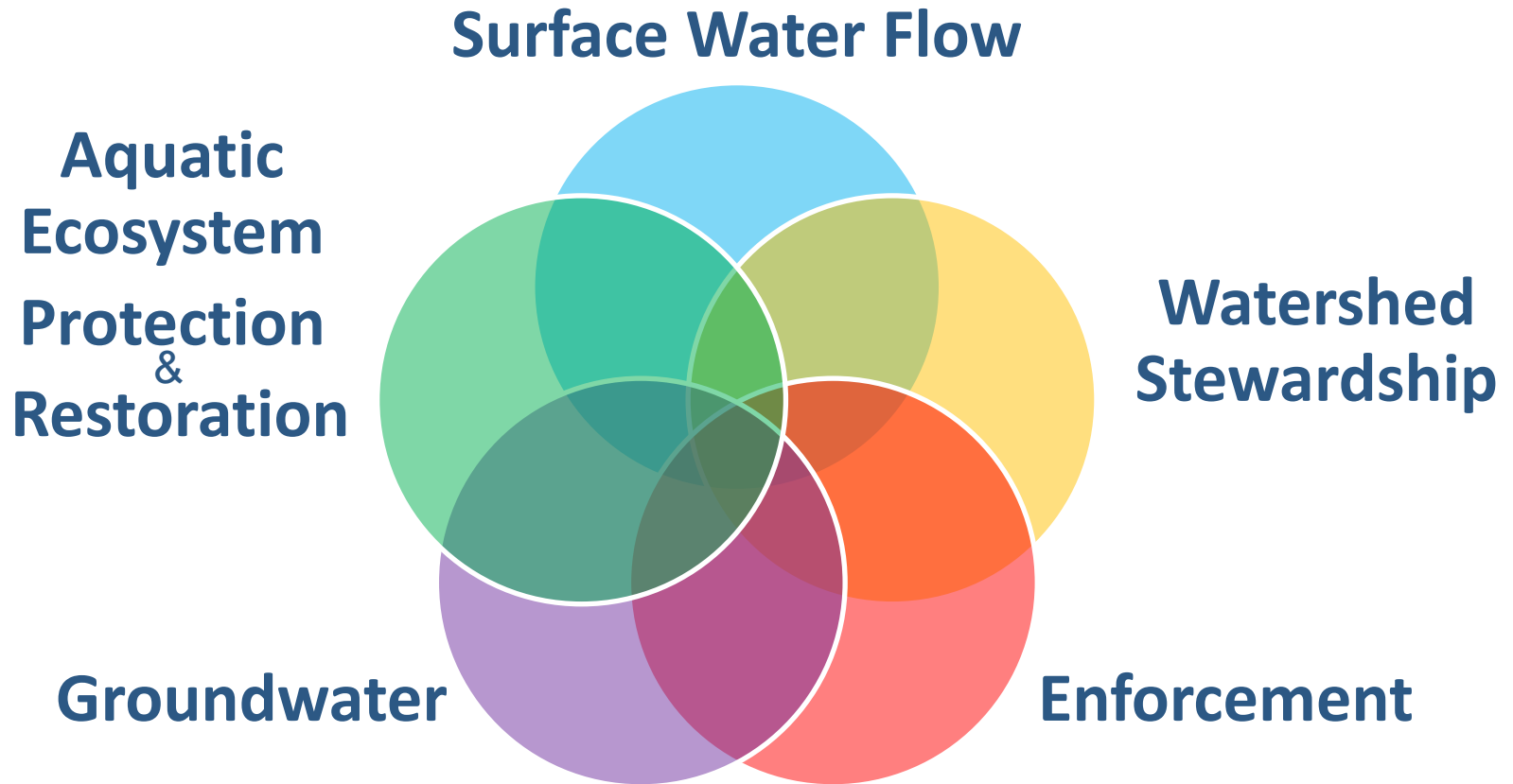


Strategic Initiative Teams Status Report

Organizational Optimization



Strategic Teams






Flow Team Mission

Address the impacts of altered flows on water quality and beneficial uses in the North Coast Region.



Flow Team Project Priorities

- **Develop flow criteria and objectives for Navarro River**
- **Develop criteria for potential summertime flow augmentation using treated effluent**
- **Participate in flow criteria and objectives development for Shasta River, South Fork Eel River, Mark West Creek**



Aquatic Ecosystem Protection and Restoration Team (PRT) Mission

Ensure the health and proper function of the North Coast Region's aquatic ecosystems. This will be achieved by promoting protective land management practices and by advancing the pace and scale of restoration efforts, all within a data-driven adaptive management framework and in cooperation with partners.



PRT Project Priorities

- **Evaluate riparian protection effectiveness and needs**
- **Prioritize restoration actions to address watershed, area, or region-wide needs**
- **Incorporate restoration projects into timber harvest plans and encourage/facilitate these projects beyond THPs**



Watershed Stewardship Team Mission

- **Develop internal capabilities**
- **Build external partnerships**
- **Improve adaptive management**
- **Increase pace and scale of restoration**



Watershed Stewardship Team Project Priorities

- **Database of Region's Watershed Organizations**
- **Russian River Regional Monitoring Program (R3MP)**
- **Data Support Work Group**



Groundwater Team Mission

- **Preserve, protect and remediate groundwater resources for beneficial uses**
- **Support basin planning, basin-scale assessment, discharge permitting and remediation efforts**



Groundwater Team Project Priorities

- **Develop groundwater protection strategy via basin plan amendment**
- **Assess groundwater quality and connectivity with surface water at basin scale**
- **Support Sustainable Groundwater Management Act**



Enforcement Team Mission

Take timely and effective enforcement to:

- **Deter practices that could lead to violations**
- **Promote justice**
- **Prevent unfair economic advantage of noncompliance**
- **Safeguard the public trust**



Enforcement Team Project Priorities

- **Improve coordination between program and enforcement staff**
- **Establish and implement office enforcement priorities**
- **Collate templates, examples and SOPs**



Priorities for 2016

- Board consideration of general WDRs for Discharges of Wine, Beverage, and Food Processor Waste to Land;
- Board consideration of Sediment TMDL and WDR for timber operations in Elk River watershed;
- Board consideration of Russian River Watershed Pathogen Indicator Bacteria Total Maximum Daily Load and Action Plan;



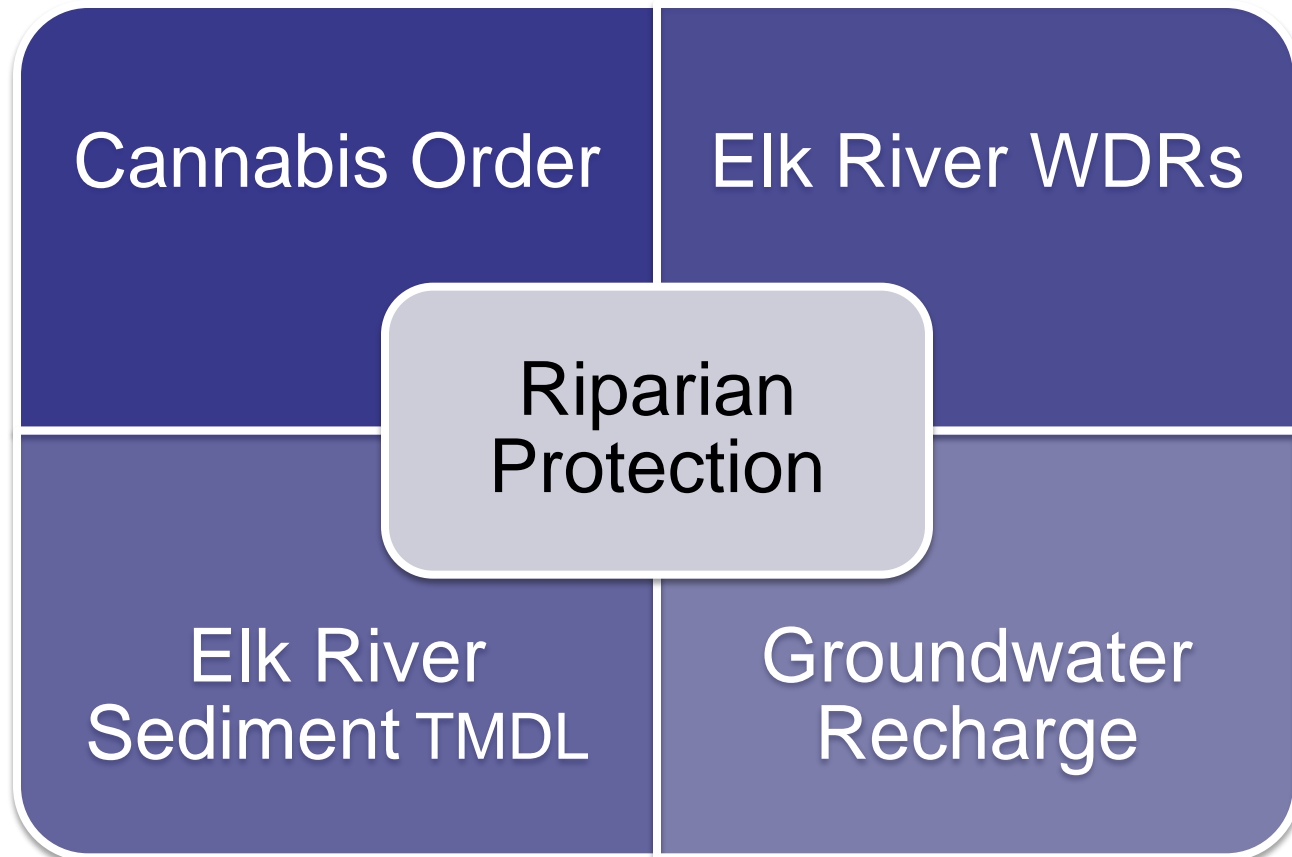
Priorities for 2016

- **Board consideration of Outstanding National Resource Waters designation for Smith River;**
- **Implementation of Cannabis waste discharge regulatory program; and**
- **Implementation of Russian River watershed MS4 permit and development of Russian River Regional Monitoring Program.**



Example

- Synthesis of Priority Projects





Board Questions and Comments
