

**Budget & Workplan**  
FISCAL YEAR 2027



## Table of Contents

<b>INTRODUCTION</b> .....	<b>2</b>
<b>STRATEGIC PLAN</b> .....	<b>3</b>
<b>MANAGEMENT &amp; ADMINISTRATION (PART A)</b> .....	<b>4</b>
<b>GENERAL BENEFIT PROGRAMS (PART B)</b> .....	<b>4</b>
BACWA MEMBER AGENCY PROGRAM (B1) .....	<b>4</b>
CLEAN BAY COLLABORATIVE PROGRAM (B2) .....	<b>5</b>
<b>SPECIAL BENEFIT PROGRAMS (PART C)</b> .....	<b>7</b>
WATER OPERATOR TRAINING (C1) .....	<b>7</b>
BAY AREA CHEMICAL CONSORTIUM (C2) .....	<b>8</b>
<b>FISCAL YEAR 2027 BUDGET</b> .....	<b>8</b>

## 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 FY26 BACWA had two Special Benefit Programs, all of which conform to the JPA requirements under Part C.: Water Operator Training, 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 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 2027 (FY27). This workplan and budget specify the purpose of each of BACWA’s programs during FY27, 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, 2026 through June 30, 2027.

## STRATEGIC PLAN

BACWA adopted its first strategic plan and accompanying workplan in 2009. BACWA reformulated its strategic plan in 2020 and adopted updates in 2026. 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.

<b>Management &amp; Administration (A)</b>				
<b>Goal</b>	<b>Deliverables/Outcomes</b>	<b>Lead</b>	<b>FY27 Budget</b>	<b>Budget Line</b>
<b>A. Practice Good Governance  (Labor, Meetings, Legal, Administration)</b>	<b>A.1.</b> Monthly Treasurer Reports,	ED, AED, EBMUD	\$46,826	Administration/ EBMUD Financial Services
	<b>A.2.</b> Annual audit	ED, AED, Auditor	\$6,200	Administration/ Auditing Services
	<b>A.3.</b> Miscellaneous Operational Expenses	ED, AED, RPM	\$4,059	Administration/ Administrative Expenses
	<b>A.4.</b> Insurance to manage organizational risk	ED, AED	\$11,000	Administration/ Insurance
	<b>A.5.</b> Compliance with organizational legal requirements	ED, AED	\$20,000	Legal/Executive Board Support
	<b>A.6.</b> Program Administration and Operations Support	ED, AED, RPM	\$329,174	Labor/ ED (15%), RPM (10%) AED (100%), + Benefits
	<b>A.7.</b> BACWA Executive Board Meetings & Administrative Expenses	ED, AED	\$4,200	Meetings/Exec. Board Meetings
	<b>A.8.</b> Pardee Technical Seminar & Administrative Expenses	ED, AED	\$4,000	Meetings/ Pardee Seminar
	<b>A.9.</b> Miscellaneous Meeting & Administrative Expenses	ED, AED, RPM	\$10,000	Meetings/ Misc. Meetings
	<b>A.10.</b> File Storage	ED, AED	\$750	Communications/File Storage
	<b>A.11.</b> IT Support (As Needed)	ED, AED	\$1,000	Communications/IT Support
	<b>A.112.</b> Software (As Needed)	ED, AED	\$4,000	Communications/Software
	<b>A.113.</b> BACWA Value of Wastewater Communication		50,000	Communications
		<b>TOTAL</b>	<b>\$491,209</b>	

## 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.

<b>Bay Area Clean Water Agency Program (B1)</b>				
<b>Goal(s)</b>	<b>Deliverables/Outcomes</b>	<b>Lead</b>	<b>FY27 Budget</b>	<b>Budget Line</b>
<b>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)</b>	<b>B1.1. AIR Committee Support</b> - Admin Support - Technical Support	Chair, AED, RPM, Consultant	\$126,030	Committees/AIR Comm.
	<b>B1.2. BAPPG Committee Support</b> - Multiple Programs for public education and outreach, and regulatory advocacy	Chair, AED, RPM, Consultants	\$159,060	Committees/BAPPG Comm.
	<b>B1.3. Asset Management Comm</b>		\$500	Committees/Asset Mgt
	<b>B1.4. BABC</b> - Misc. Expenses	Chair	\$120,000	Committees/BABC Comm.
	<b>B1.5. Collection Systems Comm. Support</b> - Misc. Expenses	Chair, RPM	\$700	Committees/Collection Systems Comm.
	<b>B1.6. O&amp;M Committee - Misc. Expenses</b>	Chair, RPM	\$500	Committees/ O&M Committee
	<b>B1.7. Laboratory Comm. Support</b> - Misc. Expenses	Chair, RPM	\$700	Committees/Laboratory Comm.
	<b>B1.8. Permits Comm. Support</b> - Misc. Expenses	Chair, RPM	\$500	Committees/Permits Comm.

<b>B1.9.</b> Pretreatment Committee, - Misc. Expenses	Chair	\$500	Committees/Pretreatment Comm.
<b>B1.10.</b> Recycled Water Comm., Misc. Expenses	Chair, RPM	\$500	Committees/Recycled Water Comm.
<b>B1.11.</b> Misc. Committee Support	ED, AED, RPM	\$45,000	Committees/ Misc. Comm. Support
<b>B1.12.</b> Manager's Roundtable, Misc. Expenses	ED, AED	\$1,000	Committees/ Manager's Roundtable
<b>B1.13.</b> Executive Director	Board Chair	\$204,148	Labor/ ED (85%)
<b>B1.14.</b> Legal Support, provide review of regulatory products	ED	\$20,000	Legal/ Regulatory Legal Support
<b>B1.15.</b> Regulatory Program Manager	RPM	\$117,070	Labor/ RPM (70%)
<b>B1.16.</b> Annual Meeting	ED, AED, RPM	\$15,806	Meetings/ Annual Meeting
<b>B1.17.</b> Website Hosting	ED, AED, Consultant	\$250	Communications/ Website Hosting
<b>B1.18.</b> Website Development/Maintenance	ED, AED, RPM, Consultant	\$750	Communications/ Website Dev/Maint
<b>B1.19.</b> State of the Estuary	ED, AED	\$0	Collaboratives, State of the Estuary
<b>B1.20.</b> Arleen Navarret Award	ED, AED	\$2,500	Collaboratives, Arleen Navarret Award
<b>B1.21.</b> BayCAN	ED, AED	\$1,500	Collaboratives, New FY22
<b>B1.22.</b> Bay Area One Water Network	ED, AED	\$0	Collaboratives, Bay Area One Water Network
<b>B1.23.</b> Bruce Wolf Scholarship	ED, AED	\$4,000	Collaboratives, Bruce Wolf Scholarship
<b>B1.24.</b> Our Water Our World Program	ED, AED	\$10,000	Collaboratives, previously included in BAPPG budget
<b>B1.25.</b> National Stewardship Action Council	ED, AED	\$10,000	Collaboratives, previously included in BAPPG budget
<b>B1.26.</b> California Product Stewardship Council	ED, AED	\$10,000	Collaboratives, previously included in BAPPG budget
<b>B1.27.</b> Miscellaneous	ED, AED	\$1,500	Collaboratives, Misc.

### Clean Bay Collaborative (B2)

<b>B2. Clean Bay Collaborative</b> (1) Advocate for regulation based on science; (2) Foster	<b>B2.1.</b> Watershed Permit NMS Contribution	ED, RPM, Consultant	\$2,200,000	Tech. Support/ Nutrients/Watershed Permit Obligation
	<b>B2.2.</b> NMS Voluntary Contributions	ED, RPM		Tech. Support/ Nutrients/Watershed/Vol Contributions

collaboration and relationship building with regulators and other stakeholders; and (3) Pursue regional, multi-benefit solutions to environmental challenges.	<b>B2.3.</b> Additional Work Needed Under Permit	ED, RPM, Consultant	\$100,000	Tech. Support/ Nutrients/Add'l Work Under Permit/ GAR etc.
	<b>B2.6.</b> Nutrient Workshop(s)	ED, RPM, Consultant		Tech. Support/ Nutrient Workshop(s)
	<b>B2.6.</b> NMS Reviewer	Consultant	\$30,000	Tech. Support/NMS Reviewer
	<b>B2.7.</b> Regional Nutrient Special Study		\$250,000	
	<b>B2.8.</b> General Tech Support	ED, RPM, Consultants	\$100,000	Tech. Support, General Tech Support: PEEP, PFAS, Nutrient Review
	<b>B2.9.</b> CEC Investigations	ED, RPM, Consultants	\$50,000	Tech Support/PFAS Study Phase 3
	<b>B2.10.</b> Risk Reduction	ED, RPM, Consultants	\$12,500	Tech, Support/ Risk Reduction
	<b>B2.11.</b> General Technical and Regulatory Support	ED, RPM	\$33,448	Labor/ RPM (20%)
	<b>TOTAL</b>		<b>\$3,628,462</b>	

## SPECIAL BENEFITS PROGRAMS (PART C)

BACWA has two active special benefit programs: Water Operator Training also known as BACWWE, and Bay Area Chemical Consortium (BACC). These programs are administered under Part C of the JPA Annual Budget and Workplan. In FY26 the Bay Area Biosolids Coalition, previously a special benefit program, will be integrated into the general benefit program as a regular committee.

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 FY26, 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.

BACC became a Special Benefits Program in FY20. 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 each fiscal year.

In addition to BACWWE and BACC, BACWA may add two more special benefits programs in FY27. In Fiscal Year 2026, BACWA served as the lead agency in a Nutrient Management coalition proposal to the USEPA Region IX San Francisco Bay Program Office. This grant would support BACWA administration, the establishment of a nutrient trading program, as well as nutrient management projects by eight sub-

awardees. If funded, a new Special Benefits Program will be established in FY27 to administer this award.

BACWA is in discussions with the Center for Western Weather and Water Extremes, as well as member agencies, to provide administrative support for the Advanced Quantitative Precipitation Information project (AQPI). Additionally, BACWA is negotiating a Memorandum of Understanding with the Bay Area Air District to pass through funds from our members to support an Engineering Program Manager who would facilitate air permits for wastewater agencies. In June 2026 BACWA Board will vote on whether to establish new Special Benefits Programs for AQPI and the Air District Engineering Program Manager in FY27.

<b>WATER OPERATOR TRAINING (PART C1)</b>		
<b>Deliverables/Outcomes</b>	<b>Manager</b>	<b>FY 27 Budget</b>
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.

<b>BAY AREA CHEMICAL CONSORTIUM (PART C2)</b>		
<b>Deliverables/Outcomes</b>	<b>Manager</b>	<b>FY 27 Budget</b>
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 2027 BUDGET

<b>BACWA/CBC</b>	<b>2027 Budget</b>	<b>Notes</b>
<b>REVENUES</b>		
BACWA Principals' Contributions	610,707	5% increase, 5@ \$122,141
BACWA Assoc. & Affil. Contributions	226,446	5% increase. 13 Assoc: \$10,079 47 Affiliate: \$2018; UC Berkeley \$541
Clean Bay Collaborative (CBC)	675,000	Prin: \$450,000; Assoc / Affil: \$225,00
Nutrient Surcharge	1,750,000	2 <sup>nd</sup> Watershed Permit Requirement
Voluntary Nutrient Contributions	0	
Non R2 Affiliate Members	8,072	Santa Rosa, Sac Reg'l, Vacaville, Ironhouse \$2018 / each
Interest Income (LAIF)	200,000	BACWA, Legal & CBC Funds LAIF invested
<b>TOTAL</b>	<b>3,470,225</b>	

<b>EXPENSES</b>		
<b>Labor</b>	<b>686,444</b>	
Executive Director	240,195	3% increase
Assistant Executive Director	126,427	3% increase; \$84.28/hour; Reflects 1500 hours
Regulatory Program Manager	167,249	3% increase; \$123.88/hour, Reflects 1350 hours
Employee Model Contingency	152,573	Based on est. of benefits costing 30% of salary
<b>Administration</b>	<b>68,085</b>	
EBMUD Financial Services	46,826	3% increase in FY26
EBMUD Financial Services for EPA Grant	Tbd	Financial services related to EPA grant
Auditing Services	6,200	Financial audit through EBMUD
Administrative Expenses	4,059	No change from FY26
Insurance	11,000	15-20% increase from FY26
<b>Meetings</b>	<b>34,006</b>	
EB Meetings	4,200	No change from FY26
Annual Meeting	15,806	10% increase from FY26
Pardee	4,000	No change from FY26
Misc. meetings and conferences	10,000	No change from FY26
<b>Communications</b>	<b>56,750</b>	
Web Hosting / Domain Registration	250	66% decrease based on FY25 actual spending and vendor change
File Storage	750	No change from FY26
Website Development/Maint.	750	54% decrease based on FY25 actual spending and vendor change
IT Support (As Needed)	1,000	65% decrease based on FY25 actual spending
BACWA Value of Wastewater Communication	50,000	
Other Communications/Software	4,000	10% increase from FY25 actual; MS Exchange, Survey Monkey, PollEv, Zoom, Netfile, listserv
<b>Legal Support</b>	<b>40,000</b>	
Regulatory Support	20,000	No change from FY26
Executive Board Support	20,000	Increase from FY26 for employment model support
<b>BACWA Committees</b>	<b>454,990</b>	
AIR	126,030	Consultant support
BAPPG	159,060	Consultant support
Asset Management Committee	500	No change from FY26
BABC Committee	120,000	No change from FY26
Collections System	700	SSS WDR Support
O&M Committee	500	No change from FY26
Laboratory Committee	700	Increase from FY26
Permit Committee	500	No change from FY26
Pretreatment Committee	500	No change from FY26
Recycled Water Committee	500	No change from FY26
Misc. Committee Support	45,000	No change from FY26
Manager's Roundtable	1,000	No change from FY26

<b>Collaboratives</b>	<b>89,500</b>	
State of the Estuary	0	Biennial in odd fiscal years
Arleen Navarret Award	2500	Biennial in even fiscal years
BayCAN	1,500	
General benefit contribution to EMP Pilot	50,000	EPM time spent on gen permitting improvements
Bay Area One Water Network	0	No donations in FY27
Bruce Wolf Scholarship	4,000	Renewed, FY27-FY31
Our Water Our World Program	10,000	Previously included in BAPPG Budget
National Stewardship Action Council	10,000	Previously included in BAPPG Budget
California Product Stewardship Council	10,000	Previously included in BAPPG Budget
Misc.	1,500	NBWA
<b>Technical Support</b>	<b>\$2,742,500</b>	
<b>Nutrients</b>		
Watershed	2,200,000	Advanced funding for 2 <sup>nd</sup> Watershed Permit Science Studies – not to exceed value.
NMS Voluntary Contributions	0	
Additional Work Under Permit	100,000	Discretionary work including trading
Nutrient Workshop(s)	0	
NMS Reviewer	30,000	Contract with Joe Dillon
Regional Nutrient Special Study	250,000	HDR multi-year contract
EPA Funded Grant Work	tbd	Regional Planning and Nutrient Trading
General Technical Support	100,000	E.g. Nutrients, biosolids
CEC Investigations	50,000	PFAS Study Phase 3
Risk Reduction	12,500	Will plan new risk reduction tasks for current Hg/PCB Watershed Permit.
<b>TOTAL</b>	<b>\$4,172,275</b>	

<b>WOT</b>	<b>2027 Budget (Est)</b>	<b>Notes</b>
<b>REVENUES</b>	<b>0</b>	
Participant's Contributions	0	Est. depends on member interest.
<b>EXPENSES</b>	<b>0</b>	
Contract expenses	0	Est. depends on member interest.
BACWA Indirect Expenses	0	Per BACWA level of effort in admin support
<b>TOTAL</b>	<b>0</b>	Funding transferred from WOT reserve

<b>BACC</b>	<b>2027 Budget (Est)</b>	<b>Notes</b>
<b>REVENUES</b>	<b>\$60,373</b>	
Participant's Contributions	\$60,373	Est. equivalent to expenses.
<b>EXPENSES</b>	<b>\$60,593</b>	
Bid software	\$4,945	
Miscellaneous expenses	\$2,427	

BACWA Indirect Expenses	\$53,000	
<b>TOTAL</b>	<b>0</b>	

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 not impact BACWA’s finances over the four-year course of the project, as revenues and expenses are expected to be equivalent.

<b>CASA Air Toxics</b>	<b>2027 Budget</b>	<b>Notes</b>
<b>REVENUES</b>		
Participant Invoices	\$620,125	Fees reflect FY24 and FY26 CASA costs collected by BACWA in FY27.
<b>EXPENSES</b>		
CASA Air Toxics program	\$620,125	FY27 fees collected from BACWA members passed on to CASA.
<b>TOTAL</b>	<b>0</b>	

- \$100,000 was paid in FY24