



Appendix B

Summary of Vision Statements, Goals, Objectives, and Tasks



Summary of Vision Statements, Goals, Objectives and Tasks

Element and Vision	Goals	Objectives	Tasks
<p>1. Strategy</p> <p>SWAMP's mission is to provide resource managers, decision makers, and the public with timely, high-quality information to evaluate the condition of surface waters throughout California.</p>	<p>1.1: Develop SWAMP monitoring strategy for developing and implementing an integrated comprehensive statewide monitoring program in 10 years.</p>	<p>1.1: Continue to refine and update the SWAMP Strategy [Goal 1.1]</p>	<ul style="list-style-type: none"> • Integrate the SWAMP Strategy with the CWQMC's strategy to identify gaps in the State's assessment activities, and prioritize SWAMP statewide and regional monitoring to address those gaps and fulfill Clean Water Act requirements. • Update the SWAMP Assessment Framework as new assessment tools and strategies become available. • Update the SWAMP Needs Assessment as described under Element 10 – General Support and Infrastructure Planning (Objective 10.4). • Update the SWAMP Strategy document at least every 5 years.
	<p>1.2: Implement the SWAMP monitoring strategy.</p> <p>1.3: Promote coordination of monitoring activities and comparability of data.</p>	<p>1.2: Implement the Strategy [Goal 1.2]</p>	<ul style="list-style-type: none"> • Continue to work through the Roundtable to align the objectives and designs of Regional Board and statewide monitoring to increase opportunities for collaboration and leveraging (elements 2 and 3). • Continue to support development of new indicators and assessment tools that can be used throughout the state by the various Water Board programs (element 4). • Continue to build monitoring infrastructure to ensure comparability and enhance sharing of data among State and Regional Board programs (elements 5 and 6). • Continue to perform monitoring at state and regional scales and prepare assessment reports that inform management, increase the visibility of the program and demonstrate the utility of the program (elements 7 and 8). • Continue to evaluate the program to ensure that it remains technically sound and to ensure that the information being generated is meeting Water Board needs (element 9). • Assess needs of the SWAMP program on an annual basis to ensure there is adequate program staff to administer the program at the Water Boards and to maintain and enhance the expertise and capabilities of the SWAMP contract laboratories to allow continued high quality monitoring and assessment (element 10).
		<p>1.3: Institutionalize SWAMP's monitoring and assessment framework into other Water Board programs that require ambient surface water quality monitoring [Goal 1.3]</p>	<ul style="list-style-type: none"> • Seek support at the State Board level to encourage programs to coordinate ambient monitoring efforts through SWAMP. • Increase the usefulness and visibility of SWAMP information products to make them more valuable to decision makers and the public, thereby increasing support for the program; • Meet with programs to understand their assessment needs and seek to optimize designs of statewide programs to maximize utility for Water Board programs. • Increase the number of Water Board programs that utilize SWAMP data, standards and guidance.

Summary of Vision Statements, Goals, Objectives and Tasks

Element and Vision	Goals	Objectives	Tasks
		1.4: Coordinate with other Regional and State monitoring programs [Goal 1.3]	<ul style="list-style-type: none"> • Participate in the CWQMC to identify areas of potential coordination with other agencies within CalEPA and the Natural Resources Agency. • Coordinate with existing and developing RMPs, including those in the Lake Tahoe basin, Klamath watershed, San Francisco Bay, Sacramento/San Joaquin Delta, San Joaquin watershed, Central Coast, Los Angeles and San Gabriel Rivers watershed, and Southern California Bight. • Support development of new RMPs to cover additional regions of the state. • Continue to support citizen monitoring programs through the Clean Water Team.
<p>2. Monitoring Objectives</p> <p>Our vision is to clearly articulate monitoring objectives as attainable targets for producing the information needed to answer assessment questions at the statewide and Regional levels.</p>	<p>2.1: Define statewide monitoring objectives.</p> <p>2.2: Define regional monitoring objectives.</p> <p>2.3: Develop consensus on shared objectives.</p>	<p>2.1: SWAMP will work with programs at the State and Regional Boards to determine how objectives of the three statewide programs can be refined to better support Water Board programs [Goal 2.1]</p> <p>2.2: Continue the evaluation and review of the specific monitoring objectives for Regional Water Board programs [Goal 2.2]</p> <p>2.3: Develop consensus on shared monitoring objectives with partner programs [Goal 2.3]</p>	<ul style="list-style-type: none"> • BOG will continue to work with Regional Boards to make information accessible and useful to Water Board programs (methyl mercury, listings). • The Bioassessment work group will work with Water Board programs determine how results from the perennial stream survey can be used to support the objectives of Water Board Programs (e.g., Assessment, Nonpoint Source, NPDES and Stormwater) and policies under development (e.g., Wetlands and Riparian Area Protection Policy, Hydromodification Policy). • SPoT will continue to work with Regional Boards to evaluate effectiveness of programs to reduce pollutant concentrations and loads at the watershed scale. • Regional Water Board SWAMP coordinators will continue to prepare peer-reviewed monitoring plans that identify specific monitoring objectives for monitoring projects. • Regional Water Board SWAMP coordinators will continue to make information available to staff working on 305(b) and 303(d) assessments. • Regional Water Board SWAMP coordinators will continue to use objectives to coordinate/integrate/leverage resources within their Region. • Regional Water Board SWAMP coordinators will work with programs to prioritize and refine objectives to meet Regional needs. • SWAMP will continue to work with partner programs at the Water Boards to align monitoring objectives with the Clean Water Act objectives. • SWAMP will continue to work with its CWQMC work group partners to develop the Safe to Eat Fish Portal and the Healthy Streams Portal. • SWAMP will continue to work through the CWQMC to identify agency efforts that can be used to address other waterbody/beneficial use combinations.

Summary of Vision Statements, Goals, Objectives and Tasks

Element and Vision	Goals	Objectives	Tasks
<p>3. Monitoring Design</p> <p>Our vision is to develop scientifically sound monitoring designs to guide efficient collection of data to meet SWAMP's monitoring objectives with available resources, and to coordinate monitoring designs among SWAMP programs, other Water Board programs, and other agencies and partners through the CWQMC.</p>	<p>3.1: Refine management questions for assessing core beneficial uses for all waterbody types.</p>	<p>3.1: Use SWAMP assessment framework based on beneficial uses and management questions to facilitate efficient coordination of SWAMP monitoring with other Water Board programs [Goals 3.1, 3.2, 3.3 & 3.4]</p>	<ul style="list-style-type: none"> • Make guidance available to other Water Board programs to best design monitoring to address objectives. • Continue to coordinate with Water Board programs at the statewide level (e.g., NPS, TMDL, and Assessment). • Work to align the design of SWAMP monitoring efforts with those of other Water Board programs.
	<p>3.2: Inventory management questions of existing programs and monitoring entities.</p> <p>3.3: Develop strategy to answer assessment questions for each waterbody type.</p>	<p>3.2: Use SWAMP assessment framework based on beneficial uses and management questions to engage with the CWQMC and partner programs to optimize monitoring designs and achieve efficiencies through coordination of indicators, surveys, and analyses [Goals 3.1, 3.2, 3.3 & 3.4]</p>	<ul style="list-style-type: none"> • Build on the web-based Central Valley Monitoring Directory developed by the Aquatic Science Center, with funding from the Central Valley Water Board and USEPA. • Determine whether partner program monitoring designs align with and/or compliment SWAMP designs. • Continue working with and initiating new stakeholder-based regional monitoring programs and to align their designs with SWAMP to achieve efficiencies. • Lead CWQMC work groups for aquatic life in streams and fish consumption safety so as to promote data comparability and integrated assessments.
	<p>3.4: Design cost-effective monitoring program(s).</p>	<p>3.3: Implement SWAMP monitoring at State and Regional Board scales to address beneficial uses at waterbodies throughout the state [Goals 3.3 & 3.4]</p>	<ul style="list-style-type: none"> • Align, to the extent possible, the monitoring designs of the statewide and regional SWAMP programs to achieve the most efficient use of data collected. • Work to integrate statewide monitoring of ecological indicators with local monitoring of known problem areas to best describe the extent of known impairments, identify previously unknown problems, and protect high quality waters.
	<p>3.5: Develop and implement a suite of predictive tools to maximize our ability to effectively manage water quality.</p>	<p>3.4: Develop and implement a suite of predictive tools to maximize our ability to effectively manage water quality [Goal 3.5]</p>	<ul style="list-style-type: none"> • SWAMP will investigate the use of models to extrapolate results from probability based surveys for use in 303(d) listings decisions for identifying both impaired and unimpaired waters.

Summary of Vision Statements, Goals, Objectives and Tasks

Element and Vision	Goals	Objectives	Tasks
<p>4. Indicators</p> <p>Our vision is to develop, select, and implement indicators and assessment thresholds that appropriately represent the condition of the environmental attributes and beneficial uses to be assessed, diagnose the causes and sources of impairment, and evaluate the effectiveness of management actions to improve water quality in California.</p>	<p>4.1: Define core indicators for statewide monitoring and assessment for each designated use and for overall watershed health.</p>	<p>4.1: Maintain and implement a set of appropriate monitoring indicators representative of the status of beneficial use support and diagnostic tools for Water Board programs [Goals 4.1, 4.2, 4.3 & 4.4]</p>	<ul style="list-style-type: none"> • Maintain a list of currently identified status indicators for the SWAMP and partner programs that are representative of ecological and human health attributes of concern. • Continue assisting with the development of bioassessment methods, metrics, and thresholds for wadeable streams. • Continue assisting with the development of diagnostic indicators, such as TIEs and analysis of chemicals of emerging concern. • Keep track of indicator development efforts within the state (including SQOs in Delta, statewide nutrients, new criteria and rapid indicators for pathogens, and contaminants of emerging concern) to identify areas of coordination and partnership with the SWAMP. • Utilize the State Water Board’s Water Quality Goals database for standardizing numeric assessment thresholds.
	<p>4.2: Recommend set of core and supplemental indicators for use at local watershed scale.</p>		
<p>5. Quality Assurance</p> <p>Our vision is to develop, implement, and maintain the quality assurance tools and capabilities needed by SWAMP, and shared with partner</p>	<p>5.1: Implement Quality Assurance Team to provide technical oversight and direction to SWAMP QA activities.</p>	<p>5.1: Maintain the QA Team [Goal 5.1]</p>	<ul style="list-style-type: none"> • Maintain a QA Team with regularly evaluated roles and responsibilities. • The QA Team will continue to serve as technical experts to provide the program with oversight and direction and advice on needed standard operating procedures for QA, field and laboratory methods.
	<p>5.2: Develop and document SWAMP Measurement Quality Objectives (MQOs) for each of the core indicators.</p>	<p>5.2: Develop and document SWAMP MQOs [Goal 5.2]</p>	<ul style="list-style-type: none"> • The QA Team will maintain updated quality assurance documentation including the QAPrP, project QAPPs, and standard operating procedures. This will include developing, revising and documenting MQOs for all SWAMP field and laboratory parameters; developing field, laboratory and data QA methods for bioassessment; and defining reporting limits for chemistry laboratories.
	<p>5.3: Evaluate the existing QA/QC program, including</p>	<p>5.3: Evaluate existing QA/QC program against SWAMP quality</p>	<ul style="list-style-type: none"> • The QA Team will ensure that the data classification and verification system is up-to-date and documented in a standard operating procedure. • The QA Team will ensure that the system is implemented as designed by

Summary of Vision Statements, Goals, Objectives and Tasks

Element and Vision	Goals	Objectives	Tasks
<p>programs, to allow comparable data from many sources to be used in comprehensive water quality assessments. The role of SWAMP's quality assurance program is to foster the production of data to inform decision-making (i.e., identifying water quality impairments, fish consumption advisories, TMDL targets, etc.).</p>	<p>new methods and program changes, against SWAMP Quality Objectives.</p>	<p>objectives [Goal 5.3]</p>	<p>developing tools and guidance for QAPP development and data classification.</p>
	<p>5.4: Implement QA activities to produce data of high consistency/comparability among projects of different scales.</p>	<p>5.4: Implement QA activities to produce comparable data among projects of different scales [Goal 5.4]</p>	<ul style="list-style-type: none"> • Provide tools and guidance on develop project QAPPs that are consistent with the SWAMP QAPrP. • Conduct training workshops, review and approve project and laboratory standard operating procedures, and participate in project kick-off meetings. This will ensure that all project participants understand the QA/QC procedures and activities for which they are responsible and increase the likelihood that the problems are identified during the project so that corrective action can be implemented.
	<p>5.5: Implement QC procedures to produce defensible, credible data that meets SWAMP Quality Assurance Program Plan (QAPrP).</p>	<p>5.5: Implement QC procedures to produce defensible, credible data that meets SWAMP QAPrP [Goal 5.5]</p>	<ul style="list-style-type: none"> • The QA Team will implement QC procedures to ensure the program is being implemented at all phases, from sample collection to analysis to data processing and management. QC activities will include laboratory and field audits, inter-laboratory comparisons/calibration and performance evaluation tests, and data classification and verification.
	<p>5.6: Integrate SWAMP QA/QC procedures in other State Water Board programs.</p>	<p>5.6: Guidance and tools for partner programs to facilitate data comparability and allow water quality assessments based on combined data sets [Goal 5.6]</p>	<ul style="list-style-type: none"> • A major focus of the SWAMP program and specifically the QA Team over the next five years will be to work with other Water Board programs to ensure that their ambient monitoring data are collected and stored in a way that they can be combined with other data sets for broader-scale assessments such as 303(d) listing decisions. The State Water Board maintains a Quality Management Plan (QMP), which is the planning document that applies to all of the Water Board's quality systems and requires all Water Board programs to develop QA Program Plans to meet program needs. The State Water Board formed the QA Roundtable to coordinate the development of these plans and assess each programs' needs in terms of data quality objectives. Generally, each program must have data of sufficient quality to assess compliance with water quality standards designed to protect beneficial uses. SWAMP will work with the QA Roundtable to develop recommended reporting limits (RLs) that relate to beneficial use attainment. In addition, the QA Team will provide technical expertise to Water Board programs to develop comparable QA systems to fit their needs.

Summary of Vision Statements, Goals, Objectives and Tasks

Element and Vision	Goals	Objectives	Tasks
<p>6. Data Management</p> <p>Our vision is to manage the flow of data from initial measurement, through acquisition and storage in data management systems, to data output and assessment, so that accurate information is available in a timely manner to decision makers and the public.</p>	<p>6.1: SWAMP ambient monitoring data will be stored and checked for comparability in the SWAMP database.</p>	<p>6.1: Develop and implement a data management system that maintains and documents the integrity of SWAMP data and metadata from initial measurement to final assessment, and efficiently retrieves data to answer SWAMP assessment questions [Goal 6.1]</p>	<ul style="list-style-type: none"> • Maintain the SWAMP database capable of storing ambient monitoring data elements. • Verify and classify all SWAMP data to clearly document quality. • Develop effective methods for querying and extracting data from the SWAMP database and CEDEN in formats useful for answering assessment questions. • Develop and update the Data Management Plan and business rules to manage data flow.
	<p>6.2: Provide training and tools to facilitate the use of SWAMP data and information by the State Water Board (intra-agency) and non-State Water Board (Inter-agency) programs.</p>	<p>6.2: Facilitate data comparability within SWAMP, with other Water Board programs, with CWQMC partners, and with participating stakeholder monitoring programs [Goal 6.2]</p>	<ul style="list-style-type: none"> • Work with the Water Board's Assessment Unit, SWAMP participants, and the Regional Data Centers to define the minimum data elements needed to submit data to CEDEN. • Conduct training on input to SWAMP database. • Staff the data management help desk. • Maintain automated data checker applications for all entities submitting to the database. • Initiate user group meetings to share data management information. • Continue to work within the Regional Data Centers to incorporate new data types and to incorporate the best data management practices.
	<p>6.3: Integrate SWAMP data with information collected by the California Water Boards and non-Water Board Programs.</p>	<p>6.3: Facilitate data exchange within SWAMP, with other Water Board programs, with CWQMC partners, and with participating stakeholder monitoring programs [Goal 6.3]</p>	<ul style="list-style-type: none"> • Maintain updated replicated databases at each Regional Data Center as well as the CEDEN master replicate. • Efficiently export data between the SWAMP database and CEDEN. • Expand CEDEN by using existing resources at the RDCs and leveraging professional contacts within a regional area and work with other programs to develop formats and crosswalks to allow for the exchange of data with CEDEN. • Develop applications that allow users to query data on the web and allow for downloading of data in standard formats. • Develop systems to extract data from CEDEN to populate the Water Board 305b/303d on line Integrated Assessment of water quality conditions and impaired waters in California. • Develop systems to extract data from CEDEN to populate the CWQMC on-line web portals where information can be easily accessed by decision makers and the public. • Make the CEDEN network self-sustaining.

Summary of Vision Statements, Goals, Objectives and Tasks

Element and Vision	Goals	Objectives	Tasks
<p>7. Data Analysis & Assessment</p> <p>Our vision is to provide a consistent science-based assessment framework that integrates data from SWAMP and partner programs to effectively answer assessment questions and inform water quality management decisions at the State and Regional levels.</p>	<p>7.1: Develop a method for assessing standards attainment for listing purposes (303[d]).</p> <p>7.2: Develop guidance to assist in 303(d) and 305(b) assessments, consistent with the 303(d) listing policy.</p>	<p>7.1: Apply SWAMP tools and expertise to high priority assessments [Goals 7.1 & 7.2]</p>	<ul style="list-style-type: none"> • Provide guidance and tools to assist in CWA 305(b)/303(d) assessments including the translation/interpretation of narrative standards. • Ensure that SWAMP data generated from statewide and Regional Board monitoring efforts is available for use in integrated report. • Support the development and sharing of tools (such as automation software) to facilitate assessment of compliance with Basin Plan objectives. • Support the development and sharing of tools (such as the Central Coast Ambient Monitoring Program's [CCAMP's] automation software) to assess impaired waterbodies and overall resource conditions (303d/305b).
	<p>7.3: Contribute to statewide and regional assessments to achieve comprehensive assessment of all waterbodies for all beneficial uses.</p>	<p>7.2: Implement the three SWAMP statewide assessments [Goal 7.3]</p>	<ul style="list-style-type: none"> • The Bioaccumulation monitoring program will continue its assessment of coastal waters and plan for subsequent assessment of large rivers. • Assess the ecological condition of perennial streams and reference sites. PSA is currently (2008-2011) focused on increasing representation across California's major ecoregions. Highest priority for the RCMP will be given to sampling reference sites as needed to support the development of biological objectives. • Assess trends in stream pollution and relationships with land use and management action. In 2010, the SPoT monitoring program will complete its first assessment of stream contamination and toxicity in large California watersheds. SPoT will begin its trend analysis with the second assessment in 2011.
		<p>7.3: Use CWQMC Portals as a framework for assessment [Goal 7.3]</p>	<ul style="list-style-type: none"> • Coordinate SWAMP assessment strategy with the CWQMC to identify waterbody types, beneficial uses, and management questions that SWAMP will address. • Integrate, where appropriate, data from different indicators and designs to generate efficient statewide assessments. • Create a general and adaptable set of thresholds against which to compare all SWAMP measurements for report cards and policy action at the statewide and Regional levels.
		<p>7.4: Implement and assist with special assessments for identified resource management issues [Goal 7.3]</p>	<ul style="list-style-type: none"> • Provide data for and assist with the development of Sediment Quality Objectives (SQOs). • Provide monitoring expertise and guidance for assessment of Areas of Special Biological Significance (ASBS). • Partner with other Water Board programs, the USEPA, and other agencies on shared assessments such as the National Surveys for Lakes, Streams, Coastal Waters, and Wetlands.

Summary of Vision Statements, Goals, Objectives and Tasks

Element and Vision	Goals	Objectives	Tasks
<p>8. Reporting</p> <p>Our vision is to make all SWAMP data available to the public, to translate SWAMP data into information useful for making resource management decisions, and to provide timely reports in formats most accessible to target audiences. To accomplish this, the SWAMP identifies target audiences, selects the most effective media to reach them, and provides a range of products from newsletters and fact sheets to interpretive reports and statutory documents, such as the Integrated Report (Clean Water Act (CWA) Section 303(d) list / 305(b) Report), and the</p>	<p>8.1: Produce timely and complete water quality reports and lists as required by the Clean Water Act and consistent with current USEPA guidance.</p>	<p>8.1: Produce timely and complete water quality reports and lists as required by the Clean Water Act and consistent with current USEPA guidance [Goal 8.1]</p>	<ul style="list-style-type: none"> • Contribute the necessary quantity and quality of SWAMP data for use in the Integrated Report including healthy streams. • Assist in developing guidance for defining whether a waterbody has been adequately assessed and when there is sufficient information to assign a waterbody to Category 1 (fully supporting all beneficial uses). • Participate in data analysis and preparation of the Integrated Report.
	<p>8.2: Report to the public on water quality taking into account the needs of interested audiences. Use various formats and media such as brochures, fact sheets, report cards, oral presentations, and the Internet.</p>	<p>8.2: A web-based reporting system that effectively transfers information to decision makers and the public [Goal 8.2]</p>	<ul style="list-style-type: none"> • A SWAMP website that posts SWAMP assessment products and draws target audiences. • A CWQMC fish and shellfish consumption safety web portal maintained by the SWAMP Bioaccumulation Oversight Group (BOG). • A CWQMC stream ecosystem health web portal maintained by the SWAMP Healthy Streams Partnership. • A CEDEN system capable of exporting data through efficient query tools and able to support information delivery to the public through CWQMC web portals. • An Integrated Report website that includes an interactive map that delivers detailed water quality assessment information to the public. • Provide information for the Water Board's Annual Performance Report including recommendations for reporting environmental outcomes.
	<p>8.3: Produce technical reports and peer reviewed journal articles resulting from monitoring program activities.</p>	<p>8.3: A SWAMP water quality reporting strategy that uses various formats to most effectively reach target audiences [Goal 8.2]</p>	<ul style="list-style-type: none"> • Up-to-date SWAMP website providing access to all communication products. • Regular manager's reports, fact sheets, brochures, and report cards summarizing state and regional assessments. • Regular publication of the Monitor newsletter. • Presentations to colleagues at the National Water Quality Monitoring Conference and other professional meetings and workshops. • Email subscriptions and press releases to alert target audiences of product releases. • A series of webinars to present assessment tools, program descriptions, monitoring results and assessments to a wide audience.
		<p>8.4: Effective communication with agency management [Goal 8.2]</p>	<ul style="list-style-type: none"> • Presentations and briefings to management at the Water Boards and partner agencies. • Presentations to the CWQMC. • Liaison to Roundtable meetings for other Water Board units such as TMDL and NPS. • Timely water quality reports to agency managers and decision makers.

Summary of Vision Statements, Goals, Objectives and Tasks

Element and Vision	Goals	Objectives	Tasks
CWQMC's My Water Quality web portals.		8.5: Technical reports and peer reviewed journal articles resulting from SWAMP activities [Goal 8.3]	<ul style="list-style-type: none"> • Technical reports for all statewide and regional assessments available within two years of data collection. • Support for publication in scientific journals as a form of external peer-review.
<p>9. Programmatic Evaluation</p> <p>Our vision is to conduct periodic reviews of each aspect of the program to determine its scientific validity, whether it is being implemented as designed and how well it serves the water quality decision needs of the state.</p>	<p>9.1: Ensure that the program is being implemented as designed.</p> <p>9.2: Ensure that the SWAMP program is meeting the needs of other Board programs (for example, the TMDL or NPS programs).</p> <p>9.3: Ensure that the program is technically sound.</p>	<p>9.1: Evaluate workplans, perform audits, and develop performance measures to ensure the program is implemented as designed [Goal 9.1]</p> <p>9.2: Evaluate the program to ensure it is meeting the needs of other Water Board programs [Goal 9.2]</p> <p>9.3: Employ peer review to ensure that the program is technically sound and scientifically defensible [Goal 9.3]</p>	<ul style="list-style-type: none"> • Review annual and/or multi-year workplans, including the Regional SWAMP workplans and monitoring plans, to ensure that all program elements are addressed in workplans. • Use information from regional audits to document extent of compliance with elements. • Develop program performance measures and report on them annually. • Annual evaluation by SWAMP. • Annual evaluation by USEPA. • Periodic evaluation by program offices. • Continue technical review of all monitoring plans and technical reports. • Develop and implement process to respond to the Scientific Planning and Review Committee (SPARC) recommendations. • Conduct focused review of program elements to ensure they are implemented as designed and in a cost-effective manner. • Participate in triennial review of the CWQMC comprehensive monitoring strategy as required by the enabling legislation (Senate Bill 1070, Kehoe, Statutes of 2006).
<p>10. General Support and Infrastructure</p> <p>Our vision is to provide the support needed to implement a coordinated and comprehensive monitoring and assessment program, and to maintain the</p>	<p>10.1: Provide ongoing program coordination, administration and oversight.</p> <p>10.2: Update the SWAMP needs assessment.</p>	<p>10.1: Increased visibility and usefulness of SWAMP information through targeted reporting and dissemination via the CWQMC web portals [Goal 10.1, Goal 8.2]</p> <p>10.2: Provide ongoing program coordination, administration and oversight [Goal 10.1]</p>	<ul style="list-style-type: none"> • By engaging partners and making monitoring information more accessible on the CWQMC web portals and other outlets, SWAMP intends to increase its outreach and make its programs more valuable to the public and decision makers (Element 8). • Support Water Board staffing levels adequate to manage SWAMP contracting and administrative needs. • Identify and implement the most effective method of contracting for the program. • Maintain laboratory and field capability adequate to handle current and anticipated monitoring workload.

Summary of Vision Statements, Goals, Objectives and Tasks

Element and Vision	Goals	Objectives	Tasks
infrastructure and program capabilities necessary to accomplish program goals.			<ul style="list-style-type: none"> • Maintain the expertise and capabilities of SWAMP contract laboratories to allow continued high quality monitoring and assessment. • Document the history of key SWAMP communications, decisions, budgets, and products to support SWAMP institutional memory.
		10.3: Provide regional coordination [Goal 10.1]	<ul style="list-style-type: none"> • SWAMP Regional Coordinators will strive to coordinate monitoring among Water Board programs and other agencies and entities at a regional scale; however, resource constraints may limit their ability to do this in a comprehensive manner. • Provide administrative oversight. • Support travel required to attend the National Water Quality Monitoring Conference and other key opportunities to get review and insights for program improvement. • Identify other state-funded monitoring that could be more professionally, efficiently, and cost-effectively conducted by the SWAMP. • Work with the CWQMC to develop proposals to improve monitoring to determine effectiveness of state financed water quality improvement projects.
		10.4: Update the SWAMP Needs Assessment [Goal 10.2]	As the SWAMP pursues this dual approach to program support, staff will need to identify current and future resource needs to fully implement the SWAMP Strategy. As part of an ongoing triennial review and planning process, the following needs should be assessed, considering current conditions and planned improvements: <ul style="list-style-type: none"> • Identify the required number of staff needed for the SWAMP program implementation; • Identify the laboratory support needed to conduct high quality analyses and manage data according to SWAMP procedures; • Identify training needs for program implementation by field, laboratory, data management and data assessment staff; • Identify annual monitoring needs of Regional Water Boards; • Identify annual monitoring needs of the State Water Board; • Prepare budget for upcoming year; and • Forecast budget needs for three years.