

Budget & Workplan
FISCAL YEAR 2025



Table of Contents

INTRODUCTION	2
STRATEGIC PLAN	3
MANAGEMENT & ADMINISTRATION (PART A)	4
GENERAL BENEFIT PROGRAMS (PART B)	4
BACWA MEMBER AGENCY PROGRAM (B1)	4
CLEAN BAY COLLABORATIVE PROGRAM (B2)	5
SPECIAL BENEFIT PROGRAMS (PART C)	7
WATER OPERATOR TRAINING (C1)	7
BAY AREA BIOSOLIDS COALITION (C2)	8
BAY AREA CHEMICAL CONSORTIUM (C3)	8
FISCAL YEAR 2025 BUDGET	8

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 FY24 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 2025 (FY25). This workplan and budget specify the purpose of each of BACWA’s programs during FY25, 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, 2024 through June 30, 2025.

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	FY25 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	\$5,672	Administration/ Auditing Services
	A.3. Miscellaneous Operational Expenses	ED, AED, RPM	\$4,059	Administration/ Administrative Expenses
	A.4. Insurance to manage organizational risk	ED, AED	\$10,753	Administration/ Insurance
	A.5. Compliance with organizational legal requirements	ED, AED	\$2,403	Legal/Executive Board Support
	A.6. Program Administration and Operations Support	ED, AED, RPM	\$143,664	Labor/ ED (15%), RPM (10%) AED (100%),
	A.7. BACWA Executive Board Meetings & Administrative Expenses	ED, AED	\$3,500	Meetings/Exec. Board Meetings
	A.8. Pardee Technical Seminar & Administrative Expenses	ED, AED	\$6,801	Meetings/ Pardee Seminar
	A.9. Miscellaneous Meeting & Administrative Expenses	ED, AED, RPM	\$10,000	Meetings/ Misc. Meetings
	A.10. File Storage	ED, AED	\$812	Communications/File Storage
	A.11. IT Support (As Needed)	ED, AED	\$2,814	Communications/IT Support
	A.112. Software (As Needed)	ED, AED	\$1,894	Communications/Software
	A.113. BACWA Value of Wastewater Communication		40,000	Communications
		TOTAL	\$275,669	

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	FY25 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	\$170,000	Committees/BAPPG Comm.
	B1.4. Asset Management Comm		\$500	Committees/Asset Mgt
	B1.5. Biosolids Comm. Support - Misc. Expenses	Chair	\$500	Committees/Biosolids Comm.
	B1.6. Collection Systems Comm. Support - Misc. Expenses	Chair, RPM	\$15,500	Committees/Collection Systems Comm.
	B1.7. O&M Committee - Misc. Expenses	Chair, RPM	\$1500	Committees/ O&M Committee
	B1.8. Laboratory Comm. Support - Misc. Expenses	Chair, RPM	\$500	Committees/Laboratory Comm.

B1.9. Permits Comm. Support - Misc. Expenses	Chair, RPM	\$500	Committees/Permits Comm.
B1.10. Pretreatment Committee, - Misc. Expenses	Chair	\$500	Committees/Pretreatment Comm.
B1.11. Recycled Water Comm., Misc. Expenses	Chair, RPM	\$5,000	Committees/Recycled Water Comm.
B1.12. Misc. Committee Support	ED, AED, RPM	\$45,000	Committees/ Misc. Comm. Support
B1.13. Manager's Roundtable, Misc. Expenses	ED, AED	\$1,000	Committees/ Manager's Roundtable
B1.14. Executive Director	Board Chair	\$195,595	Labor/ ED (85%)
B1.15. Legal Support, provide review of regulatory products	ED	\$50,000	Legal/ Regulatory Legal Support
B1.16. Regulatory Program Manager	RPM	\$109,295	Labor/ RPM (70%)
B1.17. Annual Meeting	ED, AED, RPM	\$14,369	Meetings/ Annual Meeting
B1.18. Website Hosting	ED, AED, Consultant	\$743	Communications/ Website Hosting
B1.19. Website Development/Maintenance	ED, AED, RPM, Consultant	\$1,624	Communications/ Website Dev/Maint
B1.20. State of the Estuary	ED, AED	\$0	Collaboratives, State of the Estuary
B1.21. Arleen Navarret Award	ED, AED	\$0	Collaboratives, Arleen Navarret Award
B1.22. BayCAN	ED, AED	\$5,000	Collaboratives, New FY22
B1.23. Bay Area One Water Network		\$0	Collaboratives, Bay Area One Water Network
B1.24. Bruce Wolf Scholarship		\$4,000	Collaboratives / Bruce Wolf Scholarship
B1.25. 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	B2.1. Watershed Permit NMS Contribution	ED, RPM, Consultant	\$2,200,000	Tech. Support/ Nutrients/Watershed Permit Obligation
	B2.2. NMS Voluntary Contributions	ED, RPM		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.

regulators and other stakeholders; and (3) Pursue regional, multi-benefit solutions to environmental challenges.	B2.6. Nutrient Workshop(s)	ED, RPM, Consultant		Tech. Support/ Nutrient Workshop(s)
	B2.6. NMS Reviewer	Consultant	\$50,000	Tech. Support/NMS Reviewer
	B2.7. Regional Nutrient Special Study		\$100,000	
	B2.8. General Tech Support	ED, RPM, Consultants	\$100,000	Tech. Support, General Tech Support: PEEP, PFAS, Nutrient Review
	B2.9. CEC Investigations	ED, RPM, Consultants	\$10,000	Tech Support/PFAS Study Phase 3
	B2.10. Risk Reduction	ED, RPM, Consultants	\$12,500	Tech, Support/ Risk Reduction
	B2.11. General Technical and Regulatory Support	ED, RPM	\$31,227	Labor/ RPM (20%)
	TOTAL		\$3,322,353	

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 FY25, BACWWE is considering revamping their program, which will affect how the program is funded, and whether it will continue to be a program of special benefit.

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 25 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 25 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 25 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 2025 BUDGET

BACWA/CBC	2025 Budget	Notes
REVENUES		
BACWA Principals' Contributions	553,929	3% increase, 5@ \$110,786
BACWA Assoc. & Affil. Contributions	195,780	3% increase. 12 Assoc: \$9142 Affiliate: \$1831; UC Berkeley \$500
Clean Bay Collaborative (CBC)	675,000	Prin: \$450,000; Assoc / Affil: \$225,00
Nutrient Surcharge	1,600,000	2 nd Watershed Permit Requirement
Voluntary Nutrient Contributions	0	
AIR Non-Members	7,582	3% increase.
BAPPG Non-Members	4,264	3% increase.
Other/Special Program Admin Fees (WOT)	1,000	No increase.
Other/Special Program Admin Fees (BABC)	6,000	Based on staff hours, AED, RPM, and ED
Other/Special Program Admin Fees (BACC)	39,522	400 hours AED support
CASA Passthrough	600,000	Air Toxics, New in FY25
Interest Income (LAIF)	80,000	Includes BACWA & Nutrient Funds
Interest Income (higher yield Investments)	0	Alternative Investments
TOTAL	3,763,077	

EXPENSES		
Labor	514,304	
Executive Director	224,230	2.6% increase
Assistant Executive Director	94,417	2.6% increase; \$78.68/hour; Reflects 1200 hours
BACC Administrator	39,522	400 hrs AED support at \$98.80 per hr
Regulatory Program Manager	156,136	2.6% increase; \$115.65/hour, Reflects 1350 hours
Administration	63,781	
EBMUD Financial Services	43,297	FY25 no change
Auditing Services	5,672	Financial audit through EBMUD
Administrative Expenses	4,059	50% less than FY24
Insurance	10,753	15% increase
Meetings	34,670	
EB Meetings	3,500	27% increase from FY24
Annual Meeting	14,369	No change from FY24
Pardee	6,801	No change from FY24
Misc. meetings and conferences	10,000	33% increase from FY24 to accommodate conferences
Communications	47,887	
Web Hosting / Domain Registration	743	2% increase
File Storage	812	2% increase, box.net
Website Development/Maint.	1,624	2% increase
IT Support (As Needed)	2,814	2% increase
BACWA Value of Wastewater Communication	40,000	New line in FY24, No change
Other Communications/Software	1,894	2% increase. MS Exchange/Survey Monkey/Poll Everywhere/Zoom/ NetFile
Legal Support	52,403	
Regulatory Support	50,000	1707% increase
Executive Board Support	2,403	2% increase
BACWA Committees	312,560	
AIR	76,000	Consultant support
AIR support for ACE	0	Sunset
BAPPG	170,560	7% increase from FY24, Technical support and outreach contracts
Asset Management Committee	500	New in FY25
Biosolids Committee	500	New in FY25
Collections System	15,500	SSS WDR Support
O&M Committee	1,500	200% increase for annual meeting lunch
Laboratory Committee	500	TNI standard training and meetings
Permit Committee	500	No change from FY24
Pretreatment Committee	500	No change from FY24
Recycled Water Committee	500	Requested default amount in FY25
Misc. Committee Support	45,000	
Manager's Roundtable	1,000	
Collaboratives	513,000	
State of the Estuary	0	Biennial in odd fiscal years

Arleen Navarret Award	0	Biennial in even fiscal years, Next award FY25
BayCAN	5,000	
Bay Area One Water Network	0	
Bruce Wolf Scholarship	4,000	FY22, FY23, FY25, FY25 FY26
Passthrough to CASA for air toxics	500,000	New line in FY24
Misc.	1,500	NBWA
Technical Support	\$2,272,500	
Nutrients		
Watershed	2,200,000	Advanced funding for 2 nd Watershed Permit Science Studies – not to exceed value.
NMS Voluntary Contributions	0	
Additional Work Under Permit	100,000	Will issue new RFP for GAR in FY25
Nutrient Workshop(s)	0	
NMS Reviewer	50,000	
Regional Nutrient Special Study	100,000	New item in FY25, will issue RFP.
General Technical Support	100,000	AB617 emissions factors, nutrient technical review, other nutrient support, PFAS
CEC Investigations	10,000	PFAS Study Phase 3 to begin in late FY25 or in FY26
Risk Reduction	12,500	Will plan new risk reduction tasks for current Hg/PCB Watershed Permit.
TOTAL	\$4,111,105*	

*FY25 Budget Expense Total includes BACC Administration expense and WorkPlan tables A&B do not.

* CASA Air Toxics pass through program is on FY25 Budget and presented in table below.

WOT	2025 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	1,000	Per BACWA level of effort in admin support
TOTAL	85,200	Funding transferred from WOT reserve

BABC	2025 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 level of effort in admin support
TOTAL	0	

BACC	2025 Budget (Est)	Notes
REVENUES	\$75,924.00	
Participant's Contributions	\$75,924.00	Est. equivalent to expenses.
EXPENSES	\$75,924.00	
Bid software	\$4,485.00	
BACC Legal reserve	\$30,000	Target total reserve \$150,000 to be built over 5 years.
Miscellaneous expenses	\$1,917	
BACWA Indirect Expenses	\$39,522	Per BACWA Policy, reflect level of effort.
TOTAL	0	

The California Association of Sanitation Agencies (CASA) has requested that the Regional Associations, including BACWA, collect funds from their members in support of a statewide air toxics testing initiative. BACWA would pay CASA the estimated fees on behalf of BACWA's participating members, and collect the funds from its participating members the subsequent fiscal year. The final fees are still under development and will be finalized and approved by a steering committee made up of project participants. This effort would not be a program of special benefit. This project would impact BACWA's FY25 budget, but not its finances over the four-year course of the project, as revenues and expenses are expected to be equivalent.

CASA Air Toxics	2025 Budget	Notes
REVENUES		
Participant Invoices	\$600,000	Fees reflect FY24 and FY25 CASA costs collected by BACWA in FY25.
EXPENSES		
CASA Air Toxics program	\$500,000	FY25 fees collected from BACWA members passed on to CASA. FY24 fees advanced by BACWA in FY24 per Board approval.
TOTAL	0	

- \$100,000 was paid in FY24