DEPARTMENT OF WATER RESOURCES

STRATEGIC PLAN

LAST UPDATED SEPTEMBER 2020

MISSION

To sustainably manage the water resources of California, in cooperation with other agencies, to benefit the state's people and protect, restore, and enhance the natural and human environments.

ADAPTING FOR THE FUTURE

This strategic plan serves as a roadmap for ensuring the wise and equitable use of water. Focused on the next several years, this plan identifies the goals, objectives, and strategies essential for the Department's success. This is a living document that will continue to be adjusted as circumstances and priorities change. Please note, this document is not inclusive of all Department objectives and functions. Divisions should continue to develop and bolster their team's strategic plans to ensure all facets of the Department are aligned with the mission.

Secure the functions of the State Water Project for future generations – The State Water Project has long been a centerpiece of the Department's functions, from water supply to flood protection to recreation and, in later years, environmental stewardship. The Oroville spillways emergency accelerated the Department's understanding of the dual realities of aging infrastructure and extreme hydrology. The Department will reconstruct both spillways to their original design capacity and advance the development of a comprehensive needs assessment for the safe operation of the dam and its appurtenances into the future; complete an asset management plan for all State Water Project facilities; and obtain permits for and begin implementation of a delta conveyance facility.

Implement a comprehensive and system-wide approach to dam safety, flood protection, and emergency management – The interrelated nature of upper watershed hydrology and downstream flood protection requires greater alignment of regulatory and emergency response functions pertaining to dam and levee safety, flood management operations, data sharing, and project delivery. The Department will complete a statewide roadmap to address lessons learned from the Oroville Independent Forensic Team report. The Department will explore opportunities to recharge groundwater basins with flood waters, and pursue strategic investment of levee maintenance dollars to reduce urban and rural flood risk, protect local water supplies, and decrease state liability. In addition, the Department will also work to maintain its position as a respected state partner in emergency response and recovery.

Improve and expand integrated watershed management and bring groundwater basins into balance – California's water management success rests in large part on the public water agencies that are responsible for investing in a drought-proof and sustainable water supply that supports the economy and environment. To prepare California for climate change, the Department must take a comprehensive, multi-pronged approach to water management that aligns state and local planning efforts and statutory responsibilities to ensure wise and equitable use of water. The Department will complete the five-year update to the California Water Plan and implement new mandates to improve water use efficiency and sustainable groundwater management. The Department will also continue efforts to provide safe drinking water to all California communities and integrate local and state water management strategies.

Make the Department an employer of choice for our field of expertise and practitioners of good government – The Department is preparing for the workforce of tomorrow. With an expected wave of retirements in leadership positions, the Department is working to reorganize in ways that promote innovation and sustainability. This is an opportunity to thoughtfully promote the Department as a water industry leader, one that embraces new technologies, seeks new ideas from other sectors, and actively engages with the international engineering and safety communities. The Department will expand recruitment efforts, support pathways to leadership, and increase public and stakeholder awareness of priorities and accomplishments. The development of employees is critical to the future success of the Department and its ability to deliver water to Californians.

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CORE VALUES

World-Class Safety Organization

DWR is committed to the protection of the public and to the safety of its employees and partners. Safety is integrated into DWR's culture, and safety practices are implemented by each employee who actively participates in and supports the Department's mission. Public safety is the first priority among all aspects of management and operation of DWR's infrastructure. Infrastructure risk will continue to be identified, prioritized, managed, and communicated to the public.

Partnership Development & Transparency

The Department strives to inform and educate the public about the importance of water, California's unique water challenges and opportunities, and its role in managing and protecting a sustainable water supply for communities and ecosystems. DWR's work affects every Californian, neighboring states, and drives national and international discussions. Across communication platforms, DWR is committed to providing timely, accurate, and accessible information to the public, partners, and media. DWR values its relationships with federal and local governments, tribes, academia, and non-governmental organizations to achieve statewide water management goals, plan for emergencies and minimize risks, and develop best available science and engineering tools.

Science Drives Our Decision-Making

DWR is dedicated to using best available science to make informed management decisions, a commitment that includes supporting staff-driven scientific inquiry and publication, scientific community engagement, and promotion of cutting-edge technologies. DWR will continue to incorporate science into all planning and project development actions, and will share expertise gained through this work with the national and international water community.

Environmental Stewardship

DWR recognizes California as one of the world's great biodiversity hotspots. Anthropogenic influence – water management included – has impacts on natural resources; and environmental protections for many species has impacts on water management. DWR is committed to addressing legacy impacts as well as current conflicts between water management and natural resources. Integration of ecological principles into infrastructure planning and project design is critical, and complements the incorporation of climate change mitigation and adaptation strategies into all DWR areas of focus.

Professionalism & Respect

The Department is responsible for conducting business in a professional, courteous, ethical, and safe manner by demonstrating integrity, honesty, good judgement, courtesy, and respect at all times. Employees frequently interact with members of the public, stakeholders, partners, and colleagues to resolve a variety of difficult challenges. By maintaining positive relationships at work, DWR is able to provide the best public service to all Californians. DWR strives to create a trusting and welcoming workplace where employees embrace diverse viewpoints and treat each other with civility and respect.

GOALS, OBJECTIVES, AND STRATEGIES

Secure the Functions of the State Water Project for Future Generations

The State Water Project (SWP) is the largest state-owned and operated water storage and delivery system in the country. It delivers water to 27 million people and 750,000 acres of irrigated agriculture. Through the SWP, DWR improves water quality in the Delta, controls Feather River flood waters, generates power, provides recreation, and enhances fish and wildlife habitat. DWR's assets and the supporting water management infrastructure are reaching end of life. DWR will need to address its aging infrastructure, and impacts associated with climate change, population growth, ecosystem stressors, and funding constraints. In the next three years, DWR will adopt a unified framework for condition assessment, risk management, and strategic planning for capital investments to prepare the SWP infrastructure for the next 50 years.

GOALS AND OBJECTIVES

Goal 1: Invest and be innovative in solutions to modernize SWP infrastructure.

Objectives:

1. Complete the reconstruction of the Oroville Flood Control Spillway and the Emergency Spillway to their original design capacity.
   - Complete the Oroville Dam Safety Comprehensive Needs Assessment.
   - Identify priorities and provide solutions to enhance the integrity and resiliency of the Oroville Dam Complex and Oroville Water Control Manual.
2. Build upon and expand the current SWP Asset Management Program and incorporate business practices across all SWP divisions.
   - Conduct a comprehensive review of SWP assets to evaluate the expected performance, operational reliability, and resilience of SWP infrastructure.
   - Adopt a unified framework for condition assessment, risk management, and strategic planning of capital investments.
   - Develop a long-term capital investment plan to ensure public safety and the reliability of the system.
   - Establish a SWP Infrastructure Risk Management Program to provide policy direction and review performance indicators for improved decision-making.
3. Review and update the Coordinated Operating Agreement with the Bureau of Reclamation.

Goal 2: Strengthen the SWP Dam Safety Program to incorporate risk informed decision-making and improved risk communication to public safety administrators and downstream communities.

Objectives:

1. Launch an executive level office to develop and maintain SWP dam safety policies, and to emphasize the importance of public safety throughout the organization.
2. Assign clear SWP Dam Safety Program roles and responsibilities to managers and employees.
3. Align dam safety initiatives with the SWP Asset Management strategies and incorporate into a long-term SWP investment plan.
4. Improve SWP facility Emergency Action Plans and relationships with local emergency management agencies.

Goal 3: Be innovative to meet and surpass power market requirements.

Objective:

1. Develop new and refine current strategies for the SWP power portfolio.
   - Implement SWP renewables procurement plan to achieve and surpass targets in DWR's Climate Action Plan.
   - Establish water and power operation metrics to help guide real-time operations.
   - Analyze SWP energy forecasting and participation in power markets.

Goal 4: Be innovative to meet and inform environmental regulatory requirements.

Objectives:

1. Meet applicable environmental regulatory requirements.
   - Develop operational solutions that align with water quality and environmental regulatory requirements.
   - Bolster in-house environmental compliance expertise.
2. Utilize the best available science to support and drive policy and management decision-making.
   - Align with the Bureau of Reclamation on an approach for the re-initiation of Consultation on Long-term Operations of the SWP and Central Valley Project.
   - Incorporate cutting-edge technology and research findings to inform the needs of the Incidental Take Permit for the long-term operations of the SWP.
3. Work cooperatively with the Division of Flood Management and the Division of Integrated Watershed Management programs to pursue multi-benefit restoration projects.

Goal 5: Obtain permits for and begin implementation of a delta conveyance facility.

Objectives:

1. Complete environmental review and permitting.
2. Engage with Delta counties and other agencies with authorities and responsibilities in the Delta to improve transparency and communication across the project.
3. Effectively manage and reduce risks associated with project implementation.
4. Provide technical and financial oversight, and ensure compliance with SWP standards, safety protocols, regulatory compliance, and other requirements and policies.
5. Ensure project specifications meet DWR standards for safety, durability, and long-term operations and maintenance of facilities.

Goal 6: Ensure affordability and fiscal responsibility of the SWP.

Objectives:

1. Negotiate affordable and diversified power contracts, manage compliance costs, and capture revenue from surplus generation.
   - Actively participate in rate proceedings and the development of alternative transmission arrangements to lower transmission costs.
2. Implement the new Financial Management Enhancement Program.
   - Extend the Water Supply Contracts to match cost recovery with the economic life of the facility.
   - Project capital expenditures, including long-term infrastructure improvements, to ensure stable bond financing.
   - Standardize processes for planning through risk-informed decision making, budgeting, project funding, tracking, and billing.
   - Implement a refined budget review process with SWP contractors.

Implement a Comprehensive and System-wide Approach to Dam Safety, Flood Protection, and Emergency Management

DWR protects lives, infrastructure, and the environment through management of dams and floods. DWR Flood and Dam Safety is responsible for oversight of over 1,200 dams and maintenance of 1,600 miles of levees. This work protects $580 billion in assets, and approximately 7 million people (1 in 5 Californians) at risk of flooding. Through its public safety initiative, DWR seeks to strengthen coordination within an entire watershed to protect water users, communities, and the natural environment from the effects of extreme weather-related events and aging infrastructure. DWR will coordinate cost-sharing efforts across local, state, and federal partners to secure long-term funding mechanisms for operations and maintenance.

DWR, in conjunction with other state agencies, plays a significant role in preparing for, responding to, and mitigating emergencies, disasters, and security threats. Incorporating lessons learned from the events at Oroville, DWR is improving emergency communication platforms, emergency training, and deployment procedures. In preparation for future emergencies or security threats, over the next year DWR will develop several plans that address security, mission essential functions, and all hazards emergency response.

GOALS AND OBJECTIVES

Goal 7: Increase information sharing and public awareness of flood risk and assist local entities through the Floodplain Management program.

Objectives:

1. Characterize the risk of flooding.
   - Develop and maintain database of computer models for existing watershed, reservoir operation, riverine, and floodplain models in coordination with FEMA, USACE, NWS, dam owners, and local flood management agencies.
   - Update dam inundation and floodplain maps to identify areas at risk of flooding.
   - Inventory areas at risk and flood system vulnerabilities to describe the consequences associated with flooding.
2. Increase awareness of flood risk to water management agencies, emergency responders, and the public through river forecasts, water supply conditions, and flood risk notifications.
3. Provide technical and financial assistance to reduce flood risk.
   - Design and administer effective local assistance grant programs for emergency response planning, development of floodplain and evacuation maps, and updating local floodplain management plans.
   - Use rain and water supply forecasts to coordinate the operations of reservoirs to minimize impacts to downstream communities.
   - Evaluate of local communities' floodplain ordinances and flood hazard mitigation plans as part of FEMA's National Flood Insurance Program.
   - Prepare best practice guidebooks to promote floodplain management and flood risk reduction.

Goal 8: Bolster the nation's leading regulatory state dam safety program.

Objectives:

1. Ensure the safety of state jurisdictional dams.
   - Supervise the construction, enlargement, alteration, repair, maintenance, operation, and removal of dams and reservoirs for the protection of life and property.
   - Supervise the maintenance and operation of dams and reservoirs as necessary to safeguard life and property from injury by reason of failure.
   - Conduct annual maintenance and construction inspections, and respond to dam safety incidents.
2. Incorporate best dam safety practices.
   - Conduct independent engineering reviews of designs for new or enlarged dams, and designs for the alteration and repair to existing dams.
   - Conduct evaluations of jurisdictional dams as industry practices change.
   - Work with dam organizations to advance and promote dam safety.
3. Promote safety downstream of dams.
   - Review and approve inundation maps for incorporation into Emergency Action Plans.
   - Participate in Emergency Action Plan exercises.
   - Educate and inform dam owners and the public about dams by providing inundation maps and general dam safety awareness information online.
   - Develop regulations in coordination with dam owners, emergency responders, CalOES, and the legislature for inundation mapping practices and provide guidance on best practices.
   - Work with CalOES to incorporate inundation maps into dam Emergency Action Plans and meet with emergency responders to improve their understanding.

Goal 9: Provide effective flood emergency response.

Objectives:

1. Assess real-time hydrologic and flood system conditions.
   - Develop instrumentation and monitoring capabilities to provide real-time warning and notification for acute risks.

- Collect, analyze, and disseminate real-time hydrologic information and reservoir status in support of managing flood events and dam safety incidents.
- Evaluate climate change impacts at the watershed scale to improve short-term river forecasting and long-term snow melt runoff and water supply forecasting.

2. Prepare for flood emergencies.
   - Train and develop staff in effective teams to monitor and respond to flooding.
   - Facilitate pre-season flood briefings and emergency exercises to facilitate alignment with local, tribal, state, and federal emergency responders.
   - Develop material stockpiles and facilities to augment local supplies.
   - Build local and regional operation capacity to respond to flood events with local assistance grants.
3. Respond to flood emergencies.
   - Provide flood-fighting advice and assistance to local agencies during flood emergencies.
   - Disseminate flood information to federal, state, tribal, and local agencies through the State-Federal Flood Operations Center and California Data Exchange Center.

Goal 10: Effectively operate and maintain the State Plan of Flood Control (SPFC) facilities.

Objectives:

1. Reduce flood risks to SPFC protected areas.
   - Evaluate levees, channels, and structures of SPFC facilities to identify any deficiencies and prioritize them for rehabilitation based on available resources.
   - Conduct routine maintenance of portions of the Sacramento River Flood Control System to maintain the flood carrying capacity as designed.
   - Maintain, repair, and operate specific flood control facilities in the Central Valley as required by state and federal law.
   - Assist the local maintaining agencies with maintenance of and cost-share on SPFC levees, in coordination with USACE and the Central Valley Flood Protection Board (CVFPB).
2. Maximize federal cost share participation in rehabilitation.
   - Inspect and maintain specific levees for structural integrity to reduce flood risk and maximize federal rehabilitation cost shares through the PL 84-99 program.
   - Update assurance agreements and provide funds to support local completion of Systemwide Improvement Frameworks.
3. Develop sustainable operations and maintenance activities.
   - Develop programmatic operations and maintenance plans for increased flexibility and protection of aquatic ecosystems.
   - Review long-term operations and maintenance budgets and plans from SPFC Local Maintaining Agencies (LMAs) and support them in implementing these plans.
   - Provide funds for LMAs to pursue Proposition 218 elections to raise local funds to handle maintenance.
   - Encourage LMAs to aggregate planning funds through Regional Flood Management Planning groups.

Goal 11: Identify and implement new capital improvement projects that reduce flood risk and enhance the environment.

Objective:

1. Support flood risk reduction projects.
   - Implement improvements to the SPFC identified in the Central Valley Flood Protection Plan in coordination with the USACE, CVFPB, and local agencies, and address other known critical deficiencies through the entire SPFC system.
   - Advance flood improvements along the American and Sacramento rivers and the Yolo Bypass.
   - Complete work on 5 to 6 urban multi-benefit projects that reduce flood risk, protect habitat, and provide recreation.
   - Work with USACE and local agencies to provide financial assistance to the design and construction of flood risk reduction projects across the state.

Goal 12: Prepare DWR for security and emergency situations.

Objectives:

1. Update the Department's security and emergency response plans.
   - Develop a comprehensive Security Plan to address public and employee safety, access controls, to all DWR facilities, special event protocols, and incident notification protocols for all DWR facilities.
   - Develop the Continuity of Operations Plan to prepare for any event that might disrupt mission essential functions.
   - Develop the All Hazards Emergency Response Plan to prepare for responding to the next emergency.
2. Train Department staff to implement emergency response plans.
   - Prepare staff to work in an Incident Command System structure by providing comprehensive Standardized Emergency Management System/National Incident Management System training.
   - Increase awareness of changing security requirements through training and exercises with staff.
3. Improve emergency communications capabilities
   - Establish an employee emergency notification system to alert employees and mobilize key staff.
   - Ensure DWR can communicate during emergencies.
   - Ensure DWR communication systems are interoperable with allied response agencies.
4. Develop partnerships to streamline DWR's role in statewide emergency response and recovery support functions.

Improve and Expand Integrated Watershed Management and Bring Groundwater Basins into Balance

Present and future sustainability relies on integrated approaches to water management. The Department's work towards sustainability reflects this: collaborative watershed planning that bridges traditional sector divides; regional assistance that adapts to diverse local agency and community needs; integration of new groundwater policies and regulatory frameworks; and multi-benefit project delivery for infrastructure resilience and ecosystem restoration. The Department engages state, local, and federal agencies, tribes, non-governmental organizations, and other stakeholders to achieve sustainable water management across the state. DWR will address challenges from the upper watershed ecosystems down to the communities that rely on clean and affordable water; and DWR will oversee the return of sustainably-managed groundwater basins, river systems, and local water supplies through implementation of its planning, local assistance, and regulatory responsibilities.

GOALS AND OBJECTIVES

Goal 13: Develop strategic long-term plans and data resources to address California's water management challenges.

Objectives:

1. Plan for a changing climate and evolving water management needs.
   - Illuminate a strategic path to sustainable water management through updates to the California Water Plan and DWR's Climate Action Plan.
   - Utilize expertise at regional offices to develop data and tools critical to strategic local, state, federal, and tribal decision-making.
   - Coordinate updates to DWR's Bulletin 118, the Central Valley Flood Protection Plan, and contribute to the State's 5th Climate Change Assessment and Safeguarding California Plan.
   - Incorporate climate resilience principles and guidance into planning, technical and financial assistance, and project development actions.
   - Implement pertinent recommendations from the Climate-Safe Infrastructure Working Group (AB 2800).
2. Apply the best available science to support and drive policy and management decision-making.
3. Expand access to data, in alignment with the Open and Transparent Water Data Act (AB 1755), to drive innovation, research, and improve watershed management decision-making.

Goal 14: Provide communities with technical, financial, and policy assistance that respond to local challenges and opportunities.

Objectives:

1. Assist local and regional agencies to effectively manage water resources consistent with state vision and policies.
   - Pursue actions and policies that ensure access to safe, clean, and affordable water for all Californians.
   - Provide opportunities for tribal and disadvantaged communities involvement in planning and implementation efforts.
   - Provide financial incentives for projects that support the principles of integrated watershed management.
   - Provide guidance to local and regional agencies to ensure effective implementation of water use efficiency legislation, sustainable groundwater basin management, and climate analysis and adaptation.
   - Align the implementation of local financial and technical assistance efforts with the Sustainable Groundwater Management Act (SGMA) implementation requirements.
2. Accelerate the department's on-the-ground impact by leveraging Regional Office community relationships and watershed management expertise.
   - Provide Regional Offices with more consistent funding sources that allow adaptive responses to the unique needs of communities and watersheds.
   - Prioritize and support assistance to communities for integrated watershed management, including additional resources for Regional Offices and the DWR Tribal Policy Advisor to support Tribal and disadvantaged community outreach, coordination, technical assistance, and natural disaster response.
   - Improve strategic communication and coordination between DWR headquarters and Regional Offices.

Goal 15: Restore critical ecosystem function to California's watersheds through multi-benefit habitat and flood-risk reduction projects.

Objectives:

1. Implement near-term restoration projects in priority watersheds.
   - Construct habitat and dust-mitigation projects consistent with the Salton Sea Management Program Phase 1: 10-Year Plan.
   - Advance the San Joaquin River Restoration Program and other restoration plans addressing the Central Valley, coastal, and statewide needs.
   - Progress the California EcoRestore initiative and support planning for subsequent phases of landscape-level Delta restoration.
   - Assist with restoration efforts of upper watersheds, meadows, riverine systems, and other areas important for biodiversity and water supply.
   - Secure stable financial support for the maintenance of restored habitats.
2. Pursue large-scale multi-benefit projects that reduce flood risk and contribute to the recovery of fish and wildlife populations.
   - Pursue self-mitigation strategies as basic components of project design; where possible, pursue opportunities for additional ecosystem 'uplift'.
   - Improve the monitoring and tracking of ecosystem function, habitat, and species needs throughout the Central Valley and Delta flood system.
   - Maximize application of new approaches to regional-scale project permitting, such as Regional Conservation Investment Strategies and Habitat Conservation Plans.
   - Ensure sustainable funding for long-term operations and maintenance of multi-benefit projects.

Goal 16: Support local progress in achieving and maintaining sustainability of California's groundwater basins.

Objectives:

1. Effectively perform SGMA regulatory oversight.
   - Complete the prioritization of the state's groundwater basins to enable effective sustainable management.
   - Review and approve proposed modifications to groundwater basin boundaries.
   - Evaluate and annually review Groundwater Sustainability Plans (GSPs) and Alternative Plans to assess the likelihood of achieving sustainability.
2. Provide technical assistance to Groundwater Sustainability Agencies (GSAs).
   - Develop and provide data, tools, models, templates, and guidance materials for completion of basin/regional water budgets and GSPs.
   - Develop five-year updates to statutorily-required Bulletin 118 "California's Groundwater."
   - Align the California Statewide Groundwater Elevation Monitoring (CASGEM) program with SGMA requirements.
3. Expand outreach assistance to GSAs by developing multi-lingual guidance resources, and promoting GSA engagement efforts to severely disadvantaged communities and tribes.

Make the Department an Employer of Choice for Our Field of Expertise and Practitioners of Good Government

The development of employees is critical to the future success of the Department and its ability to deliver and manage California's water resources. From improving recruitment strategies, to boosting training programs, and having the relevant tools and technology available, DWR is committed to attracting and retaining top talent through their entire careers. DWR seeks to create a culture that is fun, challenging, and rewarding. To create an environment where employees can achieve their career goals, DWR will dedicate resources to career planning, training, and mentorship that empowers employees to innovate and advance within the organization.

GOALS AND OBJECTIVES

Goal 17: Expand recruitment efforts to attract and retain top talent.

Objectives:

1. Broaden and expand marketing efforts.
   - Expand attendance at junior-high/high schools, and colleges career fairs.
   - Promote job bulletins with professional organizations, internet recruitment websites, targeted publications, and on DWR social media platforms.
   - Revise existing and develop new recruitment materials to educate job applicants on the state's hiring process.
   - Enhance DWR's current Careers' webpage to better promote DWR's brand, culture, and accomplishments.
2. Improve the candidate selection process.
   - Re-establish DWR's Recruiters' Roundtable to discuss and address recruitment issues, streamline recruitment processes, and provide support for recruitment initiatives and activities.
   - Partner with the California Department of Human Resources (CalHR) to develop more online examinations and revise outdated classification specifications.
   - Develop a strong workforce pipeline by expanding the Student Assistant Program.

Goal 18: Support pathways to leadership and increase knowledge transfer across the Department.

Objectives:

1. Enhance and promote existing training opportunities for supervisors and managers.
   - Align management development training with CalHR's core leadership competencies and current trends in management and leadership development.
   - Invest in technologies to expand delivery methods of training and leadership competencies.
2. Provide career planning, growth, and knowledge transfer opportunities.
   - Expand the marketing of DWR job opportunities to current employees.
   - Provide cultural competency training for staff on tribal engagement and consultation practices.
   - Develop and implement a job rotation program to provide alternative hands-on learning opportunities.
   - Develop and implement a mentoring program to support a pipeline to executive management.
   - Sponsor a monthly brown bag series for employees to learn about activities and programs.
3. Leverage expertise within OCC, PAO, and DTS to bolster program efforts and meet the Department's mission.
   - Establish inter-disciplinary teams to improve understanding of complex challenges, maintain consistent messaging, and promote collaboration.
   - Develop new digital tools and business processes that increase transparency and optimize outcomes across teams.
   - Coordinate internal communications to improve Department-wide understanding of priorities and policies.

Goal 19: Support employee work-life balance.

Objectives:

1. Conduct regular employee engagement surveys to assess employee job satisfaction, career growth potential, work-life balance, and recognition efforts.
2. Develop and implement an employee wellness program.
   - Promote building amenities that support an active lifestyle.
   - Coordinate and promote health-related events or initiatives, such as walking clubs, on-site flu shots, health fairs, and progress-based incentive programs.
3. Promote childcare support and services.
4. Develop and provide training to supervisors and managers on work-life balance for employees.
5. Provide flexible schedules and telework opportunities when feasible.

Goal 20: Increase employee recognition.

Objective:

1. Develop and implement a Department-wide informal recognition program that supports and promotes peer-to-peer, supervisor-to-employee, supervisor-to-team, or chief-to-employee(s) recognition.
2. Enhance the Department's formal recognition program to highlight accomplishments and increase awareness of recipients.
3. Expand recognition of employee milestone anniversaries.

Goal 21: Advocate for the safety of all employees through DWR's world-class safety system.

Objectives:

1. Demonstrate management commitment to safety.
   - DWR executive team and Division Chiefs will regularly share safety messages with employees.
   - Managers and supervisors will lead focused safety discussions in staff meetings and invite feedback for DWR's safety system, including workplace safety.
2. Empower employees to work in a safe manner by encouraging the use of "stop work authority."
3. Provide safety leadership training for managers, supervisors, and employees.
4. Establish an annual safety day.

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