SAWPA

FYE 2022 and 2023 Draft Budget
## Combined Revenues

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FYE 2021 Budget</th>
<th>FYE 2022 Budget</th>
<th>% Inc./ (Dcr.)</th>
<th>FYE 2023 Budget</th>
<th>% Inc)/ (Dcr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discharge Fees</td>
<td>$12,401,418</td>
<td>$12,192,272</td>
<td>(1.7%)</td>
<td>$12,071,872</td>
<td>(1.0%)</td>
</tr>
<tr>
<td>Grant Proceeds</td>
<td>3,572,232</td>
<td>1,199,235</td>
<td>(66.4%)</td>
<td>1,670,712</td>
<td>39.3%</td>
</tr>
<tr>
<td>Member Agency Contributions</td>
<td>1,530,339</td>
<td>1,556,847</td>
<td>1.7%</td>
<td>1,565,437</td>
<td>0.6%</td>
</tr>
<tr>
<td>Participant Fees</td>
<td>1,881,337</td>
<td>2,058,279</td>
<td>9.4%</td>
<td>1,709,498</td>
<td>(16.9%)</td>
</tr>
<tr>
<td>Mitigation Credit Sales</td>
<td>0</td>
<td>0</td>
<td>(0.0%)</td>
<td>889,900</td>
<td>100.0%</td>
</tr>
<tr>
<td>Operating Transfers</td>
<td>133,000</td>
<td>114,625</td>
<td>(13.8%)</td>
<td>114,625</td>
<td>0.0%</td>
</tr>
<tr>
<td>Use of Reserves</td>
<td>3,709,056</td>
<td>1,786,882</td>
<td>(51.8%)</td>
<td>2,207,931</td>
<td>23.6%</td>
</tr>
<tr>
<td>Other Income</td>
<td>206,881</td>
<td>188,633</td>
<td>(8.8%)</td>
<td>188,307</td>
<td>(0.2%)</td>
</tr>
<tr>
<td>Interest &amp; Investments</td>
<td>675,000</td>
<td>325,000</td>
<td>(51.8%)</td>
<td>325,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$24,109,263</strong></td>
<td><strong>$19,421,773</strong></td>
<td><strong>(19.4%)</strong></td>
<td><strong>$20,743,282</strong></td>
<td><strong>6.8%</strong></td>
</tr>
</tbody>
</table>
FYE 2021 Revenues - $24.1 M

- Discharge Fees, $12.4, 51%
- Grant Proceeds, $3.6, 15%
- Member Agency Contributions, $1.5, 6%
- Participant Fees, $1.9, 8%
- Operating Transfers, $0.1, 1%
- Use of Reserves, $3.7, 15%
- Other Income, $0.2, 1%
- Interest & Investments, $0.7, 3%
Combined Budget

FYE 2022 Revenues - $19.4 M

- Discharge Fees, $12.2, 63%
- Use of Reserves, $1.8, 9%
- Participant Fees, $2.1, 11%
- Member Agency Contributions, $1.6, 8%
- Grant Proceeds, $1.2, 6%
- Operating Transfers, $0.1, 0%
- Other Income, $0.2, 1%
- Interest & Investments, $0.3, 2%

Total Revenues: $19.4 M
FYE 2023 Revenues - $20.7 M

- **Discharge Fees**, $12.1, 58%
- **Mitigation Credit Sales**, $0.9, 4%
- **Participant Fees**, $1.7, 8%
- **Member Agency Contributions**, $1.6, 7%
- **Grant Proceeds**, $1.7, 8%
- **Operating Transfers**, $0.1, 1%
- **Use of Reserves**, $2.2, 11%
- **Other Income & Investments**, $0.3, 2%

Combined Budget
Combined Expenses

- Brine Line
- BL Debt Service
- General Fund
- OWOW Fund
- Roundtables Fund
- BL Capital Fund

Years: 2021, 2022, 2023

Millions

Bars represent:
- 2021
- 2022
- 2023
## Combined Expenses

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FYE 2021 Budget</th>
<th>FYE 2022 Budget</th>
<th>% Inc./ (Dcr.)</th>
<th>FYE 2023 Budget</th>
<th>% Inc./ (Dcr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brine Line Enterprise Fund</td>
<td>$12,401,418</td>
<td>$9,908,833</td>
<td>(20.1%)</td>
<td>$10,687,396</td>
<td>7.9%</td>
</tr>
<tr>
<td>Brine Line Debt Service</td>
<td>2,835,027</td>
<td>2,608,439</td>
<td>(8.0%)</td>
<td>1,709,476</td>
<td>(34.5%)</td>
</tr>
<tr>
<td>General Fund</td>
<td>680,339</td>
<td>716,847</td>
<td>5.4%</td>
<td>725,437</td>
<td>1.2%</td>
</tr>
<tr>
<td>OWOW Fund</td>
<td>5,124,596</td>
<td>3,326,064</td>
<td>(35.1%)</td>
<td>3,295,183</td>
<td>(0.9%)</td>
</tr>
<tr>
<td>Roundtables Fund</td>
<td>1,797,871</td>
<td>1,824,666</td>
<td>1.5%</td>
<td>1,953,880</td>
<td>7.1%</td>
</tr>
<tr>
<td>BL Capital Fund</td>
<td>1,549,029</td>
<td>1,786,882</td>
<td>15.4%</td>
<td>2,207,931</td>
<td>23.6%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$24,388,280</strong></td>
<td><strong>$20,171,731</strong></td>
<td>(17.3%)</td>
<td><strong>$20,579,303</strong></td>
<td><strong>2.0%</strong></td>
</tr>
</tbody>
</table>
Combined Budget

FYE 2021 Expenses - $24.3 M

- Brine Line, $12.4, 51%
- Debt Service, $2.8, 12%
- General Fund, $0.7, 3%
- OWOW Fund, $5.1, 21%
- Roundtables Fund, $1.8, 7%
- Capital Fund, $1.5, 6%

Capital Fund, $1.5, 6%

Brine Line, $12.4, 51%

Roundtables Fund, $1.8, 7%

OWOW Fund, $5.1, 21%

Debt Service, $2.8, 12%

General Fund, $0.7, 3%
FYE 2022 Expenses - $20.2 M

- Brine Line, $9.9, 49%
- BL Capital Fund, $1.8, 9%
- OWOW Fund, $3.3, 16%
- BL Debt Service, $2.6, 13%
- General Fund, $0.7, 4%
- Roundtables Fund, $1.8, 9%
Combined Budget

FYE 2023 Expenses - $20.6 M

- Brine Line, $10.7, 52%
- OWOW Fund, $3.3, 16%
- Roundtables Fund, $2.0, 9%
- Capital Fund, $2.2, 11%
- General Fund, $0.7, 4%
- Debt Service, $1.7, 8%

Total Expenses: $20.6 M
Brine Line Operations & Capital Budget
Brine Line Enterprise
Revenue

<table>
<thead>
<tr>
<th>Millions</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discharge Fees</td>
<td>12.5</td>
<td>12.5</td>
<td>12.5</td>
</tr>
<tr>
<td>Use of Reserves</td>
<td>2.0</td>
<td>2.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Interest &amp; Investments</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
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</tbody>
</table>
## Brine Line Enterprise

### Revenues

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FYE 2021</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discharge Fees</td>
<td>$12,401,418</td>
<td>$12,192,272</td>
<td>$12,071,872</td>
</tr>
<tr>
<td>Other Income (Use of Reserves)</td>
<td>2,160,027</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Interest &amp; Investments</td>
<td>675,000</td>
<td>325,000</td>
<td>325,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$15,236,445</strong></td>
<td><strong>$12,517,272</strong></td>
<td><strong>$12,396,872</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FYE 2021</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flow (MGs)</td>
<td>3,800</td>
<td>3,800</td>
<td>3,700</td>
</tr>
<tr>
<td>BOD per 1,000 lbs.</td>
<td>1,300</td>
<td>1,300</td>
<td>1,200</td>
</tr>
<tr>
<td>TSS per 1,000 lbs.</td>
<td>4,550</td>
<td>4,550</td>
<td>4,400</td>
</tr>
<tr>
<td>Truck Discharge (MGs)</td>
<td>40</td>
<td>19</td>
<td>20</td>
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</tbody>
</table>
FYE 2022

Brine Line Revenues $12.5 Million

- Discharge Fees, $12,192,272, 97%
- Interest & Investments, $325,000, 3%
FYE 2023

Brine Line Revenues $12.4 Million

Discharge Fees, $12,071,872, 97%

Interest & Investments, $325,000, 3%
<table>
<thead>
<tr>
<th>Category</th>
<th>Millions 2021</th>
<th>Millions 2022</th>
<th>Millions 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mgmt Costs Consulting</td>
<td>4.5</td>
<td>4.4</td>
<td>4.3</td>
</tr>
<tr>
<td>Facility Repair</td>
<td>0.2</td>
<td>0.3</td>
<td>0.4</td>
</tr>
<tr>
<td>Treatment</td>
<td>3.0</td>
<td>2.9</td>
<td>3.1</td>
</tr>
<tr>
<td>Operating</td>
<td>0.5</td>
<td>0.6</td>
<td>0.7</td>
</tr>
<tr>
<td>Debt Service</td>
<td>2.5</td>
<td>2.6</td>
<td>2.7</td>
</tr>
<tr>
<td>Reserves</td>
<td>3.0</td>
<td>2.9</td>
<td>3.1</td>
</tr>
</tbody>
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## Brine Line Enterprise Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>FYE 2021</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Costs</td>
<td>$4,324,677</td>
<td>$4,344,512</td>
<td>$4,705,203</td>
</tr>
<tr>
<td>Consulting</td>
<td>280,000</td>
<td>322,000</td>
<td>285,000</td>
</tr>
<tr>
<td>Facility Repair</td>
<td>385,000</td>
<td>480,000</td>
<td>490,000</td>
</tr>
<tr>
<td>Treatment Costs</td>
<td>3,303,500</td>
<td>3,430,040</td>
<td>3,342,400</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>489,000</td>
<td>403,500</td>
<td>397,250</td>
</tr>
<tr>
<td>Debt Service</td>
<td>2,835,027</td>
<td>2,608,439</td>
<td>1,709,476</td>
</tr>
<tr>
<td>Reserves</td>
<td>3,619,241</td>
<td>928,781</td>
<td>1,467,543</td>
</tr>
<tr>
<td>Total</td>
<td>$15,236,445</td>
<td>$12,517,272</td>
<td>$12,396,872</td>
</tr>
</tbody>
</table>
FYE 2022

Brine Line Expenses $12.5 Million

- Debt Service: 21%
- Mgmt Costs: 35%
- Treatment Costs: 27%
- Consulting: 3%
- Facility Repair: 4%
- Operating Costs: 3%
- Contribution to Reserves: 7%
FYE 2023

Brine Line Expenses $12.4 Million

- Mgmt Costs: 38%
- Facility Repair: 4%
- Treatment Costs: 27%
- Consulting: 2%
- Debt Service: 14%
- Operating Costs: 3%
- Contribution to Reserves: 12%
- Facility Repair: 4%

Brine Line Expenses $12.4 Million
Fixed Asset Purchase

- FYE 2022
  - Purchase Dump Truck - $100,000
- FYE 2023
  - Backhoe, trailer, buckets - $140,000
# Debt Service Payments

<table>
<thead>
<tr>
<th>Debt</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reach V Construction – SRF Loan 1 – 4</td>
<td>$1,126,278</td>
<td>$898,964</td>
<td>$0</td>
</tr>
<tr>
<td>Reach IV-A &amp; B Capital Repair – SRF Loan</td>
<td>1,044,273</td>
<td>1,044,273</td>
<td>1,044,273</td>
</tr>
<tr>
<td>Reach V Capital Repair – SRF Loan</td>
<td>664,476</td>
<td>665,202</td>
<td>665,202</td>
</tr>
<tr>
<td><strong>Total Debt Service Payments</strong></td>
<td><strong>$2,835,027</strong></td>
<td><strong>$2,608,439</strong></td>
<td><strong>$1,709,475</strong></td>
</tr>
</tbody>
</table>
## Reserve Contributions

<table>
<thead>
<tr>
<th>Fund</th>
<th>FYE 2021</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pipeline Repair/Replacement</td>
<td>$1,810,491</td>
<td>$928,781</td>
<td>$1,467,543</td>
</tr>
<tr>
<td>Self Insurance Reserve</td>
<td>100,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Debt Service Reserve</td>
<td>1,708,750</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Contribution to Reserves</strong></td>
<td><strong>$3,619,241</strong></td>
<td><strong>$928,781</strong></td>
<td><strong>$1,467,543</strong></td>
</tr>
</tbody>
</table>
## Proposed Brine Line Rates

<table>
<thead>
<tr>
<th>Component</th>
<th>Actual FYE 2021</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flow</td>
<td>$1,018</td>
<td>$1,018</td>
<td>$1,049</td>
</tr>
<tr>
<td>BOD (per 1,000 lbs.)</td>
<td>$329</td>
<td>$329</td>
<td>$339</td>
</tr>
<tr>
<td>TSS (per 1,000 lbs.)</td>
<td>$460</td>
<td>$460</td>
<td>$474</td>
</tr>
<tr>
<td>Fixed Pipeline</td>
<td>$6,654</td>
<td>$6,654</td>
<td>$6,654</td>
</tr>
<tr>
<td>Fixed Treatment</td>
<td>$13,505</td>
<td>$13,505</td>
<td>$13,505</td>
</tr>
</tbody>
</table>

3% increase based on OC San estimated increases for 2022 and 2023
## Reserve Balance (EOY)

<table>
<thead>
<tr>
<th>Reserve</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pipeline Repair/Replacement Reserve</td>
<td>$19,641,899</td>
<td>$18,901,512</td>
</tr>
<tr>
<td>OC San Rehabilitation Reserve</td>
<td>2,374,235</td>
<td>2,374,235</td>
</tr>
<tr>
<td>OC San Future Capacity Reserve</td>
<td>1,839,595</td>
<td>1,839,595</td>
</tr>
<tr>
<td>Self-Insurance Reserve</td>
<td>4,487,655</td>
<td>4,487,655</td>
</tr>
<tr>
<td>Flow Imbalance Reserve</td>
<td>83,555</td>
<td>83,555</td>
</tr>
<tr>
<td>Rate Stabilization Reserve</td>
<td>1,025,765</td>
<td>1,025,765</td>
</tr>
<tr>
<td>Debt Service Reserve</td>
<td>3,328,129</td>
<td>3,328,129</td>
</tr>
<tr>
<td>Capacity Management Reserve</td>
<td>11,956,015</td>
<td>11,956,015</td>
</tr>
<tr>
<td>Operating Reserve</td>
<td>3,500,000</td>
<td>3,500,000</td>
</tr>
<tr>
<td><strong>Total Reserves</strong></td>
<td><strong>$48,236,848</strong></td>
<td><strong>$47,496,460</strong></td>
</tr>
</tbody>
</table>
Capital Improvement Projects

- Brine Line Protection
  - 2021: $1.4 million
  - 2022: $1.8 million
  - 2023: $1.6 million

- Reach IV-D Corrosion Repair
  - 2022: $0.8 million
  - 2023: $0.2 million
## Capital Project Funding – Use of Reserves

<table>
<thead>
<tr>
<th>Project</th>
<th>FYE 2021</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brine Line Protection</td>
<td>$1,466,878</td>
<td>$1,772,064</td>
<td>$1,397,185</td>
</tr>
<tr>
<td>Reach IV-D Corrosion Repairs</td>
<td>82,151</td>
<td>14,818</td>
<td>810,746</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,549,029</strong></td>
<td><strong>$1,786,882</strong></td>
<td><strong>$2,207,931</strong></td>
</tr>
</tbody>
</table>
Capital Projects

• Fund 320 Brine Line Protection
  – Protection from stormwater/erosion
  – Reach IV-A Upper Pine Avenue siphon/relocation
  – Prado Reservoir MAS modifications
  – Pipeline inspection and condition study
    • Reach IV
    • Reach IV-B DIP
  – Reach V Temescal Canyon Road widening
    • Relocate airvacs
    • Protection/relocation
• Fund 327 Reach IV-D Corrosion Repair
  – Condition assessment of 7 miles of pipeline
FYE 2022

Revenues $3.0 Million

- Basin Planning General, $400,000, 13%
- USBR Partnership Studies, $70,000, 2%
- Watershed Mgmt - OWOW, $468,700, 16%
- Prop 84 Program Mgmt, $192,188, 6%
- Prop 1 Program Mgmt, $225,808, 7%
- Prop 1 - DACI, $27,206, 1%
- WECAN - Riverside, $217,336, 7%
- Prop 84 SARCCUP, $770,825, 26%
- Prop 1 Capital Projects, $651,608, 22%
FYE 2023

Revenues $2.7 Million

- Basin Planning General, $800,000, 29%
- Watershed Mgmt - OWOW, $468,700, 17%
- Prop 84 Program Mgmt, $190,677, 7%
- Prop 1 Program Mgmt, $301,706, 11%
- WECAN - Riverside, $351,208, 13%
- Prop 1 Capital Projects, $261,706, 9%
- Prop 84 SARCCUP, $296,370, 11%
- USBR Partnership Studies, $70,000, 3%

Total Revenues: $2.7 Million
# Prop 84 Projects (passsthrough)

<table>
<thead>
<tr>
<th>Fund</th>
<th>FYE 2021</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prop 84 Projects – Round II</td>
<td>$974,400</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Prop 84 – Final Round (SARCCUP)</td>
<td>14,406,381</td>
<td>13,142,581</td>
<td>15,174,747</td>
</tr>
<tr>
<td>Prop 1 – Capital Projects</td>
<td>0</td>
<td>9,731,225</td>
<td>6,034,970</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$15,380,781</strong></td>
<td><strong>$22,873,806</strong></td>
<td><strong>$21,209,717</strong></td>
</tr>
</tbody>
</table>
Expenses $3.3 Million

- Prop 84 SARCCUP, $770,825, 23%
- Prop 1 - Capital Projects, $651,608, 20%
- Basin Planning General, $466,563, 14%
- Watershed Mgmt - OWOW, $697,817, 21%
- USBR Partnership Studies, $76,713, 2%
- Prop 84 Program Mgmt, $192,188, 6%
- Prop 1 Program Mgmt, $225,808, 7%
- Prop 1 - DACI, $27,206, 1%
- WECAN - Riverside, $217,336, 6%
FYE 2023

Expenses $3.3 Million

- Basin Planning General, $841,260, 25%
- USBR Partnership Studies, $87,663, 3%
- Watershed Mgmt - OWOW, $577,716, 17%
- WECAN - Riverside, $351,208, 11%
- Prop 1 Program Mgmt, $301,706, 9%
- Prop 1 - Capital Projects, $261,706, 8%
- Prop 84 Program Mgmt, $190,677, 6%
- Prop 84 SARCCUP, $683,247, 21%
- Prop 1 - Capital Projects, $261,706, 8%
- Prop 1 - Capital Projects, $261,706, 8%
- Prop 1 - Capital Projects, $261,706, 8%
- Prop 1 - Capital Projects, $261,706, 8%
Roundtables Funds Budget
FYE 2022

Revenues $1.4 Million

- Basin Monitoring, $459,998, 33%
- Middle SAR TMDL, $269,625, 20%
- RWQ Monitoring, $306,845, 22%
- SAR Fish Conservation, $29,000, 2%
- Emerging Constituents, $113,000, 8%
- LESJWA Admin, $198,633, 15%
- Arundo Mgmt, $-, 0%

Revenues $1.4 Million
FYE 2023

Revenues $2.7 Million

- SAR Fish Conservation, $279,000, 11%
- MSAR TMDL, $319,625, 12%
- RWQ Monitoring, $386,845, 15%
- Arundo Mgmt, $889,900, 33%
- Emerging Constituents, $113,000, 4%
- LESJWA Admin, $198,307, 7%
- Basin Monitoring, $485,998, 18%

Total Revenues: $2.7 Million
Roundtables Funds

Expenses

<table>
<thead>
<tr>
<th>Activity</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basin Monitoring</td>
<td>0.1</td>
<td>0.2</td>
<td>0.3</td>
</tr>
<tr>
<td>SAR Fish Conservation</td>
<td>0.01</td>
<td>0.02</td>
<td>0.03</td>
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<tr>
<td>MSAR TMDL</td>
<td>0.04</td>
<td>0.05</td>
<td>0.06</td>
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<tr>
<td>RWQ Monitoring</td>
<td>0.4</td>
<td>0.3</td>
<td>0.2</td>
</tr>
<tr>
<td>Arundo Mgmt</td>
<td>0.3</td>
<td>0.2</td>
<td>0.1</td>
</tr>
<tr>
<td>Emerging Constituents</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
</tr>
<tr>
<td>LESJWA Admin</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
</tr>
</tbody>
</table>
FYE 2022

Expenses $1.8 Million

- RWQ Monitoring, $489,750, 27%
- MSAR TMDL, $269,968, 15%
- Basin Monitoring, $459,678, 25%
- LESJWA Admin, $198,633, 11%
- Emerging Constituents, $112,964, 6%
- SAR Fish Conservation, $106,692, 6%
- Arundo Mgmt, $186,981, 10%
FYE 2023

Expenses $1.9 Million

- Basin Monitoring, $486,892, 25%
- SAR Fish Conservation, $296,983, 15%
- MSAR TMDL, $319,976, 16%
- RWQ Monitoring, $387,574, 20%
- Arundo Mgmt, $150,292, 8%
- Emerging Constituents, $113,856, 6%
- LESJWA Admin, $198,307, 10%
General Fund Budget
### General Funds Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>FYE 2021</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$450,000</td>
<td>$475,000</td>
<td>$475,000</td>
</tr>
<tr>
<td>State Outreach</td>
<td>239,339</td>
<td>216,974</td>
<td>224,232</td>
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<tr>
<td>Federal Outreach</td>
<td>0</td>
<td>24,873</td>
<td>26,205</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$680,339</strong></td>
<td><strong>$716,847</strong></td>
<td><strong>$725,437</strong></td>
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</table>
# General Fund Costs

<table>
<thead>
<tr>
<th>Fund</th>
<th>FYE 2021</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor and Benefits</td>
<td>$2,547,084</td>
<td>$2,390,790</td>
<td>$2,566,349</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>50,200</td>
<td>46,500</td>
<td>46,600</td>
</tr>
<tr>
<td>Consulting &amp; Professional Services</td>
<td>304,000</td>
<td>303,750</td>
<td>309,000</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>6,550</td>
<td>6,400</td>
<td>6,400</td>
</tr>
<tr>
<td>Repair &amp; Maintenance</td>
<td>122,550</td>
<td>106,000</td>
<td>106,400</td>
</tr>
<tr>
<td>Phone &amp; Utilities</td>
<td>75,900</td>
<td>89,150</td>
<td>94,350</td>
</tr>
<tr>
<td>Equipment &amp; Computers</td>
<td>212,650</td>
<td>170,000</td>
<td>185,400</td>
</tr>
<tr>
<td>Meeting &amp; Travel</td>
<td>62,000</td>
<td>55,500</td>
<td>55,500</td>
</tr>
<tr>
<td>Other Administrative Expenses</td>
<td>209,103</td>
<td>153,319</td>
<td>153,154</td>
</tr>
<tr>
<td>Insurance &amp; Fixed Assets</td>
<td>139,250</td>
<td>104,178</td>
<td>106,577</td>
</tr>
<tr>
<td>Retiree Medical &amp; Building Reserves</td>
<td>277,823</td>
<td>281,642</td>
<td>297,414</td>
</tr>
<tr>
<td><strong>Total Before Indirect Cost Allocations</strong></td>
<td><strong>$4,007,110</strong></td>
<td><strong>$3,707,229</strong></td>
<td><strong>$3,927,144</strong></td>
</tr>
<tr>
<td><strong>Less Indirect Cost Allocations</strong></td>
<td><strong>(3,557,110)</strong></td>
<td><strong>(3,232,229)</strong></td>
<td><strong>(3,452,144)</strong></td>
</tr>
<tr>
<td><strong>Total General Fund Costs</strong></td>
<td><strong>$450,000</strong></td>
<td><strong>$475,000</strong></td>
<td><strong>$475,000</strong></td>
</tr>
</tbody>
</table>
General Fund Costs $3.7 Million

- Labor & Benefits: 64%
- Retiree Medical & Reserves: 8%
- Consulting: 8%
- Equip & Computers: 5%
- Meeting & Travel: 2%
- Phone & Utilities: 2%
- Repair & Maintenance: 3%
- Operating Costs: 0%
- Education & Training: 1%
- Other Admin Costs: 4%
- Insurance & Fixed Assets: 3%

FYE 2022
FYE 2023

General Fund Costs $3.9 Million

- Labor & Benefits: 65%
- Retiree Medical & Reserves: 8%
- Consulting: 8%
- Meeting & Travel: 4%
- Other Admin Costs: 4%
- Repair & Maintenance: 3%
- Phone & Utilities: 2%
- Equip & Computers: 5%
- Operating Costs: 0%
- Education & Training: 1%
- Insurance & Fixed Assets: 3%
Indirect Cost Allocations by Fund Type

<table>
<thead>
<tr>
<th>Fund</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brine Line Operations Fund</td>
<td>$1,979,458</td>
<td>$2,133,400</td>
</tr>
<tr>
<td>Brine Line Capital Fund</td>
<td>94,824</td>
<td>147,614</td>
</tr>
<tr>
<td>OWOW Fund</td>
<td>874,486</td>
<td>898,635</td>
</tr>
<tr>
<td>Roundtables Fund</td>
<td>283,460</td>
<td>272,496</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,232,229</strong></td>
<td><strong>$3,452,144</strong></td>
</tr>
</tbody>
</table>
Labor Hours Distribution
FYE 2022

General Fund, 27,979, 47.4%
BL Operations, 20,485, 34.7%
OWOW, 7,337, 12.4%
BL Capital, 635, 1.1%
Roundtables, 2,564, 4.3%
Labor Hours Distribution FYE 2023

General Fund, 27,580, 46.7%
BL Operations, 20,920, 35.5%
OWOW, 7,095, 12.0%
BL Capital, 994, 1.7%
Roundtables, 2,291, 3.9%
# Total Labor Hours Distribution

<table>
<thead>
<tr>
<th>Fund</th>
<th>FYE 2022</th>
<th>% of Total</th>
<th>FYE 2023</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>27,979</td>
<td>47.4%</td>
<td>27,580</td>
<td>46.9%</td>
</tr>
<tr>
<td>Brine Line Operating Fund</td>
<td>20,485</td>
<td>34.7%</td>
<td>20,920</td>
<td>35.5%</td>
</tr>
<tr>
<td>Brine Line Capital Fund</td>
<td>635</td>
<td>1.1%</td>
<td>994</td>
<td>1.7%</td>
</tr>
<tr>
<td>OWOW Funds</td>
<td>7,337</td>
<td>12.4%</td>
<td>7,095</td>
<td>12.0%</td>
</tr>
<tr>
<td>Roundtables Funds</td>
<td>2,564</td>
<td>4.4%</td>
<td>2,291</td>
<td>3.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59,000</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>58,880</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>
Labor Assumptions Used

- 26 FTE
  - 25 filled and approved FTE
  - 1 unfilled budgeted positions
- 5 Interns
- 7% Salary increase each year
  - Merit Pool
  - COLA
  - Promotions
  - Adjustments
Staff Changes

• Removed
  – Executive Counsel
  – Watershed Manager

• Changed
  – Executive Assistant to Communications Specialist
Proposed FY 2021-22
26 Positions (funded)
### Positions by Department

<table>
<thead>
<tr>
<th>Department</th>
<th>FYE 2016</th>
<th>FYE 2017</th>
<th>FYE 2018</th>
<th>FYE 2019</th>
<th>FYE 2020</th>
<th>FYE 2021</th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Management</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Administrative Services</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Finance/Accounting</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Information Systems and Technology</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Engineering*</td>
<td>9</td>
<td>9</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Operations*</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Water Resources &amp; Planning</td>
<td>4</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Positions</strong></td>
<td><strong>26</strong></td>
<td><strong>26</strong></td>
<td><strong>28</strong></td>
<td><strong>29</strong></td>
<td><strong>28</strong></td>
<td><strong>28</strong></td>
<td><strong>26</strong></td>
<td><strong>26</strong></td>
</tr>
</tbody>
</table>

*Engineering and Operations was one department prior to 2018*
### Benefit Assumptions Used

#### PERS 2% @ 55 - Classic

<table>
<thead>
<tr>
<th></th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERS Employers Rate</td>
<td>11.66%</td>
<td>11.70%</td>
</tr>
<tr>
<td>Employer Paid Member Contribution (EPMC)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Unfunded Liability Payment</td>
<td>$115,529</td>
<td>$152,000</td>
</tr>
</tbody>
</table>

#### PERS 2% @ 62 - PEPRA

<table>
<thead>
<tr>
<th></th>
<th>FYE 2022</th>
<th>FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERS Employers Rate</td>
<td>7.70%</td>
<td>7.70%</td>
</tr>
<tr>
<td>Unfunded Liability Payment</td>
<td>$11,712</td>
<td>$12,000</td>
</tr>
</tbody>
</table>
Benefit Assumptions Used

- **PERS Unfunded Liability as of 06/30/2020**
  - $4,081,229
- **Outstanding OPEB Liability as of 06/30/2020**
  - $503,309
- **GASB 45/75 Compliance (6 employees eligible)**
  - FYE 2022 – $181,642
    - Annual Required Contribution = $65,000
    - Pay go Retiree Premiums (8) = $116,642
  - FYE 2023 - $197,414
    - Annual Required Contribution = $65,000
    - Pay go Retiree Premiums (8) = $132,414
- **Health insurance cap based on the lowest cost plan**
  - (Kaiser family) - $1,994/month
    - 10% increase FYE 2022
    - 10% increase FYE 2023
## Total Payroll & Benefit Costs

<table>
<thead>
<tr>
<th>FYE</th>
<th>Benefits</th>
<th>Payroll</th>
<th>Total</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$1,356,121</td>
<td>$3,290,569</td>
<td>$4,646,690</td>
<td>27</td>
</tr>
<tr>
<td>2019</td>
<td>$1,496,863</td>
<td>$3,390,201</td>
<td>$4,887,064</td>
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</tr>
<tr>
<td>2020</td>
<td>$1,476,642</td>
<td>$3,493,614</td>
<td>$4,970,256</td>
<td>28</td>
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<tr>
<td>2021</td>
<td>$1,890,627</td>
<td>$4,173,739</td>
<td>$6,064,366</td>
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<tr>
<td>2022</td>
<td>$1,497,154</td>
<td>$3,782,588</td>
<td>$5,279,742</td>
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<tr>
<td>2023</td>
<td>$1,689,235</td>
<td>$4,025,165</td>
<td>$5,714,400</td>
<td>26</td>
</tr>
</tbody>
</table>
Benefit Costs FYE 2022

Total Benefits $1,497,154

- PERS Pension: 32%
- Medical, Dental, Vision: 40%
- Car Allowance: 3%
- SUI & SDI: 3%
- FICA/Medicare: 17%
- Workers Comp Ins: 3%
- Life & LT Disability: 2%
- Wellness: 0%
Benefit Costs FYE 2023

Total Benefits $1,689,235

- Medical, Dental, Vision: 43%
- PERS Pension: 33%
- FICA/Medicare: 16%
- Car Allowance: 3%
- Workers Comp Ins: 3%
- Wellness: 0%
- SUI & SDI: 0%
- Life & LT Disability: 2%
## Benefit & Indirect Cost Allocation Rates

<table>
<thead>
<tr>
<th>FYE</th>
<th>Benefits</th>
<th>Indirect Cost</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>0.412</td>
<td>1.578</td>
<td>1.990</td>
</tr>
<tr>
<td>2019</td>
<td>0.442</td>
<td>1.617</td>
<td>2.059</td>
</tr>
<tr>
<td>2020</td>
<td>0.423</td>
<td>1.886</td>
<td>2.309</td>
</tr>
<tr>
<td>2021</td>
<td>0.453</td>
<td>1.508</td>
<td>1.961</td>
</tr>
<tr>
<td>2022</td>
<td>0.396</td>
<td>1.613</td>
<td>2.009</td>
</tr>
<tr>
<td>2023</td>
<td>0.420</td>
<td>1.608</td>
<td>2.028</td>
</tr>
</tbody>
</table>
## Member Contributions

<table>
<thead>
<tr>
<th>FYE</th>
<th>Per Member Agency</th>
<th>Inc/(Dcr) Over Prior Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$288,423</td>
<td>($562)</td>
<td>(0.195%)</td>
</tr>
<tr>
<td>2019</td>
<td>$294,339</td>
<td>$5,916</td>
<td>2.05%</td>
</tr>
<tr>
<td>2020</td>
<td>$305,393</td>
<td>$11,054</td>
<td>3.76%</td>
</tr>
<tr>
<td>2021</td>
<td>$306,068</td>
<td>$675</td>
<td>0.22%</td>
</tr>
<tr>
<td>2022</td>
<td>$311,369</td>
<td>$5,301</td>
<td>1.73%</td>
</tr>
<tr>
<td>2023</td>
<td>$313,087</td>
<td>$1,718</td>
<td>0.55%</td>
</tr>
</tbody>
</table>
# Member Contributions per Agency

<table>
<thead>
<tr>
<th>Activity</th>
<th>Actual FYE 2021</th>
<th>Budget FYE 2022</th>
<th>Budget FYE 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Planning</td>
<td>$72,000</td>
<td>$80,000</td>
<td>$80,000</td>
</tr>
<tr>
<td>USBR Partnership Studies</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Watershed Management (OWOW)</td>
<td>90,000</td>
<td>80,000</td>
<td>80,000</td>
</tr>
<tr>
<td>SA River Fish Conservation</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>LESJWA Management</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>State Outreach</td>
<td>46,068</td>
<td>43,394</td>
<td>44,846</td>
</tr>
<tr>
<td>Federal Outreach</td>
<td>0</td>
<td>4,975</td>
<td>5,241</td>
</tr>
<tr>
<td>General Fund</td>
<td>90,000</td>
<td>95,000</td>
<td>95,000</td>
</tr>
<tr>
<td><strong>Total Agency Contribution</strong></td>
<td><strong>$306,068</strong></td>
<td><strong>$311,369</strong></td>
<td><strong>$313,087</strong></td>
</tr>
</tbody>
</table>

1.73% 0.55%
Questions?
Santa Ana River Mitigation Bank Overview

Ian Achimore | Senior Watershed Manager
April 20, 2021 | Commission Meeting
Item No. 6.B
SAWPA Has An Invasive Species Focused-Roundtable

- Arundo Management & Habitat Restoration Fund (Fund) in SAWPA Budget,
  - Currently has approximately $900k in fund.
- Fund in Budget gains revenue from Santa Ana River Mitigation Bank credit sales,
- Per SAWPA Resolution No. 427, use of the Fund (like a task order) needs to be approved by Commission even if below General Manager signing authority.
What is Arundo donax?

- Invasive Plant (High Rating),
- Noxious Weed,
- Uses 3 times amount of water than native vegetation,
- Highly combustible,
- Survives fire and thrives,
- Causes flooding by altering flow regimes, and
- No known habitat benefit.
Initial Arundo Implementation Efforts - Proposition 13 Grant

- SAWPA first became involved in Arundo Donax removal with the Prop 13 (2000 Water Bond) Grant that funded the Southern California Integrated Watershed Program (SCIWP),
- With SAWPA as the project manager, over 2,500 acres of Arundo Donax removed as part of the SCIWP, and
- As part of SCIWP, SAWPA invested Prop 13 grant funding in the existing Santa Ana River Mitigation Bank.
  - $40,000 of grant funds used to purchase 100 acres ($4,000,000 grant funding total).
  - SAWPA purchased acres not to mitigate for specific projects, but to invest and gain eventual revenue from credit sales to permittees.
About the Mitigation Bank

- Operated by Riverside County Regional Park and Open-Space District,
  - Created in 1996 with U.S. Army Corps of Engineers (USACE) through a MOU,
  - MOU also certified by the U.S. Fish and Wildlife Service.
- Mitigates for Clean Water Action Section 404 Impacts (a U.S. Army Corps federal requirement).
SAWPA’s Involvement in Bank

$ for acres

Maintain Acres
Sell Credits to Permittees
Certify Acres to Create Credits

$ from Prop 13
Bank Revenue Provided to SAWPA

Approval Under SAWPA Reso. 427

Sell Credits

$ for Credits

$ for Projects

SAWPA Contractors
Permittees Purchase Bank Credits for Areas of a Stream They Impact

- Clean Water Act Section 404
- Fish and Game Code Section 1600
- State Requirement
- Federal Requirement
- Surface Water
- Adjacent Riparian Veg
- Adjacent Wetland Veg
Bank Only Covers **Federal Clean Water Act Section 404 Impacts**

- Bank exists due to 1996 agreement with U.S. Army Corps of Engineers, the federal agency regulating Clean Water Act Section 404.

- Last credit **sold in 2015**.
  - Likely reasons:
    - Many project proponents, like cities improving bridge crossings, impact all portions of a stream, and
    - There are other mitigation bank options in the Santa Ana River Watershed that mitigate for both federal and state stream impacts.

- SAWPA and Riverside County Parks have discussed issue with State regulatory agency - California Department of Fish and Wildlife (CDFW).
### Status of Credits in the Bank

<table>
<thead>
<tr>
<th></th>
<th>Riverside Parks</th>
<th></th>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit Total</td>
<td>121.930</td>
<td>100.000</td>
<td></td>
<td>221.930</td>
</tr>
<tr>
<td>Credits Sold</td>
<td>93.970</td>
<td>52.236</td>
<td></td>
<td>146.206</td>
</tr>
<tr>
<td>Credits Remaining</td>
<td>27.960</td>
<td></td>
<td>47.764</td>
<td>75.724</td>
</tr>
</tbody>
</table>

Represents potential revenue to SAWPA of $2,125,020 (or $44,490 per credit). Each credit sold gains SAWPA $4,490 (or 11% rate of return).
Possible Approach for Improving Banking Process

- CDFW recommends a “permittee responsible approach,”
  - Bank would not be formally certified by CDFW under their new mitigation banking policy because that approach would be too costly (estimated at >$2 million).

- Instead, the existing structure (i.e. the acres set aside by Riverside County Parks for enhancement) and Riverside County Parks’ experience in selling credits and maintaining riparian habitat would be leveraged to sell credits.
Benefits vs. Downsides

Benefits:

- Rate of return on credits sales could triple (shown in table).
- Benefits member agencies to have an additional mitigation source.

Downsides:

- Permittees would have to explain nuances of projects/impacts for them to get specific credit from Riverside County Parks.
- Each permittee needs buy-off from CDFW on a project-by-project basis.

<table>
<thead>
<tr>
<th>SAWPA Purchase Price</th>
<th>Current Rate of Return*</th>
<th>3x Rate of Return*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price Per Acre</td>
<td>-$40,000</td>
<td>+$4,490 (+11%)</td>
</tr>
<tr>
<td>Acres</td>
<td>100</td>
<td>47.764</td>
</tr>
<tr>
<td>Total Value</td>
<td>-$4,000,000</td>
<td>+$2,125,022</td>
</tr>
</tbody>
</table>

*In comparison to initial purchase price.
Work to Be Done to Implement “Permittee Responsible” Approach

- Acres need to be protected by a conservation easement,
- Documentation and field data needed regarding the acres’ potential for habitat enhancement,
- Acres need to have a CDFW-approved long-term management plan tied to them,
- Annual reporting standards template for CDFW standards needs to be developed, and
- Final buy-in from CDFW needed.
Timeline & Costs of Implementing “Permittee Responsible”

- Will probably take 1.5 years to work through steps (shown on previous slides), and
- Riverside County Parks would invest in process, possibly higher a consultant and bring on County finance staff to assist.
- Costs not known at the time of this presentation.
Alternative Approach & Next Steps

Alternative Approach:
- Ask for credits back from Riverside County Parks (47.764 credits x $40,000 = approximately $1.9 million).

Next Steps:
- Coordinate implementation schedule for starting “permittee responsible” process with Riverside County Parks and CDFW.
- Bring back recommendation to Commission.
Questions
SAWPA 100 Day Plan – Update (Day 38)

Jeff Mosher
General Manager
Santa Ana Watershed Project Authority
April 20, 2021
Assumptions (red = high need areas)

- Covid-19 protocols will be in place for first half of 2021
- Maintain schedule for all current SAWPA Commission, committee, and stakeholder meetings, and other obligations
- Focus on key areas:
  - Commission and member agencies
  - Staff, operations, and administration
  - Stakeholders and customers
  - SAWPA programs
- Extensive communication and collaboration needed at all levels needed
Objectives of the First 100 Days (revised)

- Assess SAWPA’s activities and needs
  - Review SAWPA programs and operations
  - Understand of key drivers and needs
- Build cohesive team
- Plan strategically and implement effectively
- Assess SAWPA’s role in the region
- Develop a vision for future efforts (shared success)
Overview of First 100 Days

- Within 10 Days: Fact Finding
- 10-20 Days: Establish Team
- 20-40 Days: Prepare for Change
- 40-70 Days: Optimize Programs and Operations
- 70-100 Days: Continue the Vision
// Within 10 Days: Fact Finding (Understand)

On-Boarding Items:
✓ Completed required training
✓ Understand SAWPA calendar of events

Collaborative Items:
✓ Met with department heads, leadership team, and all staff (ongoing)
✓ Conduct discussions with Commission members (ongoing)
✓ Conduct discussions with member agency GMs (ongoing)

Highlights:
✓ Successful transition with Rich Haller
✓ Assessing SAWPA’s culture (ongoing)
✓ Review SAWPA’s budget process (FYE 2022 and 2023) (ongoing)
10-20 Days: Establish Team

Collaborative Activities:
✓ Maintain communications with Commission, member agencies, and staff (ongoing)
✓ Outreach to partners and stakeholders (ongoing)
   ✓ LESJWA and OWOW
   ✓ OC Sanitation
   ✓ Chino Basin Water Master
   ✓ Regional Board
   ✓ OWOW Steering Committee
   ✓ Riverside and San Bernardino County Flood Control Districts
   ✓ Forest Service / Conservation Districts / OCCOG

Outcomes
• Action Plan: Current year commitments (in progress)
• Partners and stakeholders (Resource Map) (ongoing)
• Define GM goals (ongoing)
// 20-40 Days: Prepare for Change

- **Reviews:**
  - ✓ Staffing review
  - ✓ Program review *(ongoing)*
    - ✓ Brine line
    - ✓ Task Forces
    - ✓ Planning (current and potential topics)
  - ✓ Financial review
    - Communications audit *(partial – defer to July)*
      - Social media, website, brochures
      - Brine line marketing plan
      - Communications Plan

- **Needs assessment:**
  - Use of Matrix Map *(next step)*
Highlights and Outcomes (1/3)

Administrative (with Deputy GM)

- SAWPA administration and operations are a priority (including IT – Dean)
- 2-year Budget Process on track (CFO)
- Member agencies supportive at all levels
- Staff are high performing (culture is collaborative, effective, and efficient)
- Two new hires (June-July)
  - Admin Department Manager and Communications Specialist
  - Represents an opportunity to enhance SAWPA’s culture and capabilities
- One retirement expected (pretreatment inspector)
- Need: Develop a Covid-19 transition plan for staff (June-July 2021?)
// Highlights and Outcomes (2/3)

**Brine Line**

- Maintain successful operations *(Carlos)* and pretreatment program *(David)*
- Brine line dischargers
- Brine Line Business Plan
- Joint OC San and SAWPA Operations and Policy Committees (July-Aug)

**Planning** *(Mark)*

- OWOW
- Projects (SARCCUP, Weather Modification) and potential projects (Headwaters/Forestry, Climate Residency, DAC, etc.)
- Task forces and roundtables
Highlights and Outcomes (3/3)

FY 2021-2022 Priorities/Needs

- Commission workshop on 100 Day outcomes (July 2021)
- OWOW: Prop 1 Round 2 (beginning late summer 2021)
- Reserve Policies (based on Brine Line Criticality Assessment, updated CIP, and OC San policies)
- Grant/funding opportunities and strategy
- Communications Plan (internal and external needs)

SAWPA Leadership

- Document/assess regional opportunities (with member agencies)
- Legislative engagement (as needed)
- IRWM funding in future state bonds (Big Goal)
- Future state regulations for brine disposal to the ocean (Future Issue)
// 40-70 Days: Optimize Programs and Operations (Next Steps)

**Strategic Assessment:**
- Conduct a SOAR analysis with Key Staff
  - Strengths and Opportunities focus on our present situation
  - Aspirations and Results focus on our desired future situation
Next Steps

- Matrix Map of SAWPA Programs
  - Mission impact versus sustainability
- Last phase: 70-100 Days: Continue the Vision
  - Commission Workshop
- Develop Action Plan (priorities and needs)
  - FY 2021-2022
  - FY 2022-2023
- Goal: Define SAWPA’s role in the region