

SAWPA Business Line Evaluation

Business Line: **Inland Empire Brine Line (Brine Line)**

Purpose and Objectives

Support the achievement of a long-term, watershed-wide salinity balance through:

1. Water quality maintenance, enhancement, and protection in the Santa Ana River and groundwater basins;
2. Water resources management, including imported water recharge;
3. Disposal of emergency discharges from local wastewater treatment plants;
4. Supporting industries limited by salt in their effluent, including energy production facilities; and
5. Providing existing and future public agencies and private industry with a cost-effective salinity management option.

Critical Success Factors

1. Minimize disruptions to customers.
2. Ensure that Brine Line value and benefits are known to economic development agencies and others.
3. Maintain sufficient funding and reserves for current and future Capital and O&M costs through a stable, predictable, and affordable rates and charges.
4. Provide professional and highly-trained staff across planning, administration, engineering and field operations.
5. Protect and preserve the useful life of Brine Line assets through strategic maintenance, repair, and capital improvements.
6. Conduct proactive capital and O&M planning to improve efficiency and maintain needed capacity in the long and medium terms.
7. Maintain strong relationships with OCSD and regulatory agencies.
8. Operate the Brine Line to: (1) protect the OCSD treatment plant and the environment from non-compliant dischargers, and (2) eliminate any uncontrolled pipeline releases.

Processes, Activities, and Tasks

*Colors represent position on Priority Matrix (see page 5)

Grading of PAT Implementation

Ratings:

A = excellent probability of success

B = good probability of success

C = fair probability of success

D = unlikely probability of success

E = embryonic performance or not previously attempted

Process, Activity, or Task					Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
Marketing Plan								1,040	200	840
1.	Prepare plan – ID target audiences.				SAWPA	2-3	E	208	0	208
2.	Implement plan				SAWPA	2-3	E	312	80	232
3.	Identify potential customers and promote				SAWPA	2-3	E	208	40	168
4.	Help capacity holders market their unused capacity in the Brine Line.				SAWPA	2-3	E	156	40	116
5.	Streamline information exchange, application, permit issuance process, complete physical connection.				SAWPA	2-3	B	156	40	116
Business Plan								1,040	440	600
6.	Update Plan.				SAWPA	1-8	B	260	0	260
7.	Investigate financing options for customer capacity investment, physical connection cost for Commission consideration.				SAWPA	1,5-6,8	E	104	20	84
8.	Investigate financing options for the protection and/or relocation of the Brine Line.				SAWPA	1,5-6,8	A	104	60	44
9.	Evaluate options for streamlining Collection Station operations and minimizing source control risk.				SAWPA	2-3,5-6	B	208	120	88
10.	Conduct workshop to review forecasted costs for operations and maintenance.				SAWPA	3,6	B	52	0	52

11.	Evaluate all aspects of the Brine Line rate and TSS Formation Billing Formula.	SAWPA	3,6	In work	260	220	40
12.	Establish and maintain repair and replacement reserve targets.	SAWPA	3,6	A	52	20	32
	Sewer System Management Plan				15,288	13,100	2,188
13.	Continue to update, implement & audit a comprehensive maintenance management program.	SAWPA	1,4-8	A	312	240	72
14.	Update Overflow Emergency Response Plan. Conduct response team training.	SAWPA	1,6,8	A	104	104	0
15.	Ensure availability of Emergency Response resources.	SAWPA	1	B	52	40	12
16.	Implement spill prevention measures as part of system maintenance practices.	SAWPA	1,6,8	A	52	52	0
17.	Implement a source control program as the Delegated Control Authority. Prepare and approve an Ordinance, Enforcement Response Plan, Policies and Procedures Manual, SOPs consistent with Federal requirements and OCSD standards.	SAWPA	1,7-8	A	1,040	1,040	0
18.	Implement the four components of a Source Control Program: permitting, monitoring, enforcement, reporting.	SAWPA	1,7-8	A	3,120	2,720	400
19.	Water Quality Sampling - Database maintenance.	SAWPA	1,7-8	A	520	480	40
20.	Operations – perform monthly flow meter readings, monitor/record data on operations performance.	SAWPA	5-6	A	208	208	0
21.	Maintenance – perform activities – line cleaning, CCTV pipe inspection, MAS inspection, R/W maintenance, valve	SAWPA	5-6	A	1,040	900	140

	exercising, etc. Prepare bid documents, scope of work, bid, evaluate, recommend contract award, manage performance.								
22.	Repair – perform one time and recurring repairs – T-Lok liner, erosion, sink holes.	SAWPA	5-6	B	1,040	900	140		
23.	Repair – recurring, a/v valves, high frequency to reduce SSOs.	SAWPA	5-6,8	B	1,040	900	140		
24.	Repair – recurring – MASSs, raise lid, erosion.	SAWPA	5-6	A	520	520	0		
25.	Utility locating and marking – perform as required by state law, document.	SAWPA	5-6	A	1,040	1,040	0		
26.	Potholing - As-built drawing update.	SAWPA	5-6	C	520	320	200		
27.	MAS inspection.	SAWPA	5-6	A	520	520	0		
28.	Storm inspection.	SAWPA	5-6	A	156	156	0		
29.	Safety meetings, equipment maintenance/calibration.	SAWPA	4	A	104	104	0		
30.	Construction in proximity to pipe – review plans for adequate spacing/protection, observe construction.	SAWPA	5	A	520	520	0		
31.	Automate system operations, data collection, and use of remote sensing.	SAWPA	5-6	E	520	120	400		
32.	Implement a prioritized repair and capital improvement program.	SAWPA	6	B	1,560	1,200	360		
33.	Prepare design/construction docs for minor relocations, addition of MASSs, etc. Bid/present results to Commission for award, manage construction.	SAWPA	3,5-6	B	520	400	120		
34.	Maintain computer based hydraulic model of system, confirm calibration,	SAWPA	6	A	312	312	0		

run scenarios.									
35. Evaluate other export concepts and opportunities.	SAWPA		6	B	312	200			112
36. Develop comprehensive risk management program.	SAWPA		3, 5-6	A	104	104			0
37. Establish personnel positions to allow for career progression while recognizing the diverse skill set required.	SAWPA		4	B	52	0			52
Communications					1,040	620			420
38. Survey customer satisfaction regarding all aspects of customer interface - notifications and scheduling of maintenance, permit requirements, water quality monitoring, reporting, costs/billing.	SAWPA		1.8	E	104	0			104
39. Establish and maintain Brine Line performance metrics and indicators. Present to Commission and agencies.	SAWPA		3,5-6	B	156	120			36
40. Meet regularly with OCSD (Joint Policy Committee, Joint Operations Committee) to exchange information, discuss planning, budgeting, and costs.	SAWPA		3, 6-8	A	260	260			0
41. Develop/use web-based tools for discharge permit applications, permit management, and billing.	SAWPA		1,7	E	520	240			280
TOTALS									4,048
TOTALS									18,408
TOTALS									14,360
TOTALS									4,048

Brine Line PAT Priority Matrix (Numbers in matrix correspond to specific PATs on table)

Number of CSFs Impacted	Rating				
	E	D	C	B	A
8				6	
7					
6					13
5					
4	7			9	8,40
3				18,23,39	14,16,17,19 33,36
2	1,2,3,4,31 38,41		26	5,10	11,12,20,21 24,25,27,28
1				15,32,35 37	29,30,34

Low Concern



More Attention



High Focus



SAWPA Business Line Evaluation

Business Line: **OWOW**

Purpose and Objectives

1. Fulfill SAWPA's role as a CA IRWM Program Regional Water Management Group and provide for a process of determining IRWM funding that meets statutory requirements.
2. Prepare a credible integrated watershed-wide water management plan that is updated regularly, meets regional needs and DWR IRWM plan requirements, and provides safe, clean, reliable and affordable water for the Santa Ana River Watershed.
3. Facilitate the discovery and development of new watershed solutions.
4. Maximize funding opportunities and policy influence by uniting efforts watershed wide.

Critical Success Factors

1. Continued support from SAWPA commission of OWOW Steering Committee's decision making authority as a means of ensuring trust, transparency, and external communications.
2. Active participation of a diverse group of stakeholders representing counties, cities, and water districts, as well as the private sector and the regulatory, environmental, and environmental justice communities who integrate the different interests in the watershed beyond political boundaries. Ensuring all perspectives are heard and valued.
3. Distribution of benefits from the implementation of all integrated water resources management activities across the watershed in a fair and equitable fashion. Recognition that upstream conditions affect downstream water quality and quantity.
4. OWOW criteria and values are transparent to watershed-wide stakeholders.
5. A strong reputation and sufficient capacity within SAWPA staff for strategic facilitation, planning, communication, leadership and community engagement.
6. Administration of the OWOW process and plan in a highly efficient and cost-effective manner.
7. Successful implementation of an integrated regional water resource plan that reflects the watershed management needs of the public and the environment.
8. Annual review the accomplishments and implementation performance of the plan with the Commission and the Steering Committee.
9. Data and information needed for decision-making is available to all.

Processes, Activities, and Tasks

	Process, Activity, or Task	Owner	Impact on CSFs	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
1.	Prepare standard progress reporting on scope, schedule, deliverables, and budget.	SAWPA	8,9	B	80	40	40
2.	Implement a regular process (bi-annually) for confirming or adjusting priorities and resources.	SAWPA	1,6,8	B	80	40	40
3.	Engage with stakeholders at key milestones to assess group results towards achievement of objectives.	SAWPA	2,6	C	80	20	60
4.	Distribute information to OWOW stakeholders including use of regional GIS functionality and social media.	SAWPA	2,4,9	A	200	100	100
5.	Assess and report the Watershed’s progress toward sustainability and resiliency.	SAWPA	4,7,8,9	C	160	40	120

	Process, Activity, or Task	Owner	Impact on CSFs	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
6.	Update the OWOW Plan every 3-4 years or more frequently as needed to reflect current regional water resource needs, knowledge, data, or policy.	SAWPA	2,5,6,7	A	800	800	0
7.	Retain and strengthen staff and consultants with capacity to conduct integrated water resource management including administrative, accounting, planning, implementation, and communication functions.	SAWPA	5,8	C	240	100	140
8.	Exercise SAWPA’s fiduciary responsibility in administering and overseeing the appropriate use of all grant funds awarded to the DWR RAP accepted region, SAWPA, and to OWOW project proponents	SAWPA	3,6,7	A	5,570**	5570	0
9.	Manage funding through dedicated, interest bearing accounts.	SAWPA	6	A	40	40	0

	Process, Activity, or Task	Owner	Impact on CSFs	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
10.	Provide support to OWOW governance (Steering Committee and SAWPA Commission) to ensure successful administration and approval of OWOW planning and project implementation	SAWPA	1,2	C	280	100	180
11.	Successfully apply for, receive, and administer all available State grant funding under IRWM programs designated for the Santa Ana River Watershed	SAWPA	6,7	A	320	320	0
12.	Identify, pursue, secure and administer additional funding for integrated water resources management	SAWPA	6,7	C	120	60	60
13.	Establish and maintain effective and state-of-the-art communication and meeting facilitation systems at SAWPA.	SAWPA	2,5,6	C	120	40	80

	Process, Activity, or Task	Owner	Impact on CSFs	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
14.	Develop standard data capture, storage and distribution protocols to improve regional utilization of data and information generated in the watershed.	SAWPA	2,5,6	B	160	80	80
15.	Institute and administer OWOW Calls for Projects and Project Selection with criteria that reflects a systems approach, that encourages multi-benefit, multi-jurisdictional integrated regional projects and programs	SAWPA	1,2,3,4	A	480	480	0
16.	Produce communications strategy, plan and outreach to describe SAWPA’s successes and capabilities under OWOW.	SAWPA	2,5,6	E	120	0	120
17.	Evaluate Calls for Projects and Project Selection efforts for future process improvement	SAWPA	4,6,7,8	C	120	30	90

	Process, Activity, or Task	Owner	Impact on CSFs	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
18.	Conduct post assessment of past OWOW Plan and scoping for next OWOW plan update in order to learn from past OWOW planning and to improve processes	SAWPA	6,7,8	C	80	20	60
19.	Convene Pillars, arrange regular workshops and serve as liaison, facilitator, presenter and coordinator during OWOW planning phase, OWOW funding and selection criteria and OWOW project implementation support.	SAWPA	2,5,6	A	580	580	0
20.	Engage with watershed stakeholders with education programs and listening sessions about the benefits of watershed wide thinking and planning.	SAWPA	2,3,4,5	A	580	580	0
21.	Implement SAWPA programs and projects identified by the OWOW Plan	SAWPA	2,5,6,7	B	2,980	550	2430
	Total Annual OWOW Staff Hours				13,190	9590	3600

*Colors represent position on Priority Matrix (see page 5)

**Item 8 reflects all SAWPA annual budget to administer approved IRWM grants.

Grading of PAT Implementation

Ratings:

A = excellent probability of success

B = good probability of success

C = fair probability of success

D = unlikely probability of success

E = embryonic performance or not previously attempted

OWOW PAT Priority Matrix (Numbers in matrix correspond to specific PATs on table)

Number of CSFs Impacted	Rating				
	E	D	C	B	A
9					
8					
7					
6					
5					
4			5,17	21	6,15,20
3	16		13,18	2,14	4,8,19
2			3,7,10,12	1	11
1					9

Low Concern 

More Attention 

High Focus 

SAWPA Business Line Evaluation

Business Line: **Roundtables**

Purpose and Objectives

Through collaborative processes (1) where SAWPA serves as an administering and participating member; (2) that are formed with member agency participants; or (3) where SAWPA is retained as an administrative facilitator by others, SAWPA will:

1. Create value by building relationships among regulators, SAWPA members, regulated parties that allow for economies of scale, reduced costs, or increased benefits in addressing water related issues;
2. Provide regional capacity and neutral venue for supporting multi-agency forum(s) to address the water resources challenges in the Santa Ana River Watershed; and
3. Assist in the establishment and on-going facilitation of stakeholder processes to address watershed-specific issues.

Critical Success Factors

1. SAWPA has a strong reputation as a watershed-wide, knowledgeable, neutral and trusted facilitator, leader, and administrator of contracted activities.
2. Goals, scope, costs, resources, timelines, and the contract term are approved by the Commission before executing an agreement to participate in a roundtable group.
3. Clear upfront criteria and terms for completing or transitioning efforts that have been successfully established or completed.
4. Report and use results of roundtable's work, leverage information and involvement for the benefit of SAWPA, its members, and other stakeholders.
5. Annual reviews of workplans and budgets for each task force activity.
6. Adequate professional staff and resources to effectively provide facilitation, management, administrative and technical support to collaborative work efforts.

Processes, Activities, and Tasks

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
1.	Prepare standard progress reporting on scope, schedule, deliverables, and budget for each Roundtable agreement.	SAWPA	2,4-5	B	160	80	80
2.	Implement a regular process (bi-annually) for confirming or adjusting priorities and resources.	SAWPA	3	B	20	5	15
3.	Engage with stakeholders at key milestones to assess group results towards achievement of objectives.	SAWPA	3,4,5	E	80	0	80
4.	Distribute information collected and developed under Roundtable efforts available to other stakeholders and Roundtables to avoid duplication and improve efficiency.	SAWPA	4	A	40	40	0
5.	Track the implementation of identified solution(s) resulting from each Roundtable.	SAWPA	4,5	C	80	10	70

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
6.	Prepare standard criteria, review, and approval process for accepting new potential Roundtable activities.	SAWPA	2	C	20	10	10
7.	Retain and strengthen capacity of staff and consultants to conduct integrated water resource management including administrative, accounting, planning, implementation, and communication functions.	SAWPA	1,6	C	120	40	80
8.	Prepare and manage Roundtable annual budgets showing cost breakdown of study costs by agency, revenue needs and obtain Roundtable approval. Include budgets into annual SAWPA budget.	SAWPA	1,4,5	A	240	240	0
9.	Manage funding through dedicated, interest bearing accounts for each Roundtable.	SAWPA	1,4,5	A	120	120	0

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
10.	Provide project management and transparent accounting for shared funds on joint projects and activities.	SAWPA	1,4,5	A	160	160	0
11.	Produce video describing SAWPA’s successes and capabilities in collaboration.	SAWPA	1,4,5	E	120	0	120
12.	Maintain and/or upgrade SAWPA facilities and virtual meeting capabilities.	SAWPA	1,4,6	D	120	10	110
13.	Work directly with other agencies to obtain or provide water resource planning data related to a specific Roundtable; receive updated data from a variety of sources; screen, filter, and prepare data to ensure compatibility with Agency computer systems. Develop standard data protocols to improve regional utilization of data and information generated in the watershed.	SAWPA	1,4	C	120	40	80

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
14.	Prepare newsletter articles, brochures, fact sheets and project and program descriptions for distribution.	SAWPA	1,4,5	D	200	10	190
15.	Serve as leader, facilitator and in some cases, Chair, of the Roundtable meetings to ensure consensus.	SAWPA	1,4,5	A	120	120	0
16.	Conduct independent studies, research or analyses including data, maps, charts, tables, diagrams, reports and fact sheets as requested by Roundtable members and SAWPA related to specific Roundtable activities.	SAWPA	1,4,5	B	120	40	80
17.	Manage and coordinate the Roundtable project or program to ensure compliance with environmental requirements, established standards, specifications, Agency policies, and cost and schedule limitations.	SAWPA	1,4,5	B	40	20	20

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
18.	Prepare RFPs and RFQs for consultant services. Evaluate and assist in the selection of consultants; provide administration of all contracts for assigned projects and programs; evaluate and critique work products of consultants including technical reports, memoranda, power point presentations and environmental documents; respond to correspondence as needed	SAWPA	1,4,5	A	240	240	0
19.	Manage Roundtable projects and programs per Agency policies and procedures with particular emphasis on obtaining maximum job quality, accurate cost control, compliance with schedules, and satisfactory project relations.	SAWPA	1,4,5	B	240	100	140

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
20.	Compile and develop environmental documentation as needed for Roundtable projects and programs; manage the work of environmental consultants in their provision of documentation and mitigation monitoring activities to meet the requirements and regulations of State and Federal agencies.	SAWPA	1,4,5	C	80	20	60
21.	Attend Regional Board and State Board meetings as needed to provide oral status report of Roundtable studies prior to consultant presentations.	SAWPA	1,4,5	B	40	20	20

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
22.	Work directly with other agencies to obtain or provide water resource planning data related to a specific Roundtable; receive updated data from a variety of sources; screen, filter, and prepare data to ensure compatibility with Agency computer systems.	SAWPA	1,4,5	A	40	40	0
23.	Perform liaison and coordination activities with government and public agencies, NGOs, research and regulatory organizations, universities and the public related to each Roundtable	SAWPA	1,4,5	B	120	60	60
24.	Prepare all Roundtable formation Agreements, Funding Agreements, Consultant Agreements, Task Orders and Amendments	SAWPA	1,4,5	A	160	160	0

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
25.	Direct and forecast any additional funding needed for staffing, equipment, materials, and supplies; direct the monitoring of and approve expenditures; recommend adjustments as necessary.	SAWPA	1,4,5	B	120	80	40
26.	Facilitate related Scoping Committee meetings, Technical Review Committee meetings, and Consultant coordination meetings	SAWPA	1,4,5	A	400	400	0

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
27.	Respond to information requests and make presentations to the SAWPA Commission, Committees, other agencies, and public interest groups; participate in and represent the Agency in meetings with the public, citizen groups, NGOs, professional associations, private firms, and other agencies; make recommendations to executive staff and the Commission.	SAWPA	1,4,5	B	240	180	60
28.	Coordinate and integrate Roundtable activities with other SAWPA departments, consultants, engineers, and outside planning and water resource agencies	SAWPA	1,4,5	B	80	40	40
29.	Prepare grant applications to supplement project/ program funding	SAWPA	1,4,5,6	C	460	100	360

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
30.	Provide access to project database for consultant use upon approval of impacted Roundtable members.	SAWPA	1,4,5	A	40	40	0
31.	Discuss, develop and coordinate meetings, handouts, and general study progress with Consultants	SAWPA	1,4,5	A	40	40	0
32.	Post all handouts, presentations, reports and other resource material related to Roundtable to respective Roundtable webpages.	SAWPA	1,4,5	A	160	160	0
33.	Inform Roundtable parties of OWOW activities including Call for Projects under OWOW, State and Federal grant programs and application process	SAWPA	1,4,5	A	40	40	0
34.	Provide written quarterly status reports about study to SAWPA Commission and Santa Ana River Dischargers Association.	SAWPA	1,4,5	A	40	40	0

	Process, Activity, or Task	Owner	Impact on CSFs*	Rating (likelihood of success)	Estimated Annual Hours – Need for “A” Level	Estimated Annual Budgeted Hours	Difference between Need and Budgeted Hours
35.	Prepare and administer Roundtable meeting agendas, meeting notes or minutes, meeting location and audio-visual setup, review minutes and receive and respond to comments from Roundtable members	SAWPA	1,4,5	A	120	120	0
	Total Annual Roundtable hours Totals				4540	2825	1715

*Colors represent position on Priority Matrix (see page 7)


Grading of PAT Implementation


Rating:

- A = excellent probability of success
- B = good probability of success
- C = fair probability of success
- D = Unlikely probability of success
- E = embryonic performance or not yet attempted

Roundtables PAT Priority Matrix (Numbers in matrix correspond to specific PATs on table)

Number of Responses	Rating				
	E	D	C	B	A
6					
5					
4			29		
3	3,11	12,14	20	1,16,17,19 21,23,25 27,28	8,9,10,15 18,22,24 26
2			5,7,13		30,31,32,33 34,35
1			6	2	4

Low Concern 

 More Attention 

 High Focus 