

Budget & Workplan
FISCAL YEAR 2023



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INTRODUCTION

The Bay Area Clean Water Agencies (BACWA) is a joint public powers agency created by a 1984 Joint Powers Agreement (JPA) between the Central Contra Costa Sanitary District (CCCSD), the East Bay Dischargers Association (EBDA), the East Bay Municipal Utility District (EBMUD), the City of San Francisco, and the City of San Jose (collectively, “the Principal Agencies”). The JPA requires approval of an annual budget and workplan divided into three parts: overhead (Part A), general benefit programs (Part B), and special benefit programs (Part C).

The JPA requires that revenues for each fiscal year be equivalent to anticipated expenditures. Expenditures for Management & Administration (Part A), and General Benefit Programs (Part B) are funded by all BACWA members because these programs are carried out on behalf of all member agencies.

Since adoption of the Annual Budget for fiscal year 1984, and each fiscal year thereafter, the Executive Board has allocated Part A and Part B costs pursuant to authority provided in Section 10 of the Joint Powers Agreement among Member Agencies in the following manner (the “Allocation Method”):

- a. a stated portion to the Original Signatory Members in equal shares; and
- b. the balance to Associate and Affiliate Members based on one or more of several factors consisting of the type of agency, size of plant, metals loadings, and total inorganic nitrogen loadings in the ratio that their share is to that of the total Associate and Affiliate Membership.

On September 26, 2014 BACWA formally adopted this allocation through Executive Board Resolution R-2015-01. BACWA currently has two General Benefit Programs: the core BACWA program to support member agencies and the Clean Bay Collaborative. Expenditures for Special Benefit Programs (Part C) are funded by those agencies that elect to fund those programs because those benefits accrue primarily to those participating agencies.

In FY22 BACWA had three Special Benefit Programs, all of which conform to the JPA requirements under Part C.: Water Operator Training, the Bay Area Biosolids Coalition (BABC), and the Bay Area Chemical Consortium (BACC). The Water Operator Training program, also known as the Bay Area Consortium for Water/Wastewater Education (BACWWE) is a group of BACWA agencies who provide funding for operator educational opportunities. The Bay Area Biosolids Coalition is comprised of a subset of BACWA members who are pursuing alternatives for biosolids beneficial reuse and/or disposal in order to meet regulatory requirements for diversion of organics from landfills. The Bay Area Chemical Consortium is comprised of BACWA agencies as well as additional public water and wastewater agencies who work together to develop group chemical bids.

The purpose of this document is to fulfill the requirements of the JPA for Fiscal Year 2023 (FY22). This workplan and budget specify the purpose of each of BACWA’s programs during FY22, the methods by which they will be carried out, the products that will be developed, and the persons responsible for implementation. The schedule for implementation of these programs is July 1, 2022 through June 30, 2023.

STRATEGIC PLAN

BACWA adopted its first strategic plan and accompanying workplan in 2009. BACWA reformulated its strategic plan in 2020 and adopted updates in 2022. The strategic plan states the mission, vision values and goals of the organization as demonstrated in the work undertaken annually by the agency.

BACWA's Mission

To provide an effective regional voice for clean water agencies' stewardship of the San Francisco Bay's ecological, community, and economic resources.

BACWA's Vision

To demonstrate leadership in the protection and enhancement of the San Francisco Bay ecosystem.

BACWA's Values

- Environmental stewardship
- Leadership
- Science-based decision making
- Collaboration
- Fiscal responsibility
- Watershed-based solutions

BACWA's Goals

- Advocate for regulation based on science
- Foster collaboration and relationship building with regulators and other stakeholders
- Pursue regional, multi-benefit solutions to environmental challenges
- Exemplify service and responsiveness to members and the public
- Practice good governance

MANAGEMENT AND ADMINISTRATION (PART A)

BACWA has administrative and management expenses that are necessary for the agency to carry out its non-program related core functions (JPA, Section 9). They include expenses related to financial management, insurance, and organizational support. Administration of BACWA is carried out under contract by an Executive Director (ED), Assistant Executive Director (AED), and Regulatory Program Manager (RPM) selected by the Executive Board. Treasurer services are provided through an agreement with EBMUD who manages BACWA's finances and oversees the annual audit which is conducted by an independent auditor. The objective of these expenditures is to ensure effective, efficient, and transparent management of BACWA, which serves BACWA's goal to practice good governance. BACWA management and administration are funded through BACWA dues.

Management & Administration (A)				
Goal	Deliverables/Outcomes	Lead	FY23 Budget	Budget Line
A. Practice Good Governance (Labor, Meetings, Legal, Administration)	A.1. Monthly Treasurer Reports,	ED, AED, EBMUD	\$43,297	Administration/ EBMUD Financial Services
	A.2. Annual audit	ED, AED, Auditor	\$5,452	Administration/ Auditing Services
	A.3. Miscellaneous Operational Expenses	ED, AED, RPM	\$8,118	Administration/ Administrative Expenses
	A.4. Insurance to manage organizational risk	ED, AED	\$8,132	Administration/ Insurance
	A.5. Compliance with organizational legal requirements	ED, AED	\$2,309	Legal/Executive Board Support
	A.6. Program Administration and Operations Support	ED, AED, RPM	\$130,864	Labor/ ED (15%), RPM (10%) AED (100%),
	A.7. BACWA Executive Board Meetings & Administrative Expenses	ED, AED	\$2,706	Meetings/Exec. Board Meetings
	A.8. Pardee Technical Seminar & Administrative Expenses	ED, AED	\$6,668	Meetings/ Pardee Seminar
	A.9. Miscellaneous Meeting & Administrative Expenses	ED, AED, RPM	\$5,412	Meetings/ Misc. Meetings
	A.10. File Storage	ED, AED	\$780	Communications/File Storage
	A.11. IT Support (As Needed)	ED, AED	\$2,705	Communications/IT Support
	A.112. Software (As Needed)	ED, AED	\$1,821	Communications/Software
		TOTAL	\$218,264	

GENERAL BENEFIT PROGRAMS (PART B)

There are two aspects of BACWA’s general benefit program: the core BACWA Member Agency program and the technically–focused Clean Bay Collaborative (CBC) program. Activities in these Programs are supported by the ED, AED, RPM, volunteers who Chair the BACWA Committees, and consultant support as needed.

BACWA MEMBER AGENCY PROGRAM (PART B1)

The **BACWA Member Agency Program (B1)** serves BACWA’s goals to (1) exemplify service and responsiveness to members and the public; and to (2) foster collaboration and relationship building with regulators and other stakeholders

These goals are accomplished by providing member agencies with information on regulations, scientific and technical developments; forums for participating in policy discussions and collaborating on mutually beneficial projects; and opportunities to engage with the larger Bay Area environmental community.

Program expenses include support for committee facilitation and special projects; member workshops and trainings; membership in state and national organizations that disseminate information to members; and communication expenses such as the website, newsletters, the annual report, and the annual meeting. The BACWA Member Agency program is funded by BACWA dues.

CLEAN BAY COLLABORATIVE (CBC) (PART B2)

The purpose of the **CBC program (B2)** is to respond to current regulatory requirements and to develop scientific, technical, and industry information to inform future regulations and policies affecting Bay Area POTWs and the environment. These effort support BACWA’s goals to: (1) Advocate for regulation based on science; (2) Foster collaboration and relationship building with regulators and other stakeholders; and (3) Pursue regional, multi-benefit solutions to environmental challenges. Program expenses include the costs of targeted special studies and reports requested by or used to inform policy discussions with regulatory agencies, policy strategy development and implementation, and collaborations with statewide organizations to do the same. The CBC program is funded through CBC fees and the Nutrient Surcharge.

Bay Area Clean Water Agency Program (B1)				
Goal(s)	Deliverables/Outcomes	Lead	FY23 Budget	Budget Line
B1. Exemplify service and responsiveness to members and the public; and foster collaboration and relationship building with regulators and other stakeholders (Committees, Labor, Meetings, Administration, Communications, Collaborations)	B1.1. AIR Committee Support - Admin Support - Technical Support	Chair, AED, RPM, Consultant	\$76,000	Committees/AIR Comm.
	B1.2. AIR Support for ACE		\$20,000	Committees / AIR support for ACE
	B1.3. BAPPG Committee Support - Multiple Programs for public education and outreach, and regulatory advocacy	Chair, AED, RPM, Consultants	\$130,600	Committees/BAPPG Comm.
	B1.4. Biosolids Comm. Support - Misc. Expenses	Chair	\$0	Committees/Biosolids Comm.
	B1.5. Collection Systems Comm. Support - Misc. Expenses	Chair, RPM	\$1,000	Committees/Collection Systems Comm.
	B1.6. InfoShare Groups Support (Ops & Maint/Asset Mgmt) - Misc. Expenses	Chair, RPM	\$1,000	Committees/Asset Management and O&M InfoShare Groups
	B1.7. Laboratory Comm. Support - Misc. Expenses	Chair, RPM	\$6,400	Committees/Laboratory Comm.
	B1.8. Permits Comm. Support - Misc. Expenses	Chair, RPM	\$1,000	Committees/Permits Comm.

B1.9. Pretreatment Committee, - Misc. Expenses	Chair	\$1,000	Committees/Pretreatment Comm.
B1.10. Recycled Water Comm., Misc. Expenses	Chair, RPM	\$20,000	Committees/Recycled Water Comm.
B1.11 Misc. Committee Support	ED, AED, RPM	\$45,000	Committees/ Misc. Comm. Support
B1.12. Manager's Roundtable, Misc. Expenses	ED, AED	\$1,000	Committees/ Manager's Roundtable
B1.13. Executive Director	Board Chair	\$173,612	Labor/ ED (85%)
B1.14. Legal Support, provide review of regulatory products	ED	\$2,871	Legal/ Regulatory Legal Support
B1.15. Regulatory Program Manager	RPM	\$99,556	Labor/ RPM (70%)
B1.16. Annual Meeting	ED, AED, RPM	\$14,369	Meetings/ Annual Meeting
B.17. Website Hosting	ED, AED, Consultant	\$714	Communications/ Website Hosting
B.18. Website Development/Maintenance	ED, AED, RPM, Consultant	\$1,561	Communications/ Website Dev/Maint
B1.19. State of the Estuary	ED, AED	\$20,000	Collaboratives, State of the Estuary
B1.20. Arleen Navarret Award	ED, AED	\$2,500	Collaboratives, Arleen Navarret Award
B1.21. BayCAN	ED, AED	\$5,000	Collaboratives, New FY22
B1.22 Bay Area One Water Network		\$5,000	Collaboratives, Bay Area One Water Network
B1.23. Bruce Wolf Scholarship		\$4,000	Collaboratives / Bruce Wolf Scholarship
B1.24. Miscellaneous	ED, AED	\$1,500	Collaboratives, Misc.

Clean Bay Collaborative (B2)

B2. Clean Bay Collaborative (1) Advocate for regulation based on science; (2) Foster collaboration and relationship building with regulators and other stakeholders; and (3) Pursue	B2.1. Watershed Permit NMS Contribution	ED, RPM, Consultant	\$1,800,000	Tech. Support/ Nutrients/Watershed Permit Obligation
	B2.2. NMS Voluntary Contributions	ED, RPM	\$0	Tech. Support/ Nutrients/Watershed/Vol Contributions
	B2.3. Additional Work Needed Under Permit	ED, RPM, Consultant	\$100,000	Tech. Support/ Nutrients/Add'l Work Under Permit/ GAR etc.
	B2.4. Regional Study on Nature Based Systems	ED, RPM, Consultant	\$248,811	Tech. Support/ Nutrients/Reg'l Study Non-Gray Scope

regional, multi-benefit solutions to environmental challenges.	B2.5. Regional Recycled Water Evaluation	ED, RPM	\$63,525	Tech. Support/ Nutrients/Member Vol Nutrient Contributions
	B2.6. Nutrient Workshop(s)	ED, RPM, Consultant	\$0	Tech. Support/ Nutrient Workshop(s)
	B2.7. NMS Reviewer	Consultant	\$50,000	Tech. Support/NMS Reviewer
	B2.8. General Tech Support	ED, RPM, Consultants	\$100,000	Tech. Support, General Tech Support: PEEP, PFAS, Nutrient Review
	B2.9. CEC Investigations – support for regional PFAS study	ED, RPM, Consultants	\$140,000	Tech Support/CEC studies for POTWs – New FY22
	B2.10. Risk Reduction	ED, RPM, Consultants	\$12,500	Tech, Support/ Risk Reduction
	B2.1. General Technical and Regulatory Support	ED, RPM	\$28,445	Labor/ RPM (20%)
	TOTAL		\$3,176,964	

SPECIAL BENEFITS PROGRAMS (PART C)

BACWA has three active special benefit programs: Water Operator Training also known as BACWWE, Bay Area Biosolids Coalition (BABC), and Bay Area Chemical Consortium (BACC). These programs are administered under Part C of the JPA Annual Budget and Workplan.

Member dues for Wastewater Operator Training (BACWWE) are optional and are established on an annual basis by its Program members with training offered at community colleges throughout the BACWA service area. In FY22, BACWWE plans to transition to a scholarship-based class reimbursement model to increase the impact of the program and the number of community college courses that qualify.

BABC became a Special Benefits Program in FY 20. BABC is governed by a Steering Committee that establishes its budget and associated revenue needs on an annual basis. BABC funds support the furthering the goal of its strategic plan, which include communicating the value of biosolids, advancing scientific research, supporting the expansion of biosolids land application, and supporting the development of biosolids management options in the Bay Area.

BACC became a Special Benefits Program in FY 20. BACC is an administrative program governed by BACWA and supported by the BACWA ED and AED. BACC solicits chemical bid information from more than 60 member agencies, then arranges a group bid. BACC participant agencies are invoiced for BACWA labor and other expenses related to bid administration at the end of each fiscal year.

WATER OPERATOR TRAINING (PART C1)		
<u>Deliverables/Outcomes</u>	<u>Manager</u>	<u>FY 23 Budget</u>
Encourage development of a skilled workforce by offering classes in conjunction with a local community college.	Program Participant Reps; ED, AED	To be determined by member interest.

BAY AREA BIOSOLIDS COALITION (PART C2)		
<u>Deliverables/Outcomes</u>	<u>Manager</u>	<u>FY 23 Budget</u>
Pursue alternatives for biosolids beneficial reuse and/or disposal in order to meet future regulatory requirements for diversion of organics from landfills	Program Participant Reps; ED, RPM, AED	To be determined by member interest.

BAY AREA CHEMICAL CONSORTIUM (PART C3)		
<u>Deliverables/Outcomes</u>	<u>Manager</u>	<u>FY 23 Budget</u>
Administer a series of chemical bids for participating agencies.	ED, AED	To be determined by level of effort and expenses associated with program administration and legal reserve development.

FISCAL YEAR 2023 BUDGET

BACWA/CBC	2023 Budget	Notes
<u>REVENUES</u>		
BACWA Principals' Contributions	527,250	2% increase, 5@ \$105,450
BACWA Assoc. & Affil. Contributions	187,793	2% increase. 12 Assoc: \$8702; 47 Affiliate: \$1743
Clean Bay Collaborative (CBC)	675,000	Prin: \$450,000; Assoc / Affil: \$225,00
Nutrient Surcharge	1,400,000	2 nd Watershed Permit Requirement
Voluntary Nutrient Contributions	0	
AIR Non-Members	7,217	2% increase.
BAPPG Non-Members	4,033	2% increase.
Other/Special Program Admin Fees (WOT)	5,202	No increase.
Other/Special Program Admin Fees (BABC)	6,000	Based on staff hours, AED, RPM, and ED
Other/Special Program Admin Fees (BACC)	36,000	400 hours AED support
Interest Income (LAIF)	4,000	Includes BACWA & Nutrient Funds
Interest Income (higher yield Investments)	0	Alternative Investments
TOTAL	2,852,495	

EXPENSES		
Labor	468,477	
Executive Director	204,250	7.5% increase (flat in FY22)
Assistant Executive Director	86,004	7.5% over FY21; \$71.67/hour; Reflects 1200 hours
BACC Administrator	36,000	400 hrs AED support at \$90 per hr
Regulatory Program Manager	142,223	7.5% increase (flat in FY22); \$103.35/hour, Reflects 1350 hours
Administration	64,999	
EBMUD Financial Services	43,297	2% increase
Auditing Services	5,452	Financial audit through EBMUD
Administrative Expenses	8,118	2% increase
Insurance	8,132	15% increase
Meetings	29,155	
EB Meetings	2,706	2% increase.
Annual Meeting	14,369	2% increase.
Pardee	6,668	2% increase.
Misc.	5,412	2% increase.
Communications	7,581	
Web Hosting / Domain Registration	714	2% increase.
File Storage	780	2% increase, box.net
Website Development/Maint.	1,561	2% increase.
IT Support (As Needed)	2,705	2% increase.
Other Communications/Software	1,821	2% increase. MS Exchange/Survey Monkey/Poll Everywhere/Zoom/ NetFile
Legal Support	5,181	
Regulatory Support	2,871	2% increase
Executive Board Support	2,309	2% increase
BACWA Committees	307,400	
AIR	76,000	Consultant support
AIR support for ACE	20,000	New FY23
BAPPG	130,600	Technical support and outreach contracts
Biosolids Committee	0.00	
Collections System	1,000	
InfoShare Groups	1,000	
Laboratory Committee	6,400	TNI standard training and meetings
Permit Committee	1,300	
Pretreatment Committee	1,000	
Recycled Water Committee	20,000	
Misc. Committee Support	45,000	
Manager's Roundtable	1,000	
Collaboratives	38,000	
State of the Estuary	20,000	Biennial in odd fiscal years
Arleen Navarret Award	2,500	Biennial in even fiscal years
BayCAN	5,000	
Bay Area One Water Network	5,000	New FY23

Bruce Wolf Scholarship	4,000	FY22, FY23, FY24, FY25 FY26
Misc.	1,500	NBWA
Technical Support	\$2,514,836	
Nutrients		
Watershed	1,800,000	Advanced funding for 2 nd Watershed Permit Science Studies – not to exceed value.
NMS Voluntary Contributions	0	
Additional Work Under Permit	100,000	Includes HDR PO for \$225K spread out over FY20-24
Regional Study on Nature Based Systems	248,811	
Regional Recycling Evaluation	63,525	
Nutrient Workshop(s)	0	
NMS Reviewer	50,000	
General Technical Support	100,000	AB617 emissions factors, nutrient technical review, other nutrient support, PFAS
CEC Investigations	140,000	Support for studies through RMP
Risk Reduction	12,500	\$25,000 over 5 yrs (FY19-23) 2 Contracts for \$12,500 over each FY19, 20, 21, 22
TOTAL	\$3,431,228*	

*FY23 Budget Expense Total includes BACC Administration expense and WorkPlan tables A&B do not.

WOT	2023 Budget (Est)	Notes
REVENUES	0	
Participant's Contributions	0	Est. depends on member interest.
EXPENSES	85,200	
Contract expenses	80,000	Est. depends on member interest.
BACWA Indirect Expenses	5,200	Per BACWA Policy
TOTAL	-85,200	Funding transferred from WOT reserve

BABC	2023 Budget (Est)	Notes
REVENUES	186,500	
Participant's Contributions	186,500	Est. depends on member interest.
EXPENSES	186,500	
Contract expenses	180,500	Est. depends on member interest.
BACWA Indirect Expenses	6,000	Per BACWA Policy
TOTAL	0	

BACC	2023 Budget (Est)	Notes
REVENUES	\$72,251.25	
Participant's Contributions	\$72,251.25	Est. equivalent to expenses.
EXPENSES	\$72,251.25	

Bid software	\$4067.75	Target total reserve \$150,000 to be built over 5 years.
BACC Legal reserve	\$30,000	
Miscellaneous expenses	\$2,983.50	Per BACWA Policy, reflect level of effort.
BACWA Indirect Expenses	\$35,200	
TOTAL	0	