

Budget & Workplan
FISCAL YEAR 2021



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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 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 FY20 BACWA had two Special Benefit Programs: Water Operator Training, and the Bay Area Biosolids Coalition. 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 future regulatory requirements for diversion of organics from landfills. In FY21, BACWA will likely have a third Special Benefit Program, the Bay Area Chemical Coalition. If the program is implemented at the beginning of or during FY 21, it will conform to the JPA requirements under Part C.

The purpose of this document is to fulfill the requirements of the JPA for Fiscal Year 2021 (FY21). This workplan and budget specify the purpose of each of BACWA’s programs during FY21, 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, 2020 through June 30, 2021.

STRATEGIC PLAN

BACWA adopted its first strategic plan and accompanying workplan in 2009 and subsequently refined it in 2011. The strategic plan states the mission, values and goals of the organization as demonstrated in the work undertaken annually by the agency.

Mission

Through leadership, science and advocacy, BACWA provides an effective regional voice for the clean water community's role in stewardship of the San Francisco Bay environment.

Values

Leadership
Environmental Stewardship
Collaboration
Transparency
Fiscal Responsibility
Member Service

Goals

Member Service

1. Members are informed of critical issues and activities.
2. Members comply with applicable rules and regulations.

Informed Regulation

3. Environmental regulations and policies reflect the best available scientific, technical, and economic information.
4. Regulations consider environmental, social, and economic sustainability.

Environmental Stewardship

5. Members optimize the value available from wastewater.
6. Watershed management principles are applied to address San Francisco Bay management challenges.

BACWA plans to update its Strategic Plan in FY21.

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 all of BACWA's goals.

Management & Administration				
Objective	Deliverables/Outcomes	Lead	FY 21 Budget	Budget Line
A. Effectively and efficiently manage BACWA as an organization (Labor, Meetings, and Administration)	A.1. Monthly Treasurer Reports,	ED, AED, EBMUD	\$42,448	Administration, Financial Services
	A.2. Annual audit	ED, AED, Auditor	\$5,345	Administration, Audit Services
	A.3. Miscellaneous Operational Expenses	ED, AED, RPM	\$7,959	Administration, Admin Expenses
	A.4. Insurance to manage organizational risk	ED, AED	\$4,776	Administration, Insurance
	A.5. Compliance with organization legal requirements	ED, AED	\$2,176	Legal, Executive Board Support
	A.6. Program Administration and Operations Support	ED, AED, RPM	\$145,168	Labor, ED (15%), RPM (10%), AED (100%),
	A.7. Miscellaneous Meeting & Administrative Expenses	ED, AED	\$2,653	Meetings, Exec. Board Meetings
	A.8. Miscellaneous Meeting & Administrative Expenses	ED, AED	\$6,367	Meetings, Pardee Seminar
	A.9. Miscellaneous Meeting & Administrative Expenses	ED, AED, RPM	\$5,306	Meetings, Misc. Meetings
		TOTAL	\$222,198	

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 AND CLEAN BAY COLLABORATIVE (CBC) (PART B.1.)

The **BACWA Member Agency Program** serves the following of BACWA’s goals: (1) Members are informed of critical issues and activities, (2) Members comply with applicable rules and regulations, and (3) Environmental regulations and policies reflect the best available scientific, technical, and economic information.

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 purpose of the **CBC program** 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. Program expenses include the costs of special studies and reports requested by regulatory agencies, policy strategy development and implementation, and collaborations with statewide organizations to do the same. The goals of the CBC are to ensure that (1) regulations and policies reflect the best available scientific, technical, and economic information; (2) regulations consider environmental, social and economic sustainability; (3) members optimize the value available from wastewater; and (4) watershed management principles are applied to address San Francisco Bay management challenges.

Bay Area Clean Water Agencies				
Objective(s)	Deliverables/Outcomes	Lead	FY21 Budget	Budget Line
A. Effectively and efficiently manage BACWA as an organization (Committees: Labor, Meetings, and Administration)	A.1. AIR Committee Support - Admin Support - Technical Support	Chair, AED, RPM, Consultant	\$76,000	Committees, AIR Comm.
	A.2. BAPPG Committee Support - Multiple Programs	Chair, AED, RPM, Consultants	\$130,000	Committees, BAPPG Comm.
	A.3. Biosolids Comm. Support - Misc. Expenses - Conference attendance	Chair	\$1,000	Committees, Biosolids Comm.

	A.4. Collection Systems Comm. Support - Misc. Expenses	Chair, RPM	\$1,000	Committees, Collection Systems Comm.
	A.5. InfoShare Groups Support (Ops & Maint/Asset Mgmt) - Misc. Expenses	Chair, RPM	\$1,750	Committees, Asset Management and O&M InfoShare Groups
	A.6. Laboratory Comm. Support - Technical Conference - Training Events - Misc. Expenses	Chair, RPM	\$1,000	Committees, Laboratory Comm.
	A.7. Permits Comm. Support - Misc. Expenses	Chair, RPM	\$1,300	Committees, Permits Comm.
	A.8. Pretreatment Committee, - Training - Factsheet - Misc. Expenses	Chair	\$1,000	Committees, Pretreatment Comm.
	A.9. Recycled Water Comm., Misc. Expenses	Chair, RPM	\$1,000	Committees, Recycled Water Comm.
	A.10 Misc. Committee Support	ED, AED, RPM	\$45,000	Committees, Misc. Comm. Support
	A.11. Manager's Roundtable	ED, AED	\$1,000	Committees, Manager's Roundtable
	A.12. Executive Director	Board Chair	\$161,500	Labor, ED (85%)
	A.13. Legal Support	ED	\$2,706	Legal, Regulatory Legal Support
	A.14. Regulatory Program Manager	RPM	\$98,819	Labor, RPM (70%)
	A.15. File Storage	ED, AED	\$765	Communications, File Storage
	A.16. IT Support (As Needed)	ED, AED	\$2,652	Communications, IT Support
	A.17. Software (As Needed)	ED, AED	\$1,785	Communications, Software
B. Increase direct communication with members regarding regulatory developments and BACWA accomplishments. (Communication, Meetings)	B.1. Annual Meeting	ED, AED, RPM	\$14,369	Meetings, Annual Meeting
	B.2. Website Hosting	ED, AED, Consultant	\$612	Communications, Website Hosting
	B.3. Website Development/Maintenance	ED, AED, RPM, Consultant	\$1,530	Communications, Website Dev/Maint
C. Encourage partnerships and relationships that further BACWA's strategic goals. (Collaboratives)	C.1. State of the Estuary	ED, AED	\$20,000	Collaboratives, State of the Estuary
	C.2. Arleen Navarret Award	ED, AED	\$0	Collaboratives, Arleen Navarret Award
	C.3. Federal Water Quality Coalition	ED, AED	\$7,500	Collaboratives, FWQC
	C.4. Stanford ERC (ReNUWit)	ED, AED	\$10,000	Collaboratives, ReNUWit
	C.5. Miscellaneous	ED, AED	\$5,000	Collaboratives, Misc.

D. Further Nutrient related science and management goals for SF Bay and ensure compliance with Watershed Permit, Tech Support	D.1. Watershed	ED, RPM, Consultant	\$2,800,000	Tech. Support, Nutrients/Watershed Permit Obligation
	D.2. NMS Voluntary Contributions	ED, RPM	\$0	Tech. Support, Nutrients/Watershed/Vol Contributions
	D.3. Additional Work Needed Under Permit	ED, RPM, Consultant	\$100,000	Tech. Support, Nutrients/Add'l Work Under Permit/ GAR etc.
	D.4. Regional Study on Nature Based Systems	ED, RPM, Consultant	\$200,000	Tech. Support, Nutrients/Reg'l Study Non-Gray Scope
	D.5. Regional Recycled Water Evaluation	ED, RPM	\$60,000	Tech. Support, Nutrients/Member Vol Nutrient Contributions
	D.6. Nutrient Workshop(s)	ED, RPM, Consultant	\$0	Tech. Support, Nutrient Workshop(s)
	D.7. General Tech Support	ED, RPM, Consultants	\$250,000	Tech. Support, General Tech Support: PEEP, PFAS, Nutrient Review
	D.8. CEC Investigations	ED, RPM, Consultants	\$50,000	CEC studies for POTWs
	D.9. Risk Reduction	ED, RPM, Consultants	\$7,500	Tech, Support, Risk Reduction
E. Other	E.1. General Technical and Regulatory Support	ED, RPM	\$28,234	Labor, RPM (20%)
		TOTAL	\$3,969,522	

SPECIAL BENEFITS PROGRAMS (PART C)

BACWA has two active special benefit programs: Water Operator Training (WOT) and the Bay Area Biosolids Coalition (BABC). Member dues for WOT are optional and are established on an annual basis by the WOT Program Members with training offered at sites within the BACWA service area. The training is conducted in conjunction with an accredited local community college. The Bay Area Biosolids Coalition became a Special Benefits Program in FY 20, where the participants establish their budget and associated revenue needs. The program is administered under Part C of the JPA Annual Budget and Workplan.

WATER OPERATOR TRAINING (PART C.2.)

WATER OPERATOR TRAINING		
<u>Deliverables/Outcomes</u>	<u>Manager</u>	<u>FY 20 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 C.3.)

BAY AREA BIOSOLIDS COALITION		
<u>Deliverables/Outcomes</u>	<u>Manager</u>	<u>FY 21 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.

FISCAL YEAR 2021 BUDGET

BACWA/CBC	2021 Budget	Notes
REVENUES	UPDATE	
BACWA Principals' Contributions	516,909	2% increase
BACWA Assoc. & Affil. Contributions	187,793	2% increase
Clean Bay Collaborative (CBC)	675,000	0% increase
Nutrient Surcharge	1,700,000	2 nd Watershed Permit Requirement
Voluntary Nutrient Contributions	0	
AIR Non-Members	7,075	2% increase
BAPPG Non-Members	3,954	2% increase
Other/Special Program Admin Fees (WOT)	5,202	WOT 2% increase
Other/Special Program Admin Fees (BABC)	6,000	Based on staff hours, AED, RPM, and ED
Other/Special Program Admin Fees (BABC)	20,010,000	300 hours AED support
Interest Income (LAIF)	20,000	Includes BACWA & Nutrient Funds
Interest Income (higher yield Investments)	18,000	Alternative Investments
TOTAL	3,159,942	

EXPENSES		
Labor	433,721	
Executive Director	190,000	No change from FY20 budget
Assistant Executive Director	102,551	2.5% CPI (SF Bay Metro Area) \$66.70/hr, Reflects 1500 hours / yr
Regulatory Program Manager	141,170	2.5% CPI (SF Bay Metro Area) \$100.16/hour; Reflects 1375 hours/ yr, Contract TBD
Administration	60,528	
EBMUD Financial Services	42,448	2% increase
Auditing Services (Maze)	5,345	New contract with Auditors through EBMUD

Administrative Expenses	7,959	2% increase
Insurance	4,776	2% increase
Meetings	28,695	
EB Meetings	2,653	2% increase
Annual Meeting	14,369	2% increase
Pardee	6,367	2% increase
Misc.	5,306	2% increase: Holiday/Comm Chairs Lunch, Staff Mtgs, Finance Comm Mtg, Summit Partners, CASA, NACWA
Communications	7,344	
<i>Web Host</i>	612	Computer Courage
<i>File Storage</i>	765	Box.net
<i>Website Development/Maint.</i>	1,530	Computer Courage
<i>IT Support (As Needed)</i>	2,652	Cayuga Information Systems
<i>Other Communications/Software</i>	1,785	MS Exchange/Survey Monkey/Poll Everywhere/Backup Software /GoToMeeting
Legal Support	4,882	
Regulatory Support	2,706	2% increase
Executive Board Support	2,176	2% increase
BACWA Committees	260,050	
AIR	76,000	Consultant support
BAPPG	130,000	Technical support and outreach contracts
Biosolids Committee	1,000	
Collections System	1,000	
InfoShare Groups	1,750	Asset Management and O&M Support
Laboratory Committee	1,000	
Permit Committee	1,300	
Pretreatment Committee	1,000	
Recycled Water Committee	1,000	
Misc. Committee Support	45,000	
Manager's Roundtable	1,000	
Collaboratives	42,500	
State of the Estuary	20,000	Biennial in odd fiscal years
Arleen Navarret Award	0	Biennial in even fiscal years
FWQC	7,500	
Stanford ERC (ReNUWIt)	10,000	
Misc.	5,000	
Technical Support	\$3,467,500	
Nutrients		
<i>Watershed</i>	<i>2,800,000</i>	Advanced funding for 2 nd Watershed Permit Science Studies
<i>NMS Voluntary Contributions</i>	<i>0</i>	
<i>Additional Work Under Permit</i>	<i>100,000</i>	Includes HDR PO for \$225K spread out over FY20-24
<i>Regional Study on Nature Based Systems</i>	<i>200,000</i>	
<i>Regional Recycling Evaluation</i>	<i>60,000</i>	
<i>Nutrient Workshop(s)</i>	<i>0</i>	
General Technical Support	250,000	AB617 emissions factors, nutrient technical review, other nutrient support, PFAS
CEC Investigations	50,000	Support for studies through RMP

Risk Reduction	7,500	\$50,000 over 5 yrs (FY19-23) 2 Contracts for \$25,00 over each FY19, 20, 21
TOTAL	\$4,305,220	

WOT	2021 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	2021 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	