

A dynamic graphic of water splashing and dripping, rendered in various shades of blue. The water flows from the top right towards the bottom left, with several large, teardrop-shaped droplets falling. The background is a light, gradient blue.

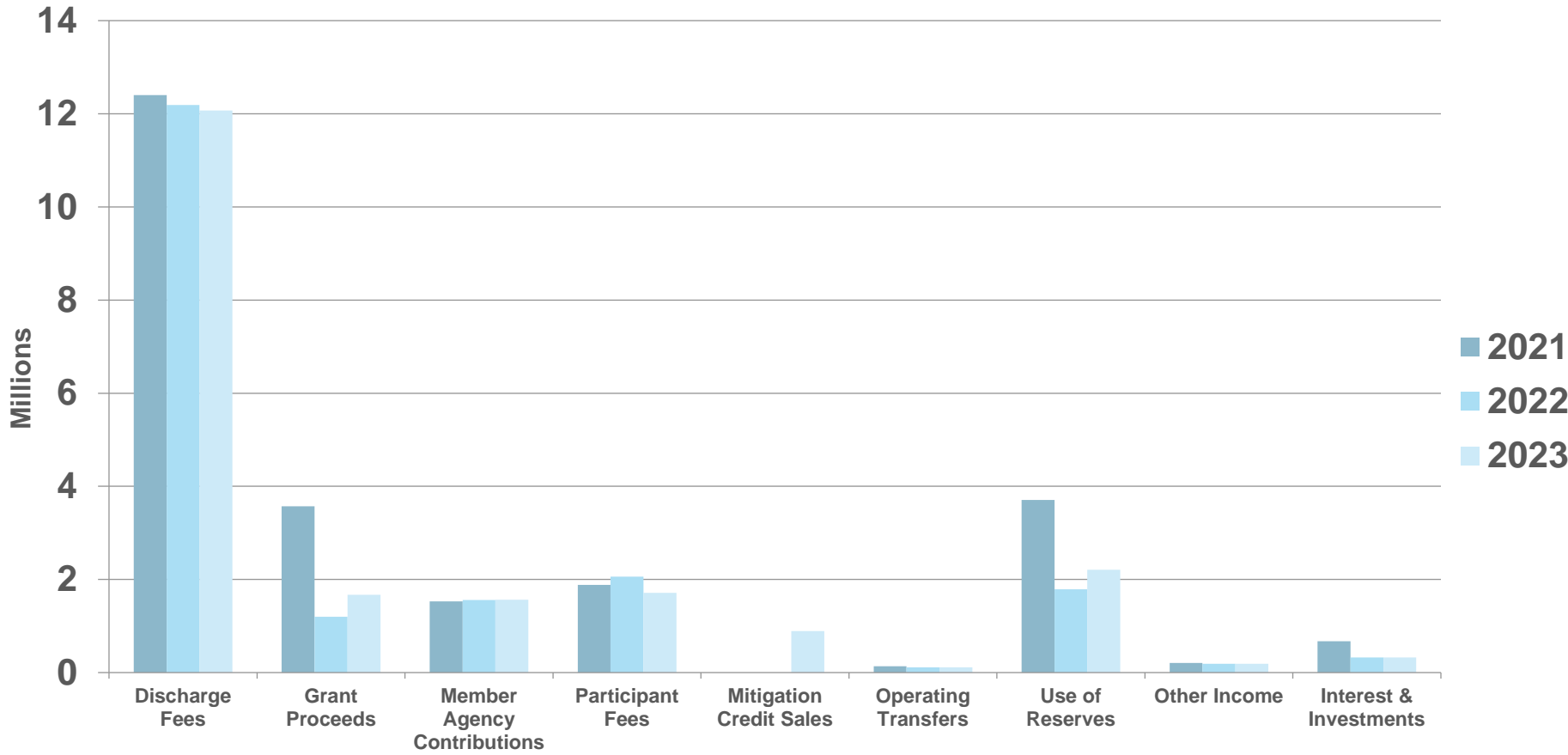
SAWPA

FYE 2022 and 2023
Draft Budget



- 1 Combined Budget
- 2 Brine Line Operating Budget
- 3 Brine Line Capital Budget
- 4 OWOW Fund Budget
- 5 Roundtables Fund Budget
- 6 General Fund Budget
- 7 Member Agency Contributions

Combined Revenues

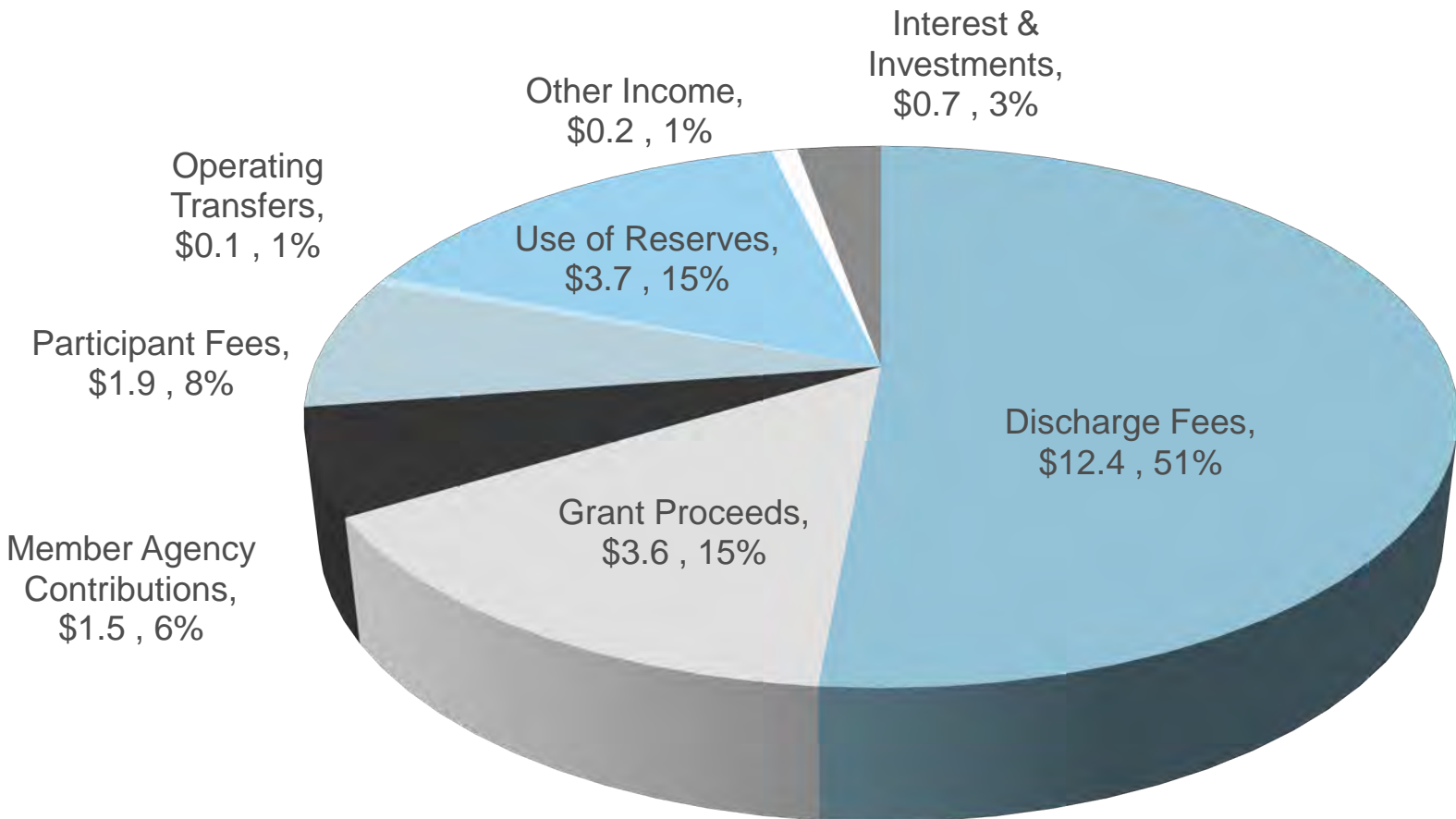


Combined Revenues

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

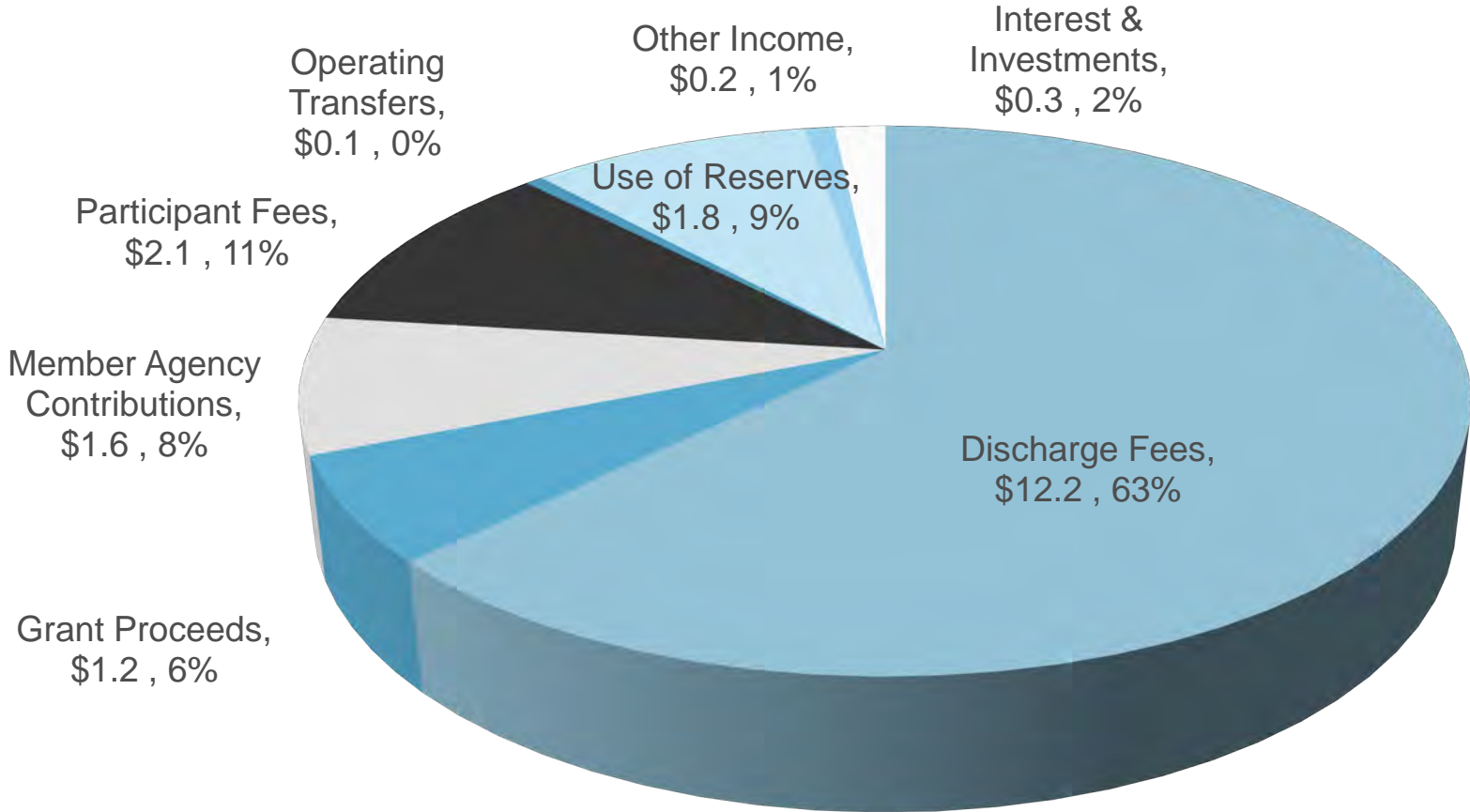
Combined Budget

FYE 2021 Revenues - \$24.1 M



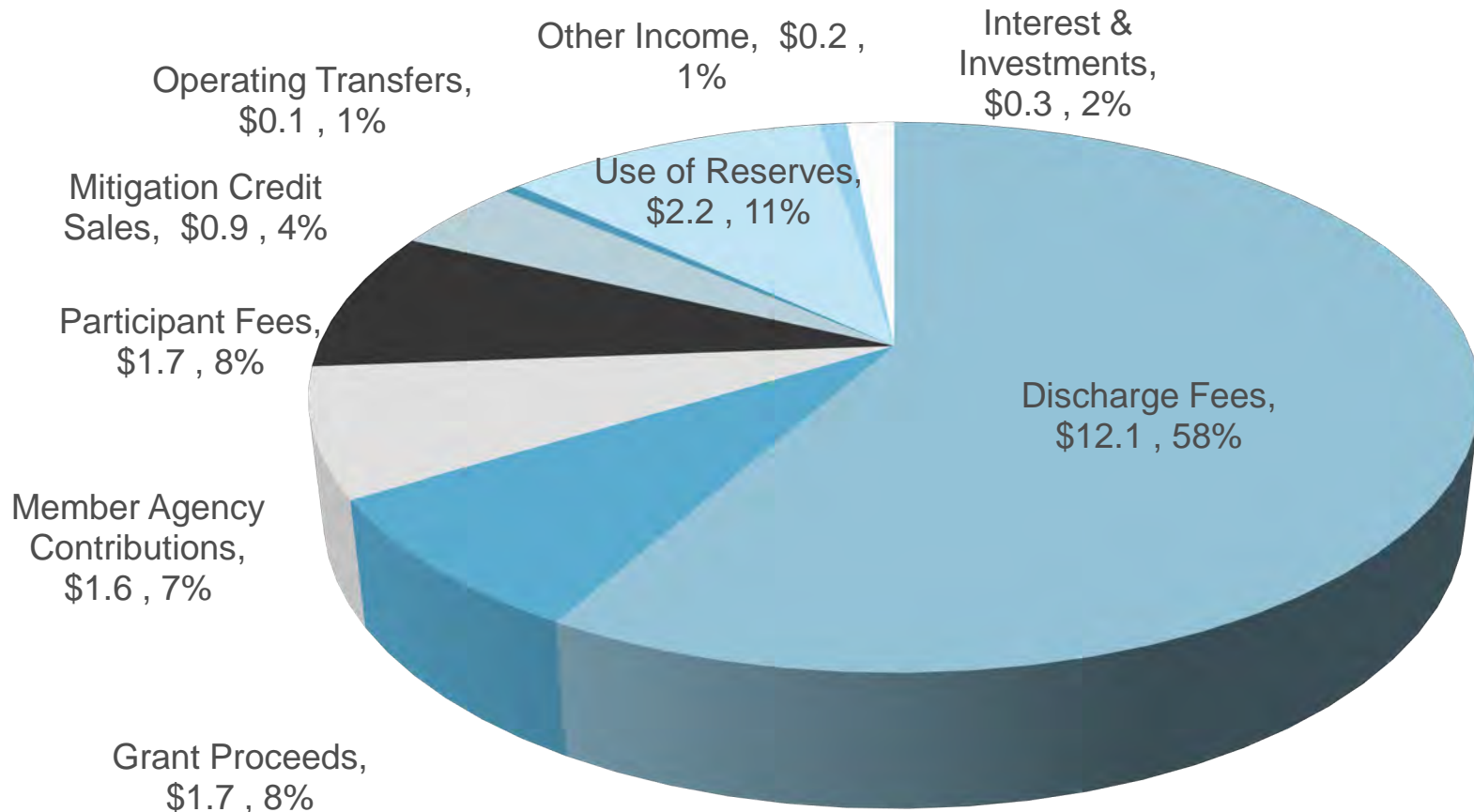
Combined Budget

FYE 2022 Revenues - \$19.4 M

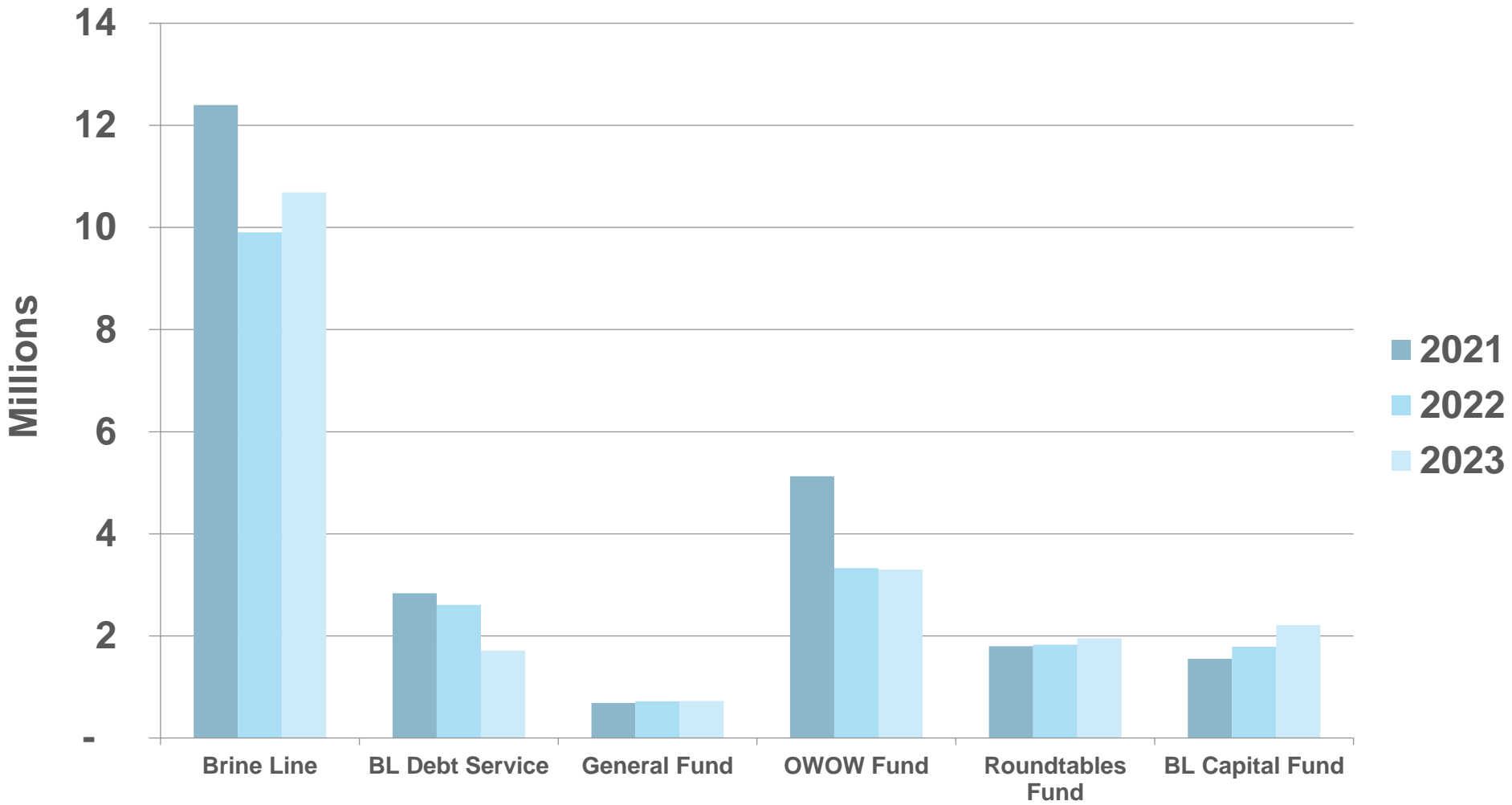


Combined Budget

FYE 2023 Revenues - \$20.7 M



Combined Expenses

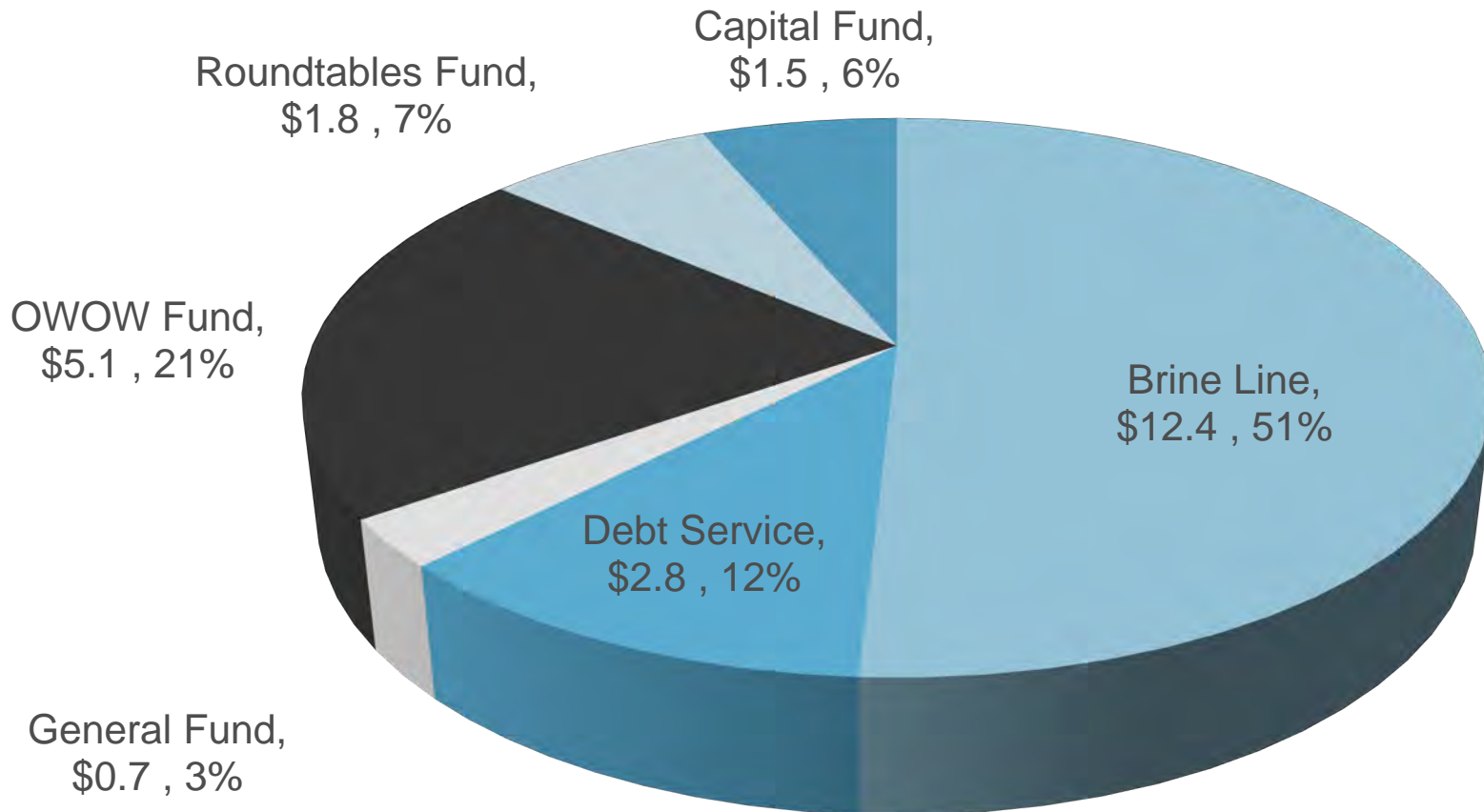


Combined Expenses

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

Combined Budget

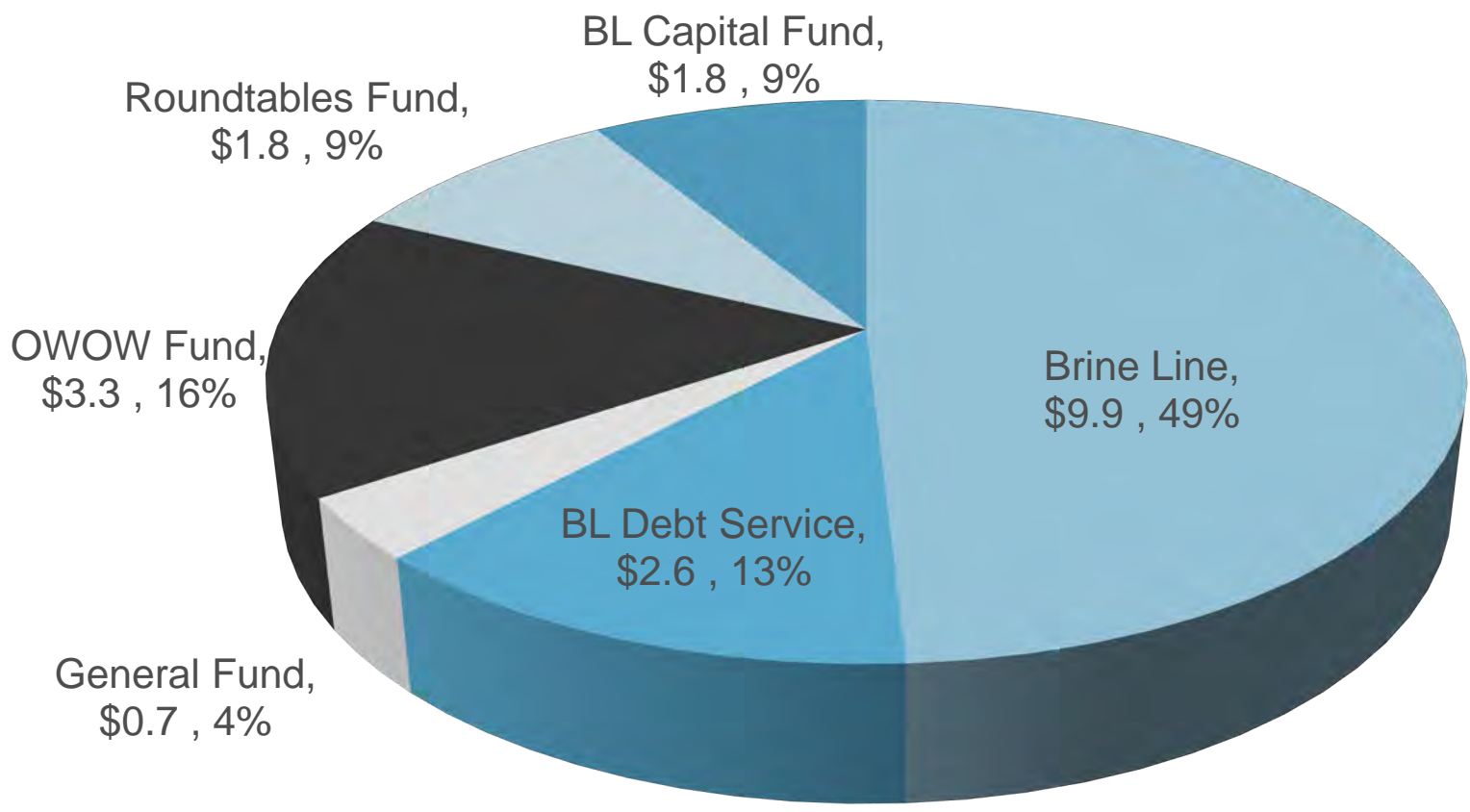
FYE 2021 Expenses - \$24.3 M



Combined Budget

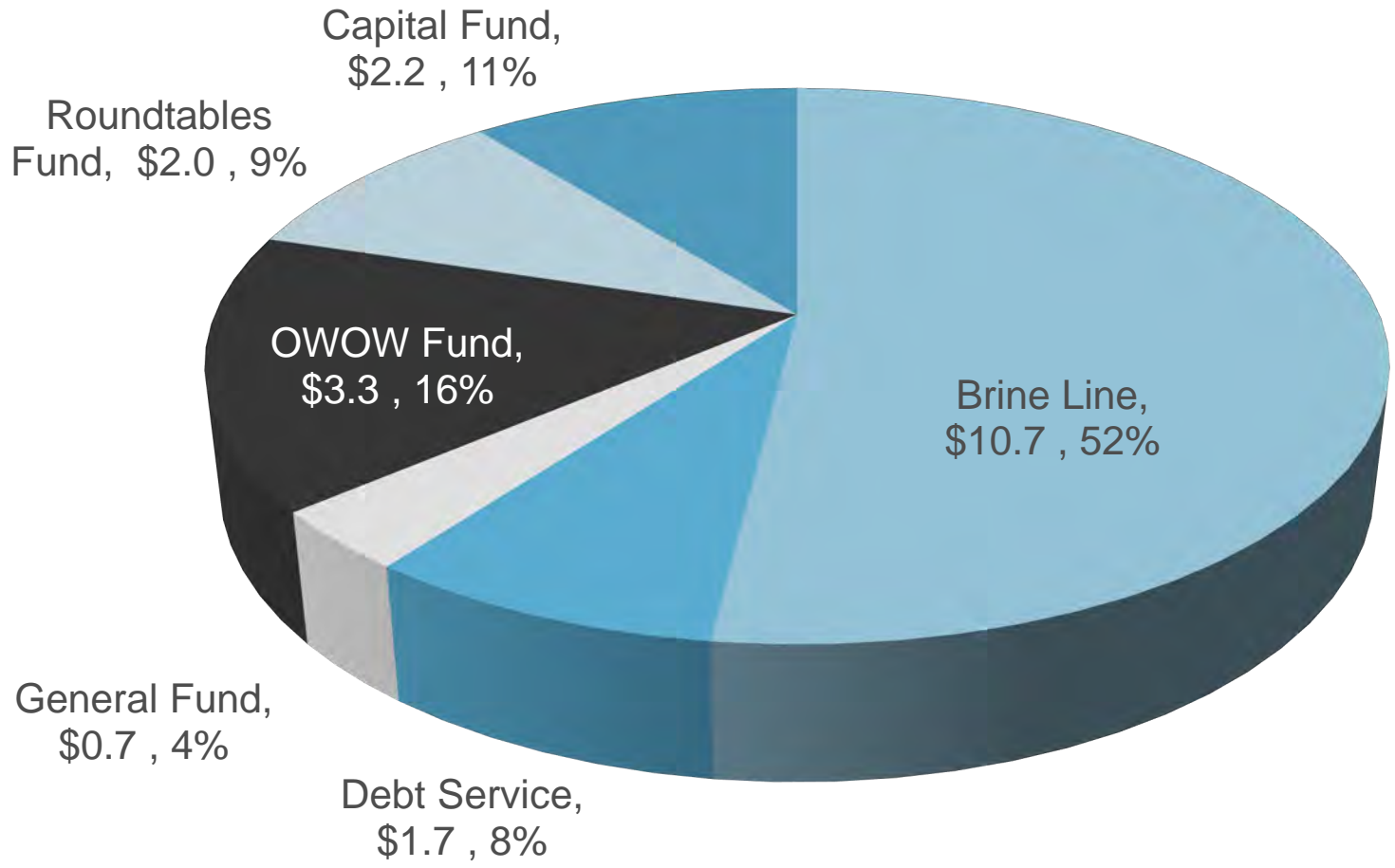


FYE 2022 Expenses - \$20.2 M

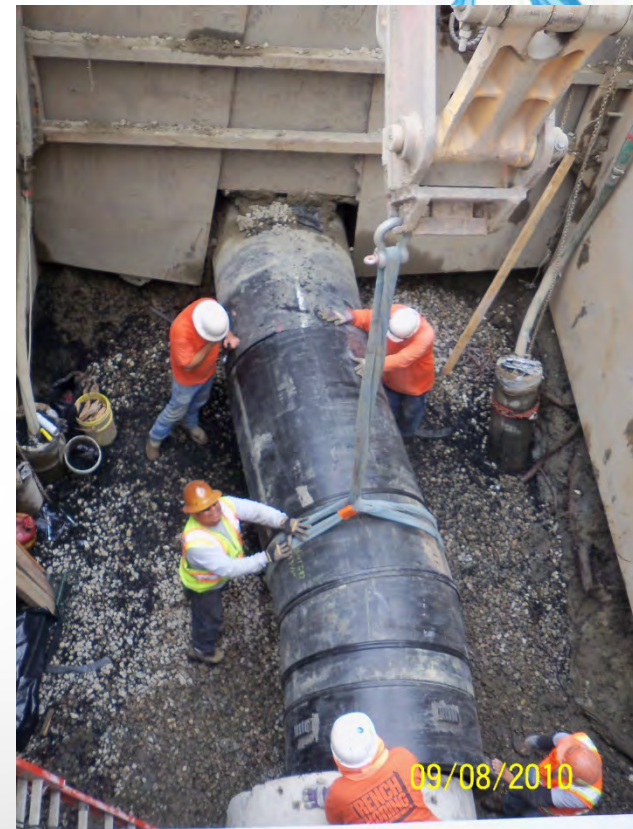


Combined Budget

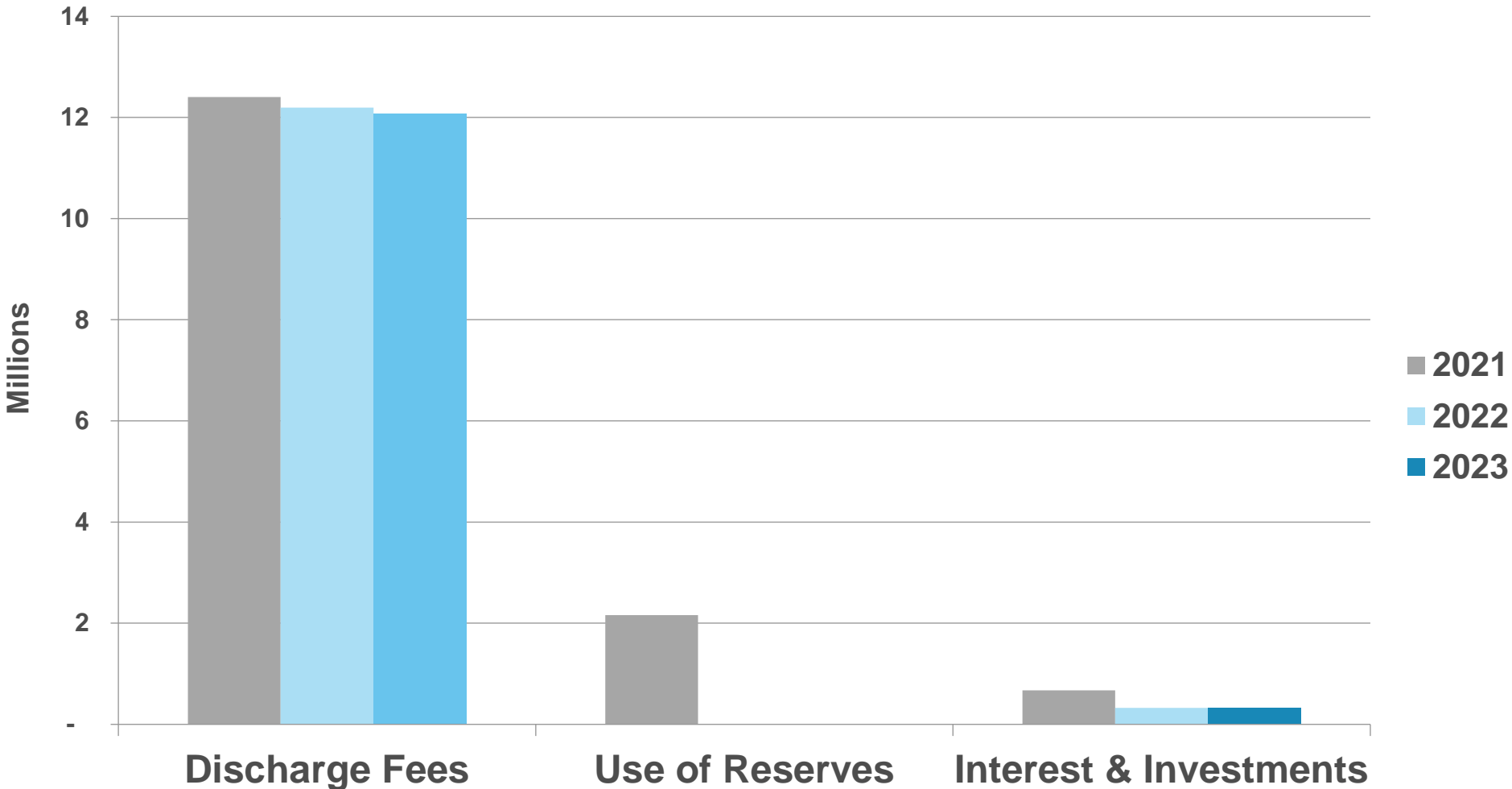
FYE 2023 Expenses - \$20.6 M



Brine Line Operations & Capital Budget



Brine Line Enterprise Revenue



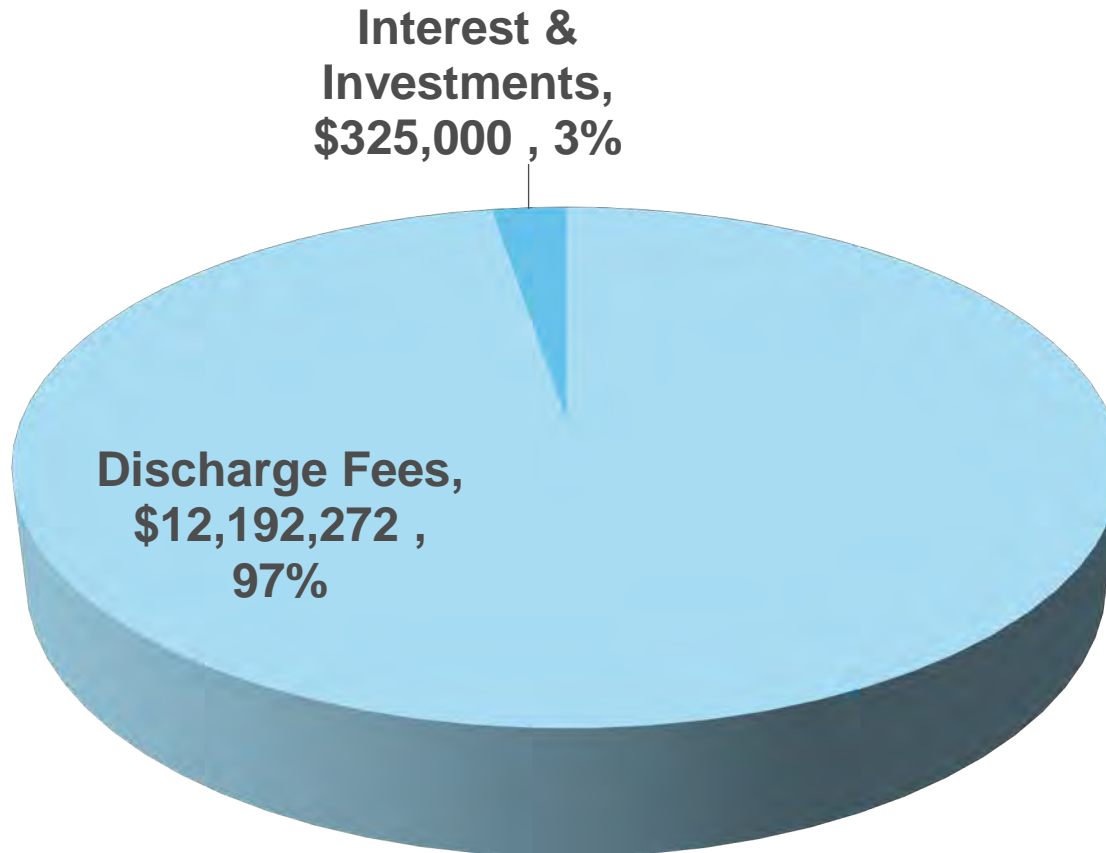
Brine Line Enterprise Revenues

Revenue	FYE 2021	FYE 2022	FYE 2023
Discharge Fees	\$12,401,418	\$12,192,272	\$12,071,872
Other Income (Use of Reserves)	2,160,027	0	0
Interest & Investments	675,000	325,000	325,000
Total	\$15,236,445	\$12,517,272	\$12,396,872

Flow (MGs)	3,800	3,800	3,700
BOD per 1,000 lbs.	1,300	1,300	1,200
TSS per 1,000 lbs.	4,550	4,550	4,400
Truck Discharge (MGs)	40	19	20

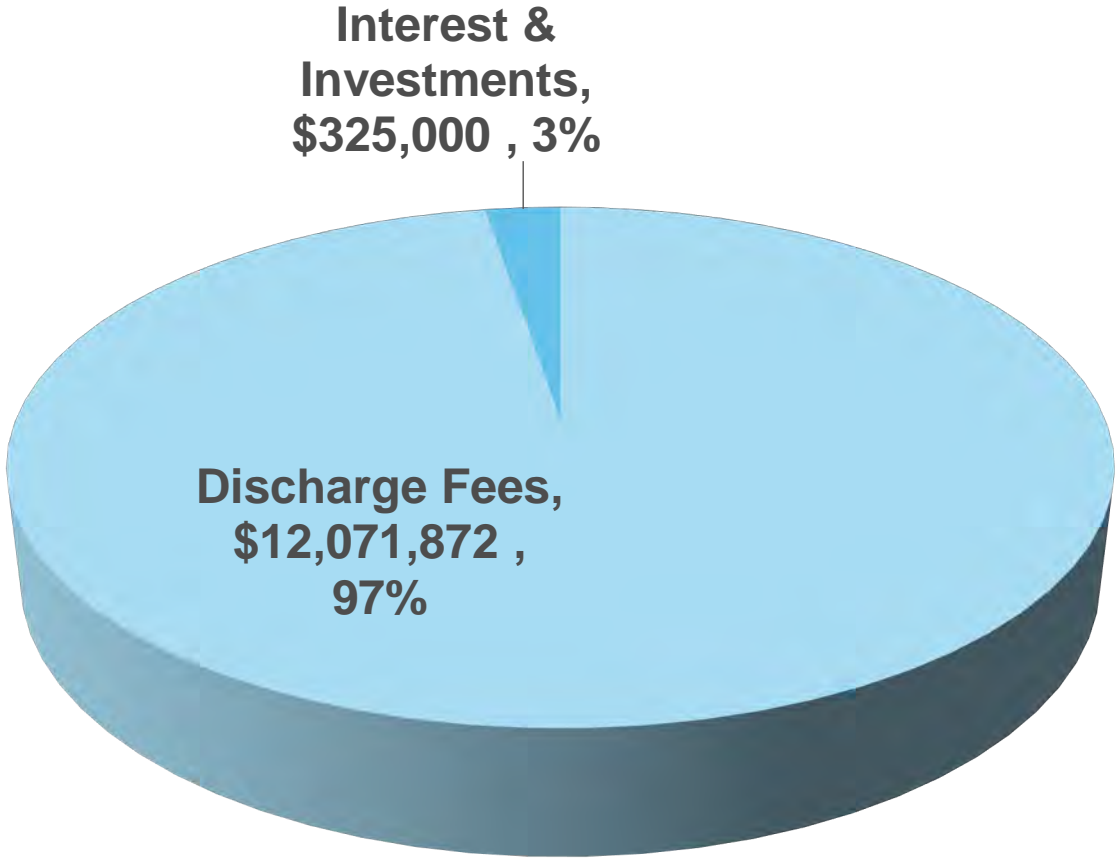
FYE 2022

Brine Line Revenues \$12.5 Million

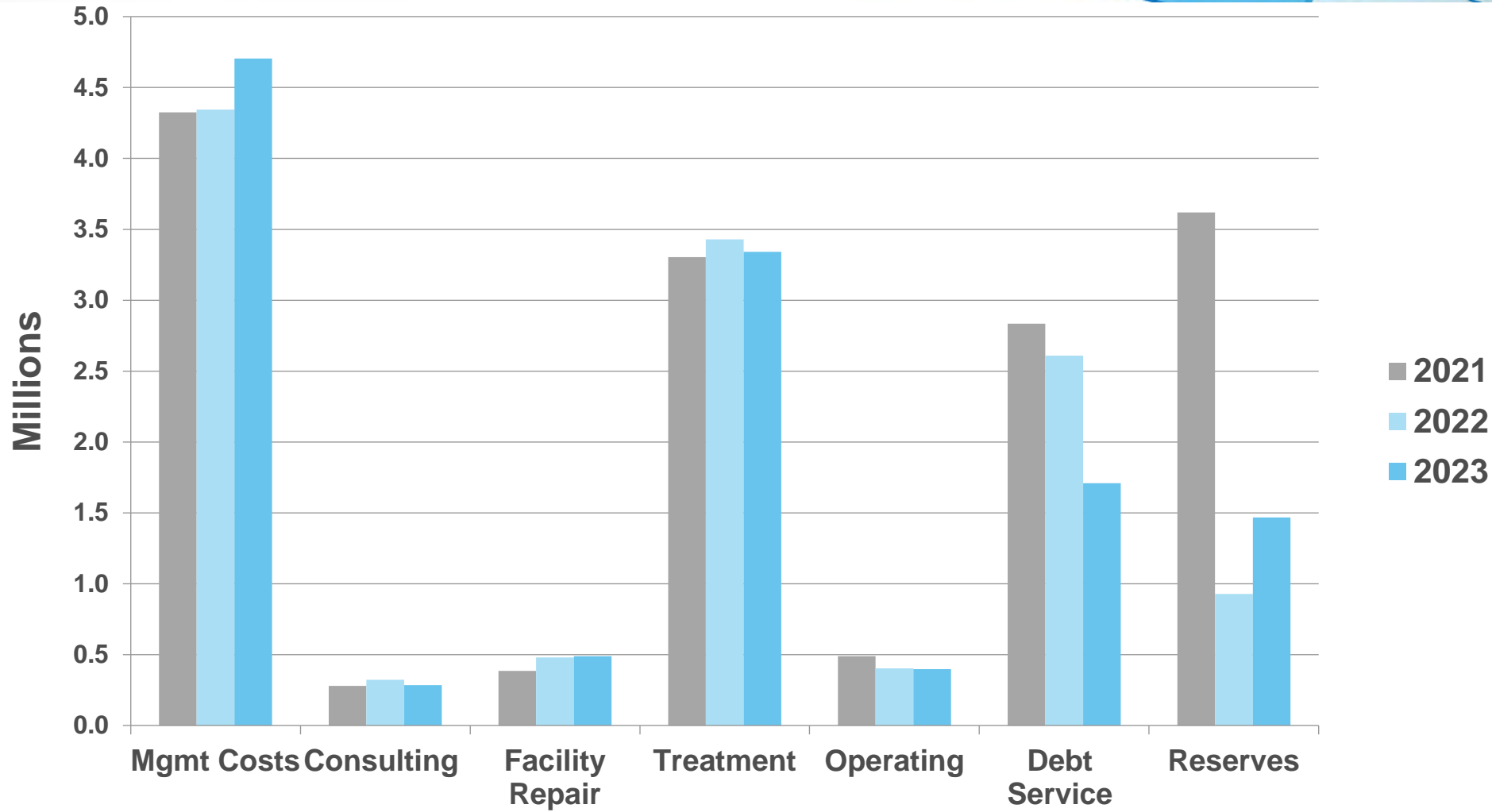


FYE 2023

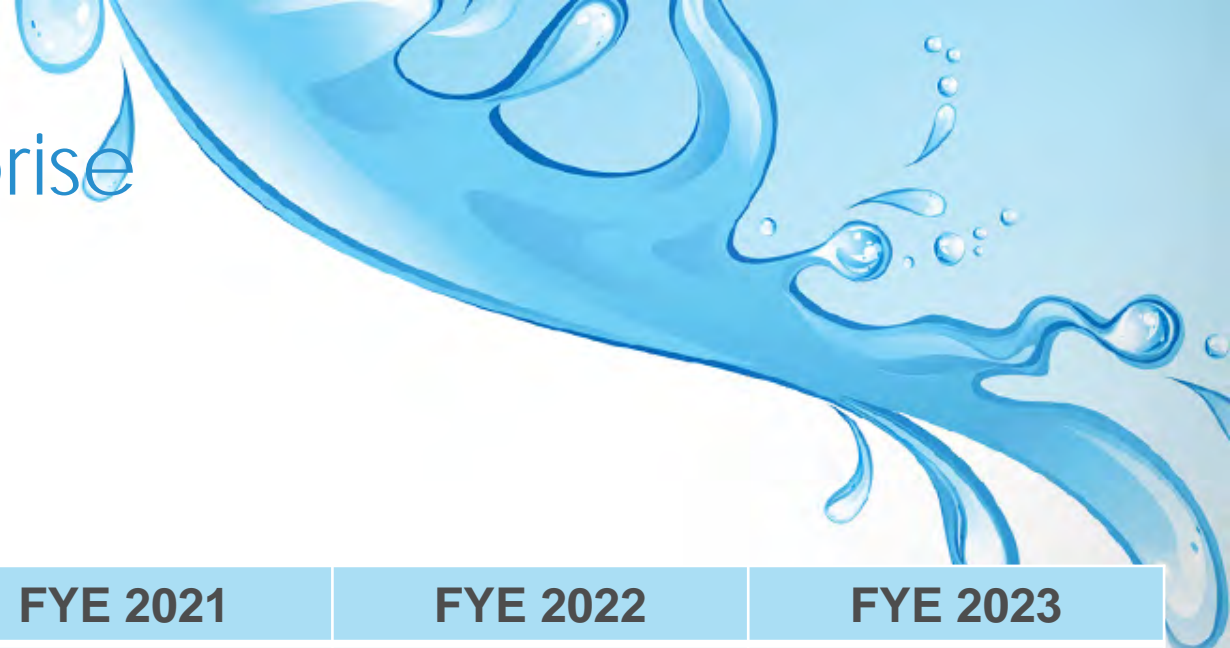
Brine Line Revenues \$12.4 Million



Brine Line Enterprise Expenses



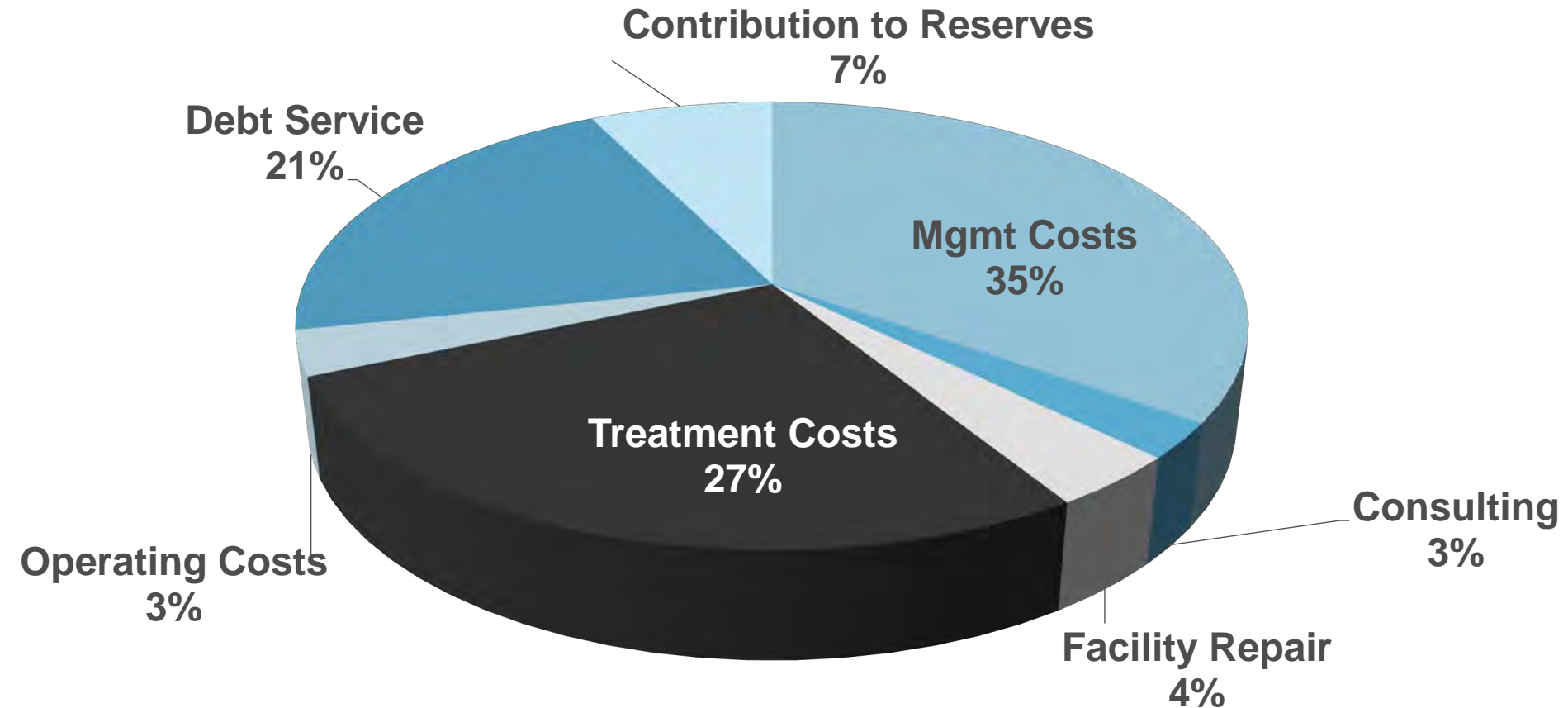
Brine Line Enterprise Expenses



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

FYE 2022

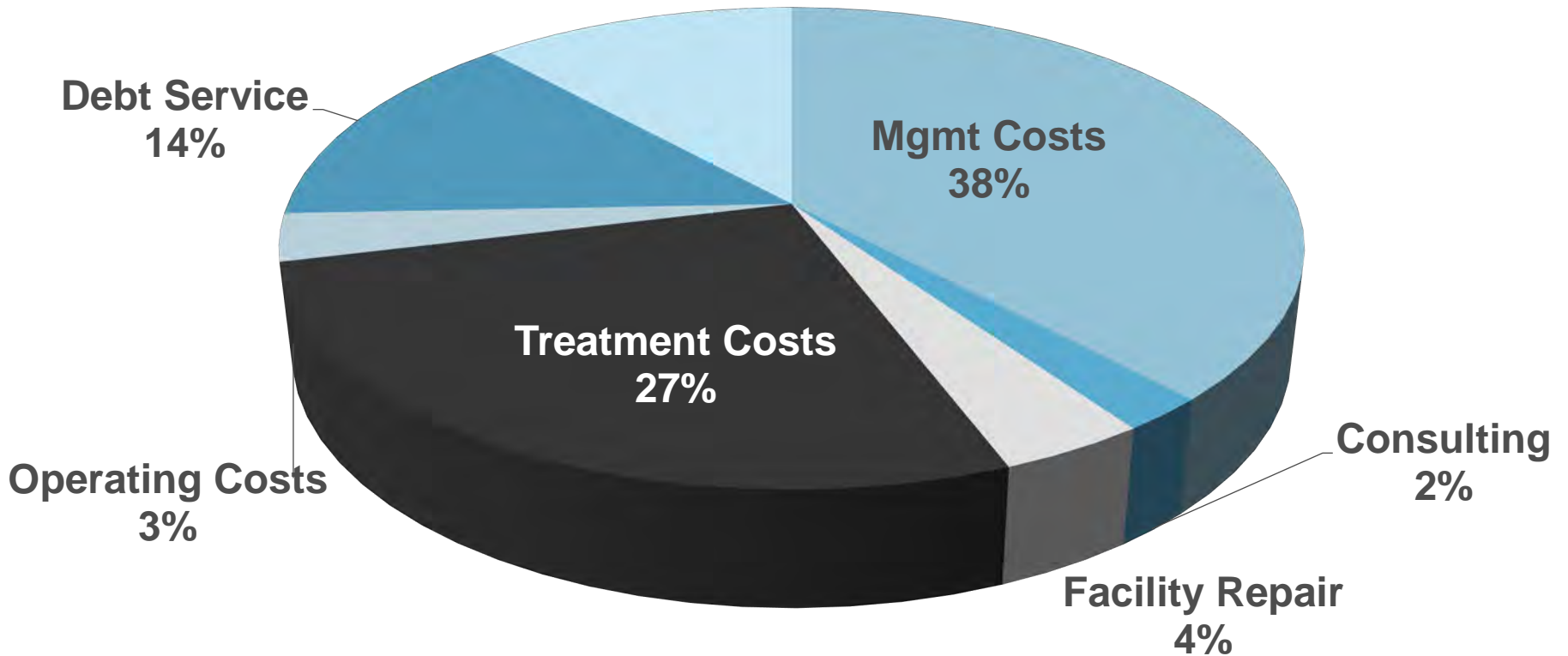
Brine Line Expenses \$12.5 Million



FYE 2023

Brine Line Expenses \$12.4 Million

Contribution to Reserves
12%




Fixed Asset Purchase

- FYE 2022
 - Purchase Dump Truck - \$100,000
- FYE 2023
 - Backhoe, trailer, buckets - \$140,000



Debt Service Payments



Debt	2021	2022	2023
Reach V Construction – SRF Loan 1 – 4	\$1,126,278	\$898,964	\$0
Reach IV-A & B Capital Repair – SRF Loan	1,044,273	1,044,273	1,044,273
Reach V Capital Repair – SRF Loan	664,476	665,202	665,202
Total Debt Service Payments	\$2,835,027	\$2,608,439	\$1,709,475

Reserve Contributions



Fund	FYE 2021	FYE 2022	FYE 2023
Pipeline Repair/Replacement	\$1,810,491	\$928,781	\$1,467,543
Self Insurance Reserve	100,000	0	0
Debt Service Reserve	1,708,750	0	0
Total Contribution to Reserves	\$3,619,241	\$928,781	\$1,467,543

Proposed Brine Line Rates

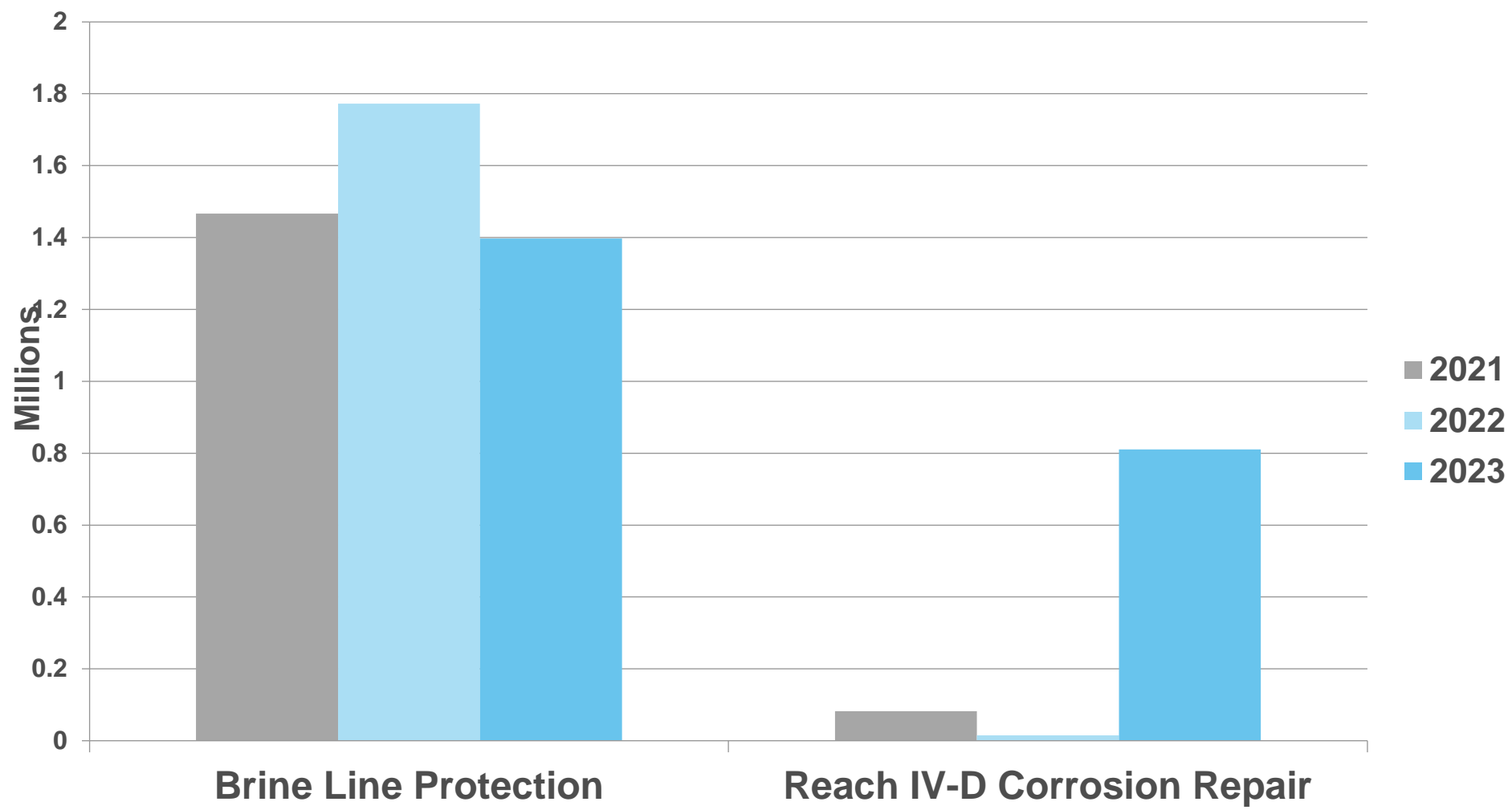
Component	Actual FYE 2021	FYE 2022	FYE 2023
Flow	\$1,018	\$1,018	\$1,049
BOD (per 1,000 lbs.)	\$329	\$329	\$339
TSS (per 1,000 lbs.)	\$460	\$460	\$474
Fixed Pipeline	\$6,654	\$6,654	\$6,654
Fixed Treatment	\$13,505	\$13,505	\$13,505

3% increase based on OC San estimated increases for 2022 and 2023

Reserve Balance (EOY)

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

Capital Improvement Projects



Capital Project Funding – Use of Reserves



Project	FYE 2021	FYE 2022	FYE 2023
Brine Line Protection	\$1,466,878	\$1,772,064	\$1,397,185
Reach IV-D Corrosion Repairs	82,151	14,818	810,746
Total	\$1,549,029	\$1,786,882	\$2,207,931

Capital Projects

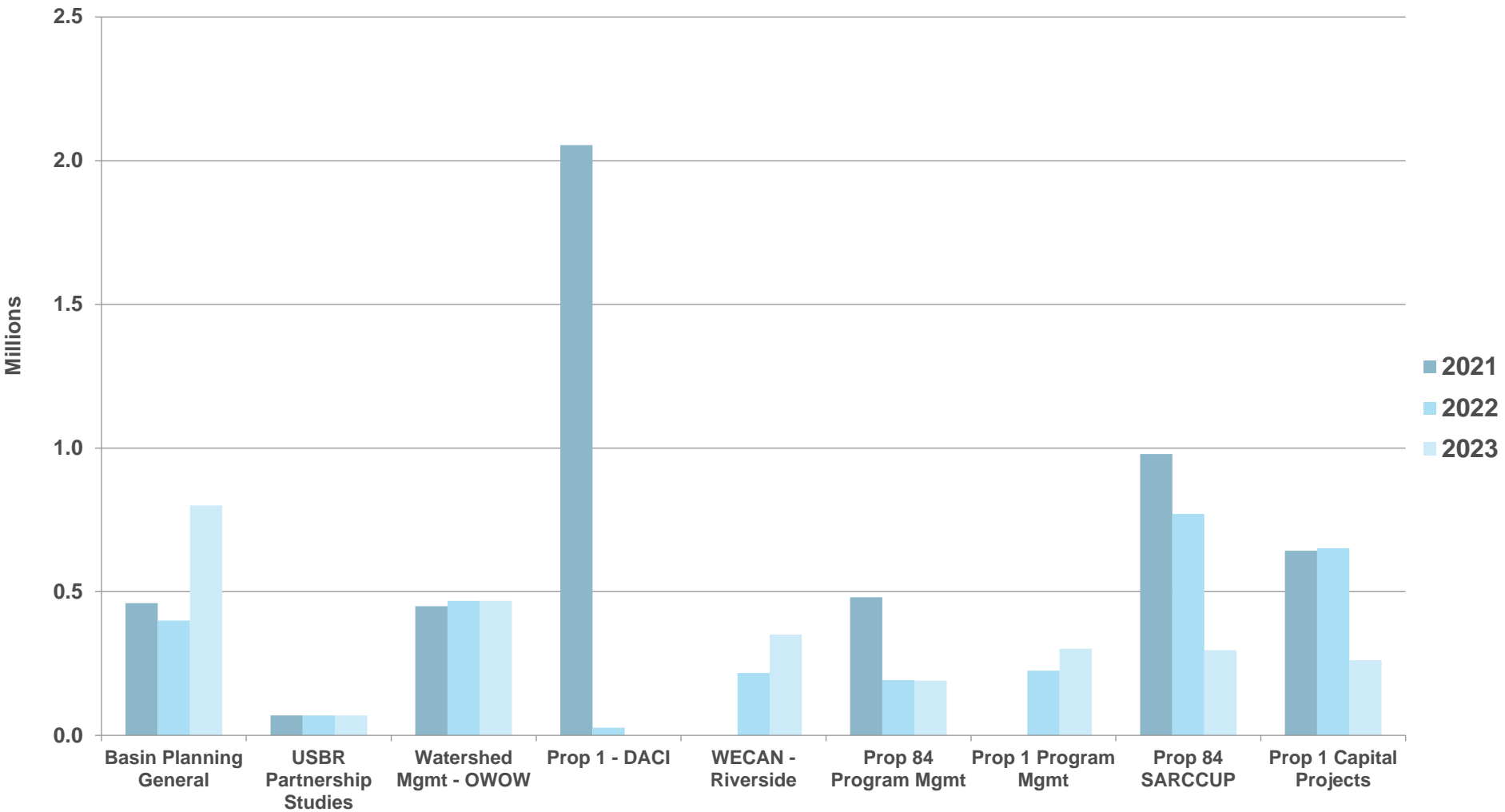


- Fund 320 Brine Line Protection
 - Protection from stormwater/erosion
 - Reach IV-A Upper Pine Avenue siphon/relocation
 - Prado Reservoir MAS modifications
 - Pipeline inspection and condition study
 - Reach IV
 - Reach IV-B DIP
 - Reach V Temescal Canyon Road widening
 - Relocate airvac
 - Protection/relocation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

OWOW Fund Budget

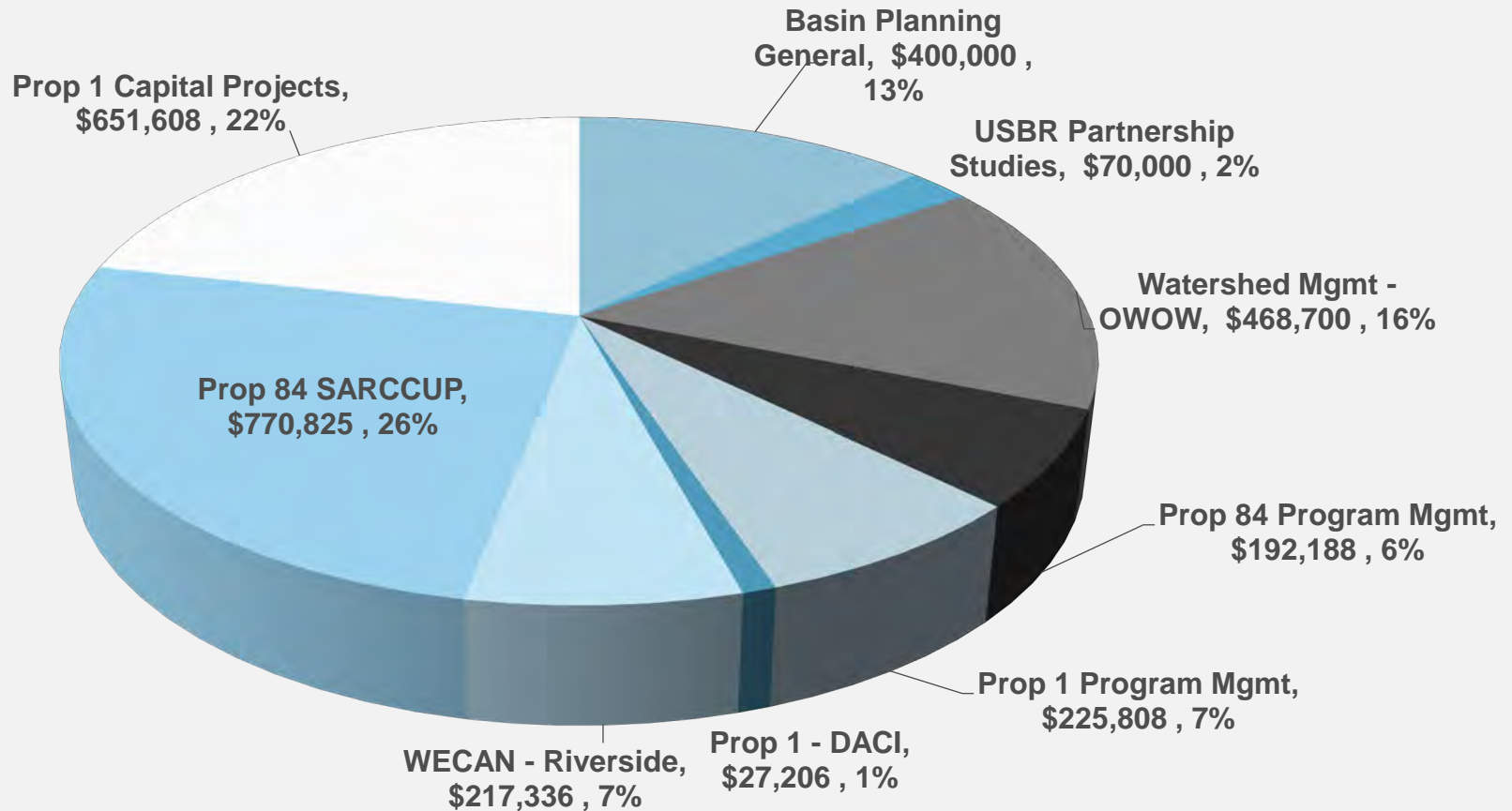


OWOW Funds - Revenues



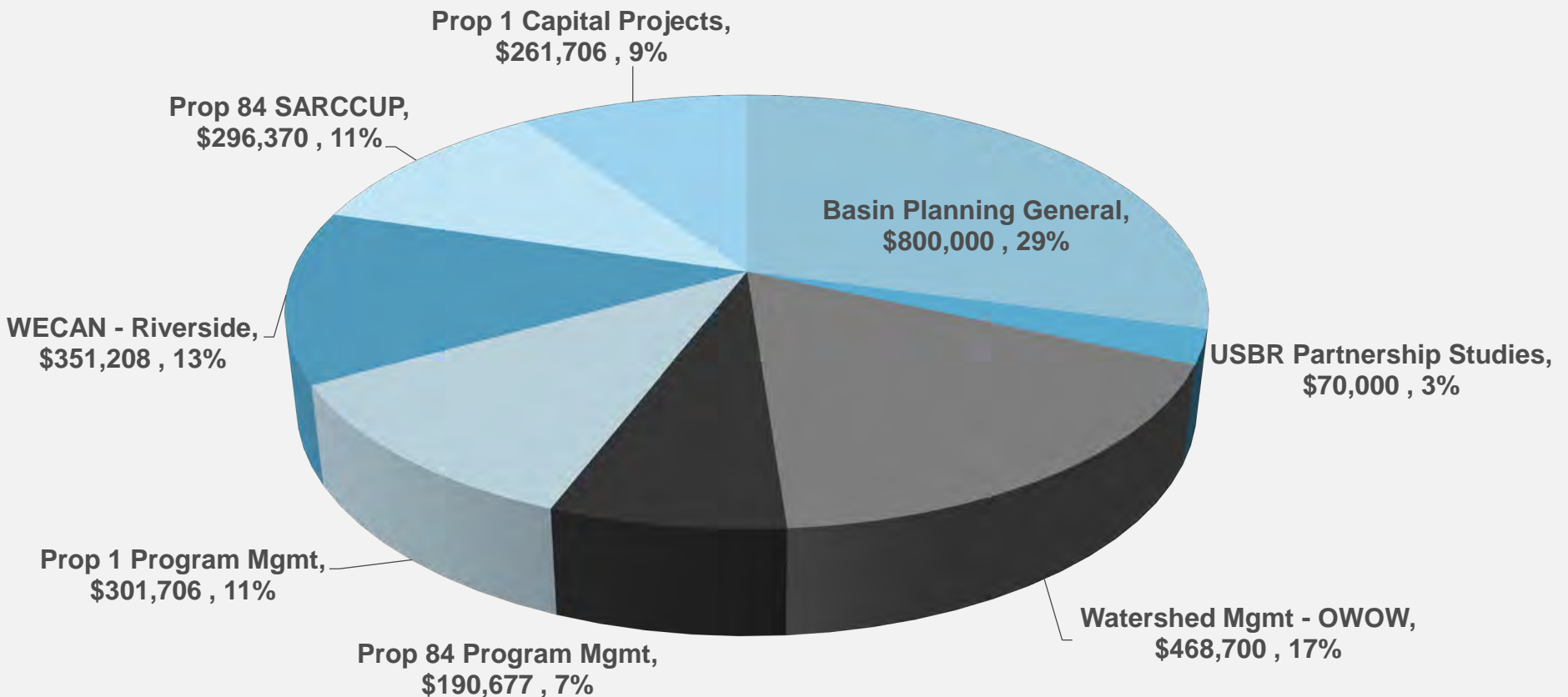
FYE 2022

Revenues \$3.0 Million

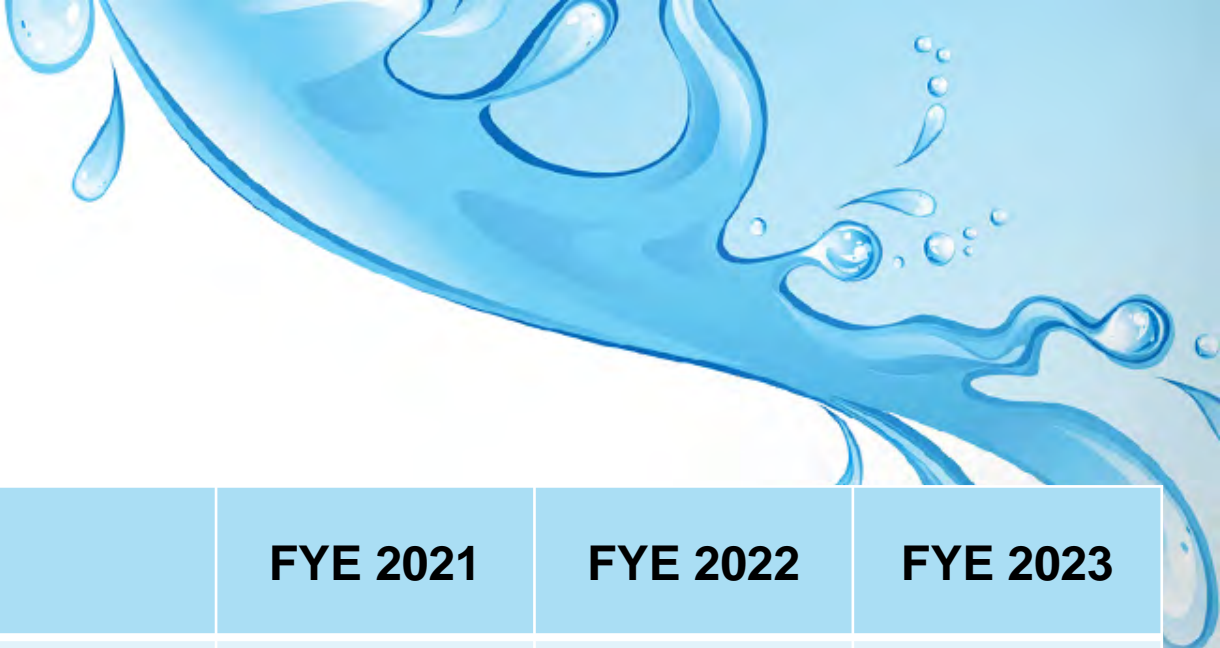


FYE 2023

Revenues \$2.7 Million

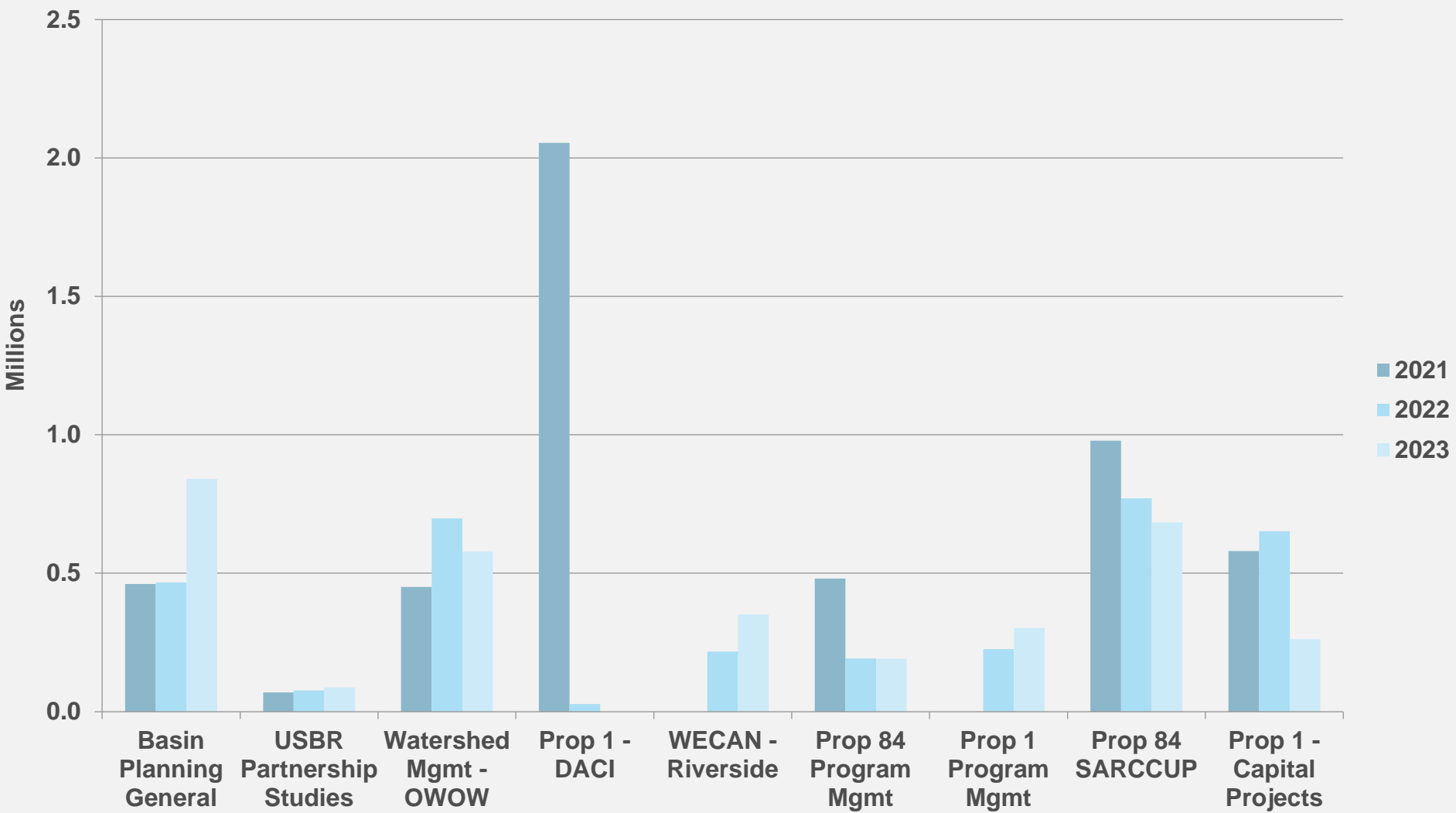


Prop 84 Projects (passthrough)



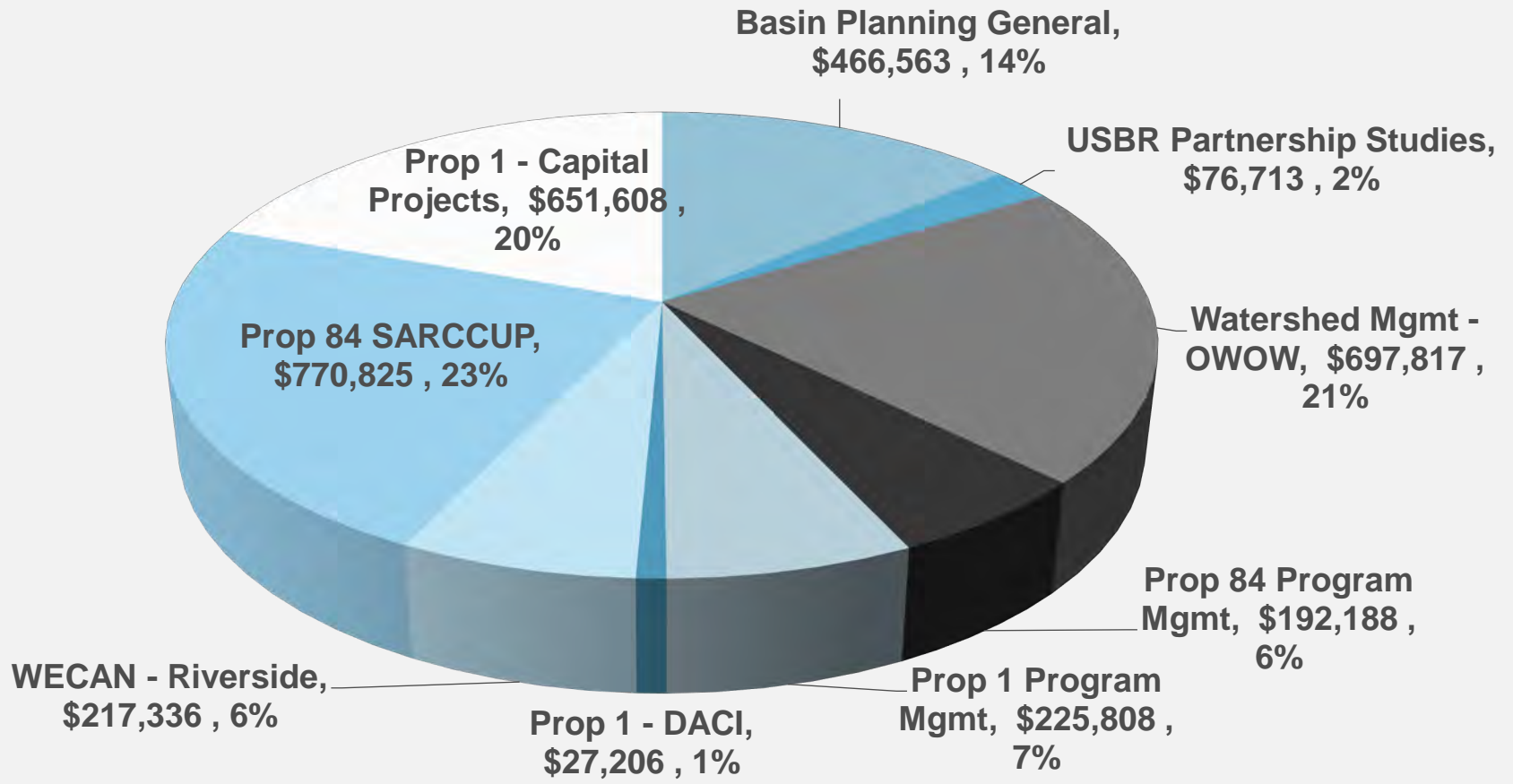
Fund	FYE 2021	FYE 2022	FYE 2023
Prop 84 Projects – Round II	\$974,400	\$0	\$0
Prop 84 – Final Round (SARCCUP)	14,406,381	13,142,581	15,174,747
Prop 1 – Capital Projects	0	9,731,225	6,034,970
Total	\$15,380,781	\$22,873,806	\$21,209,717

OWOW Fund - Expenses



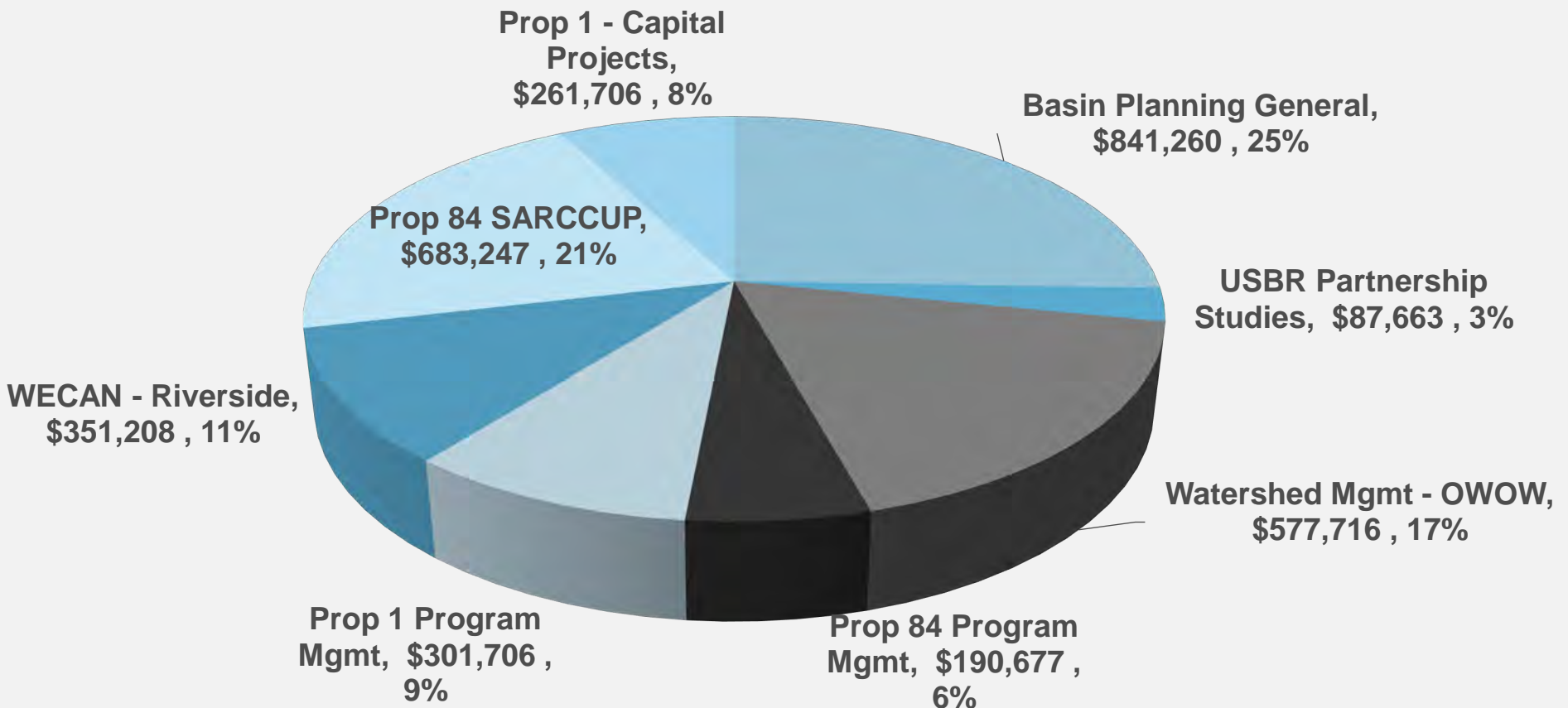
FYE 2022

Expenses \$3.3 Million

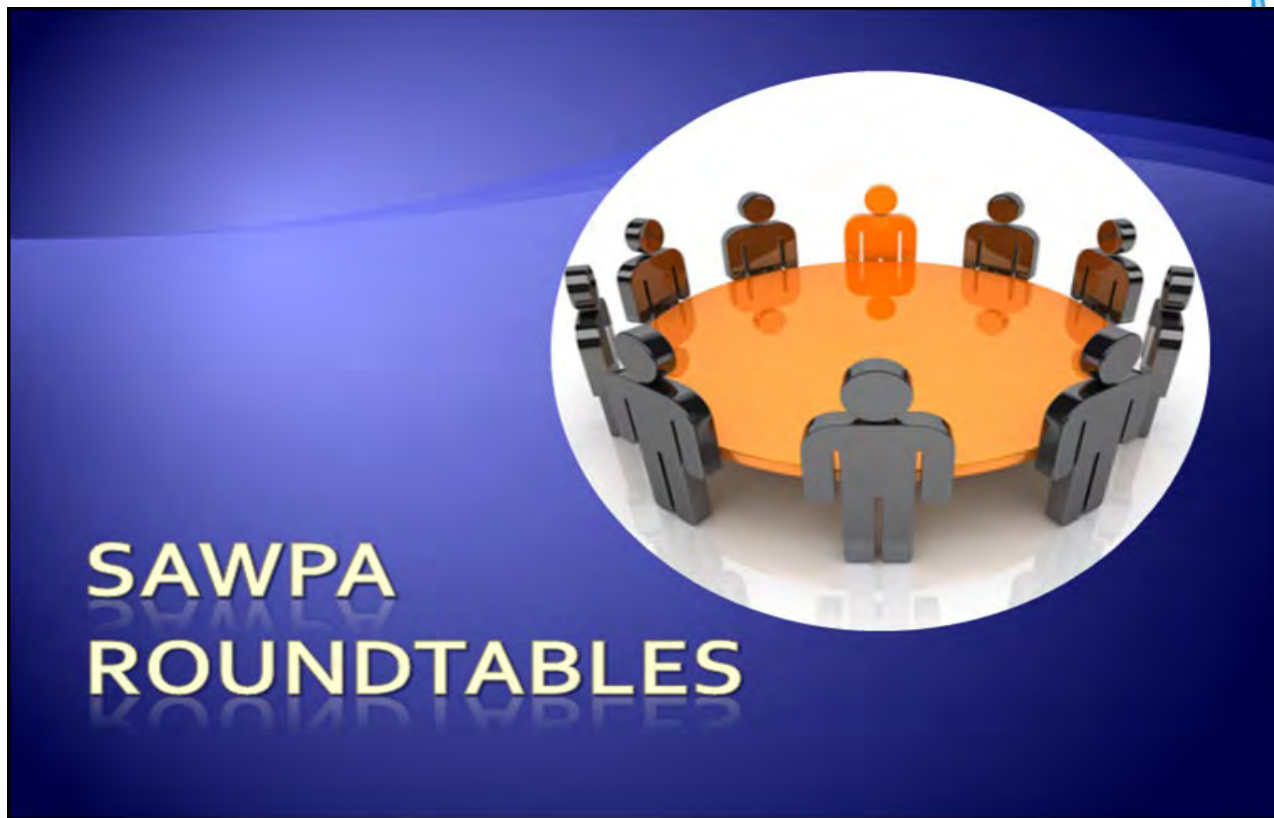


FYE 2023

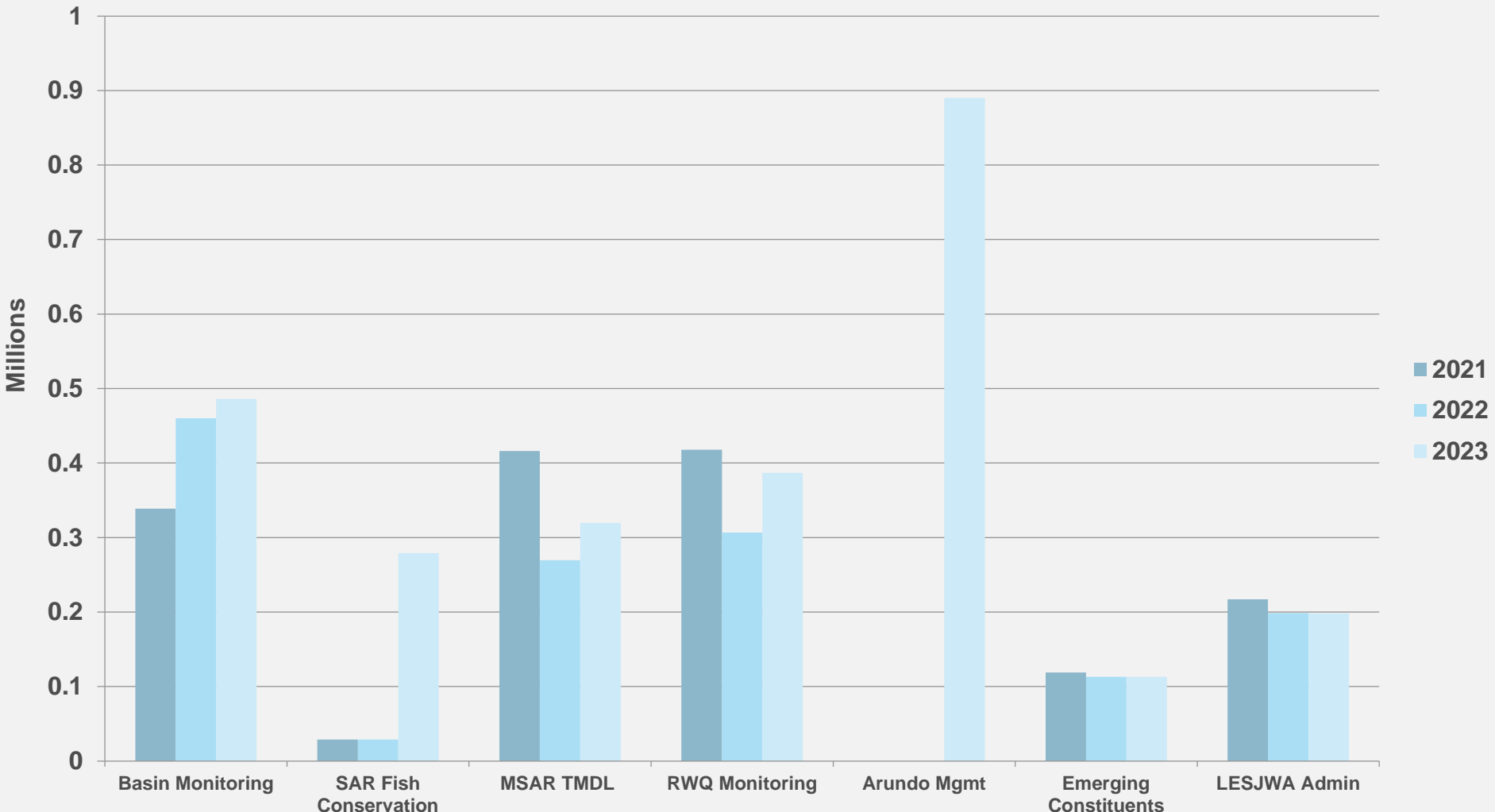
Expenses \$3.3 Million



Roundtables Funds Budget

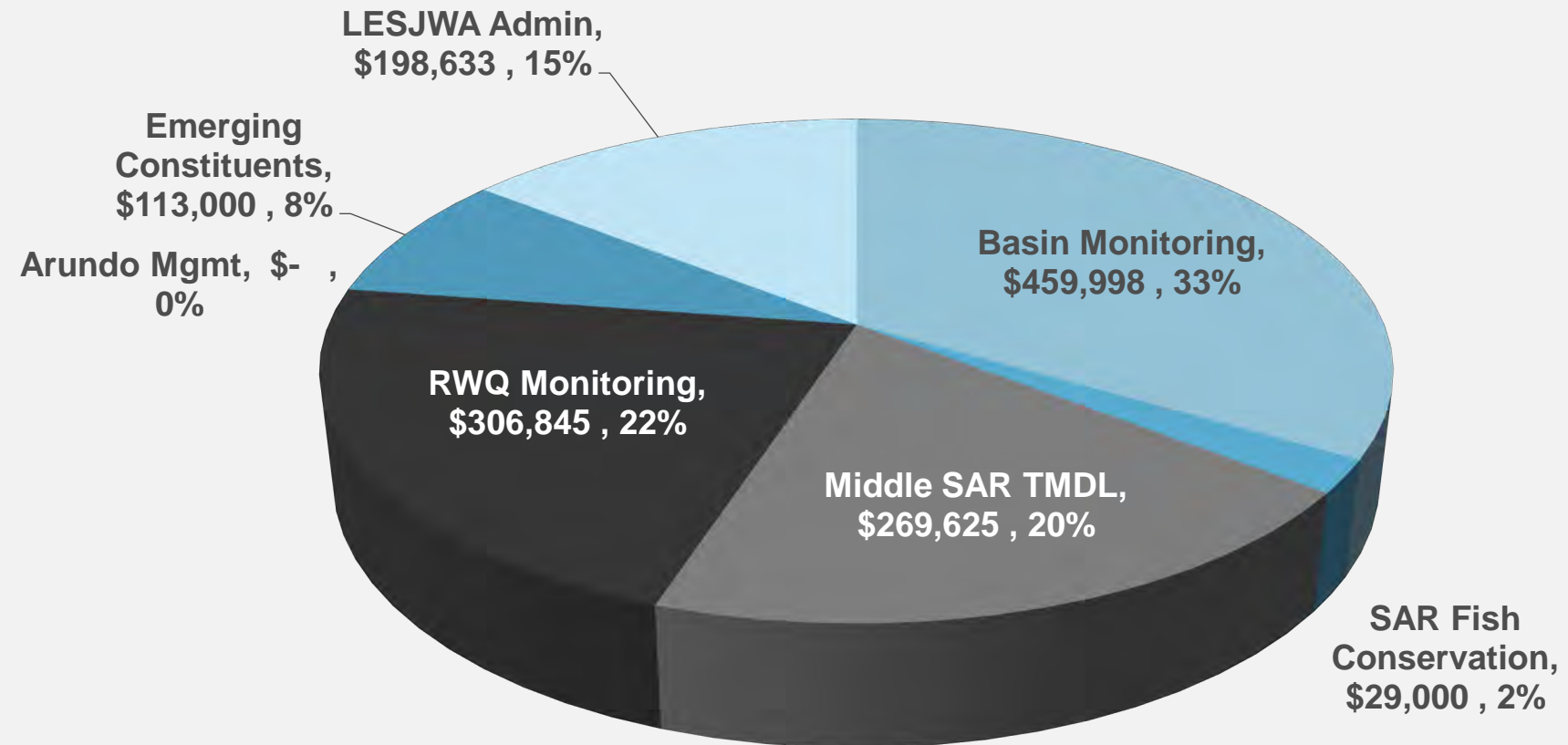


Roundtables Funds Revenue



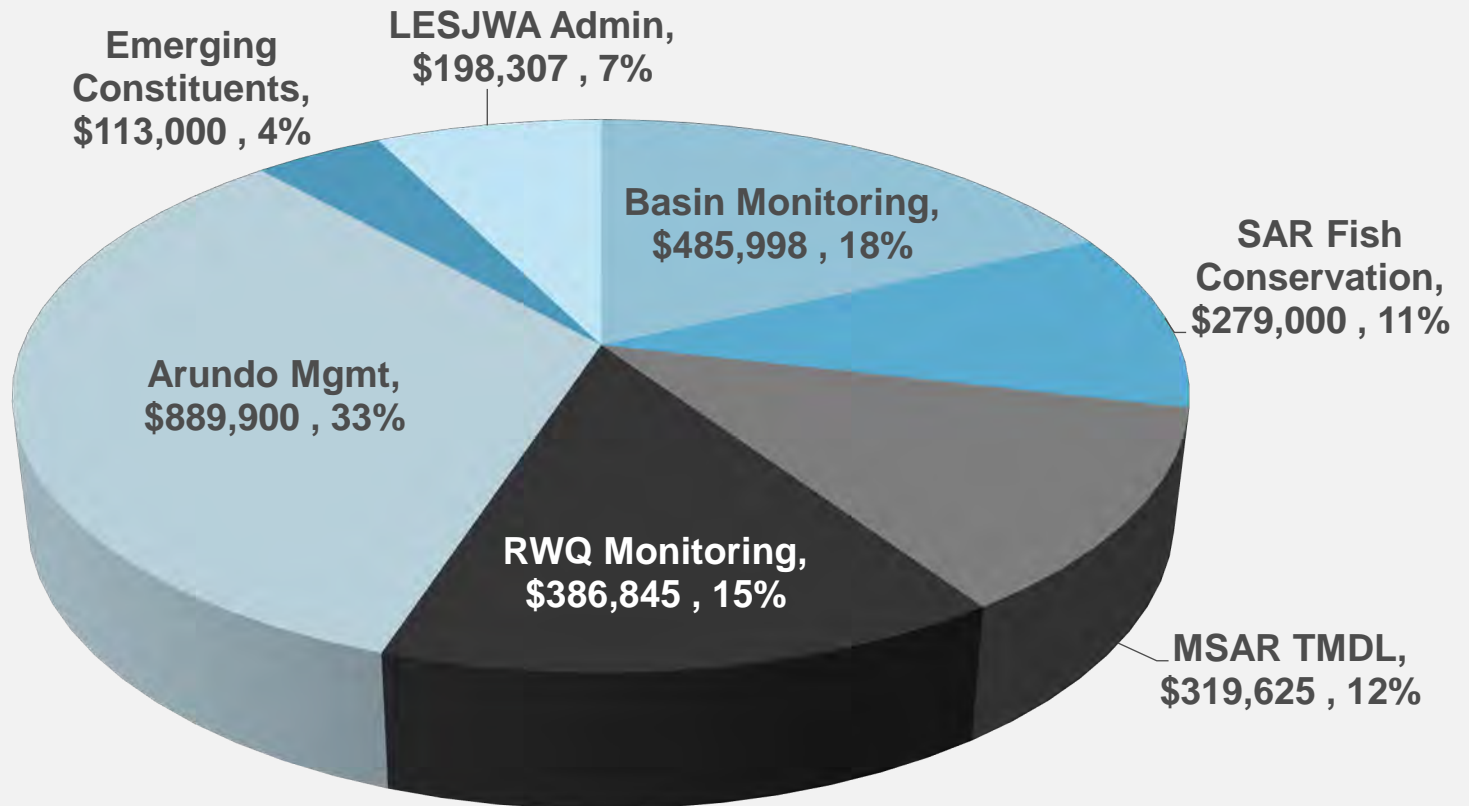
FYE 2022

Revenues \$1.4 Million

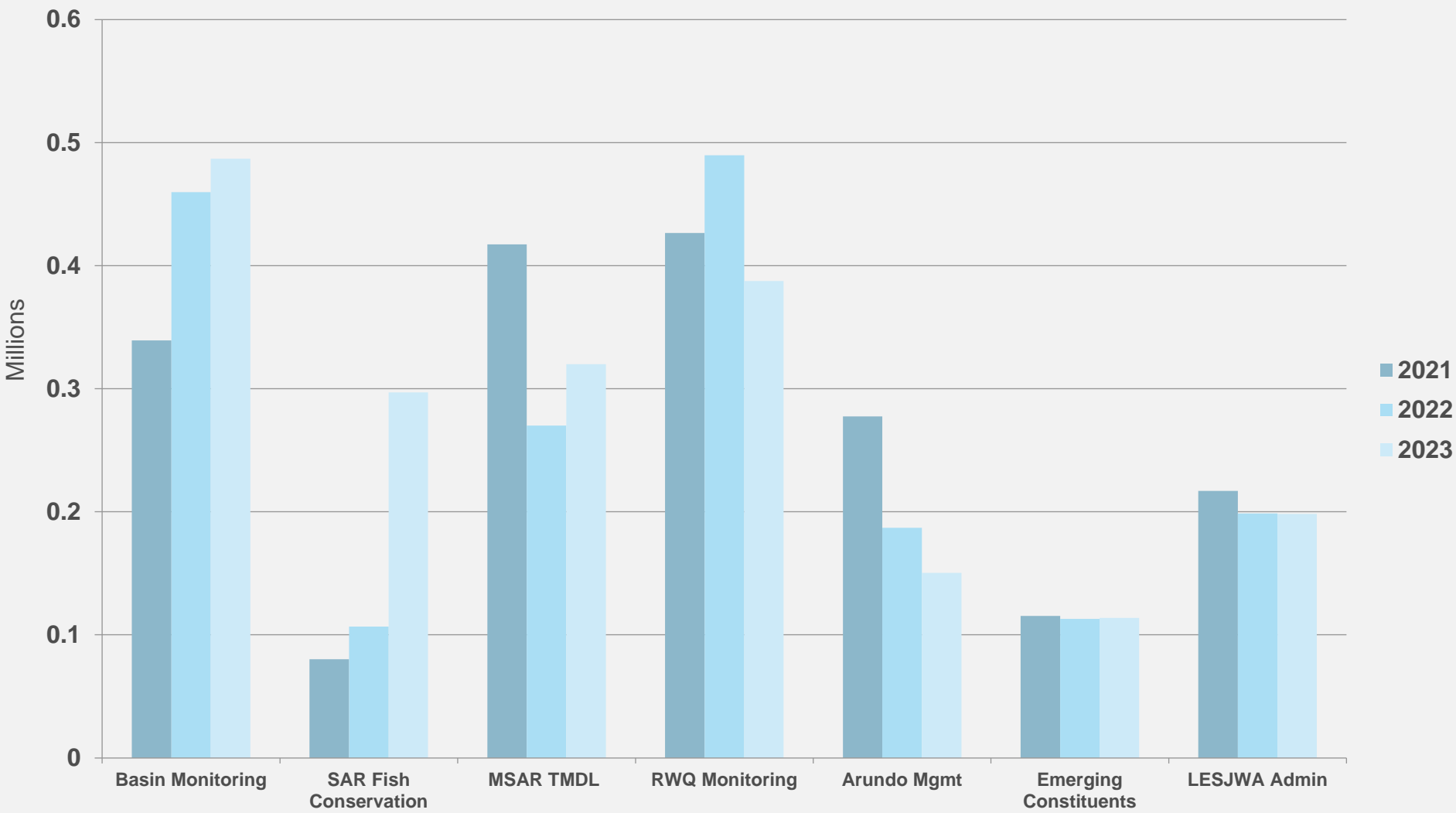


FYE 2023

Revenues \$2.7 Million

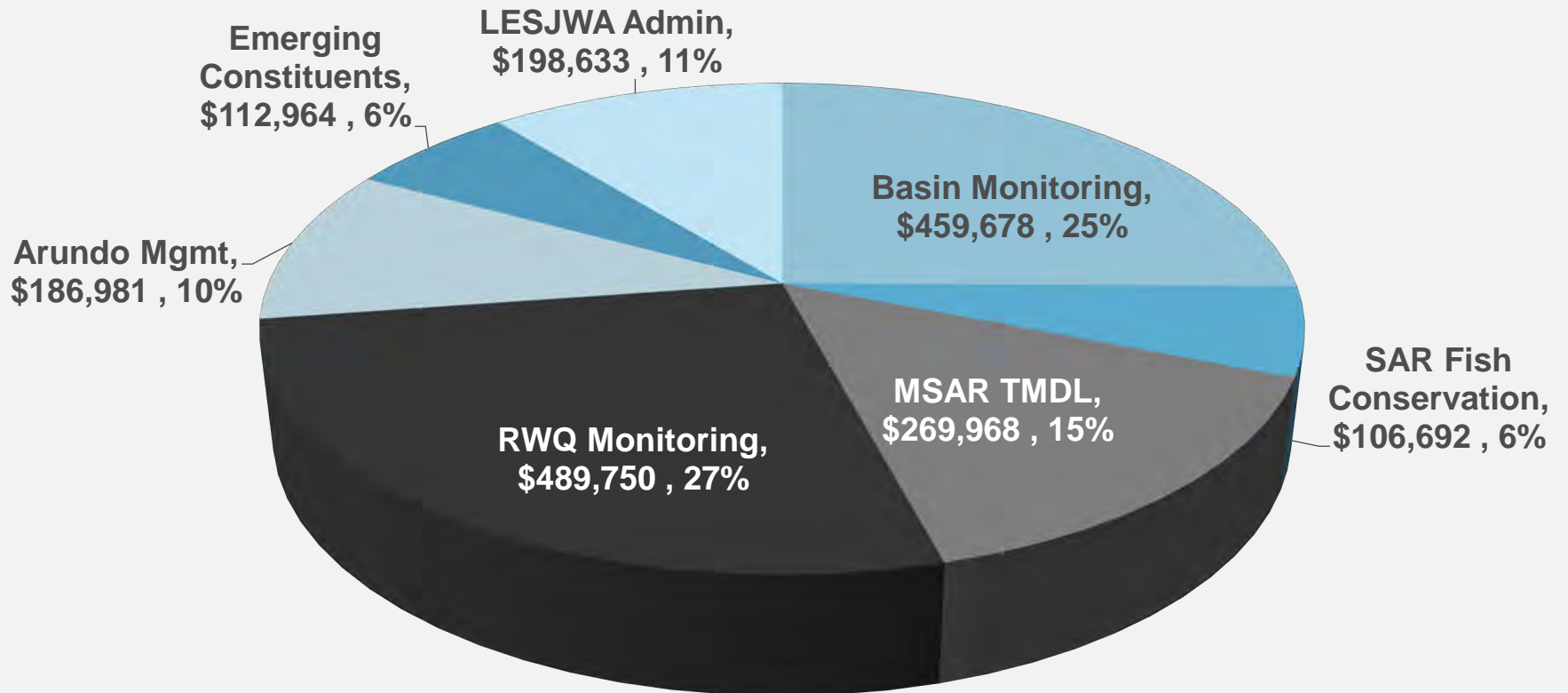


Roundtables Funds Expenses



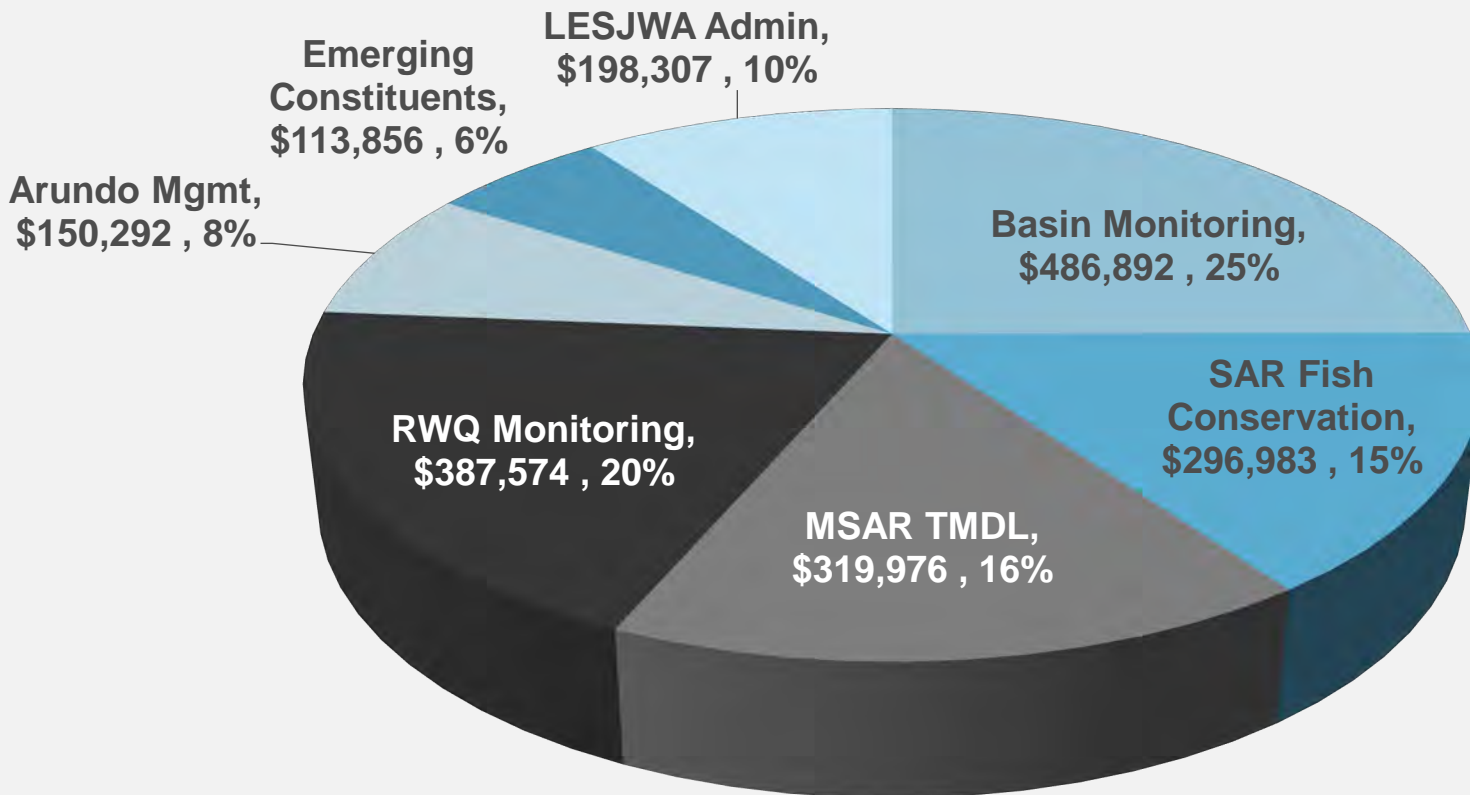
FYE 2022

Expenses \$1.8 Million



FYE 2023

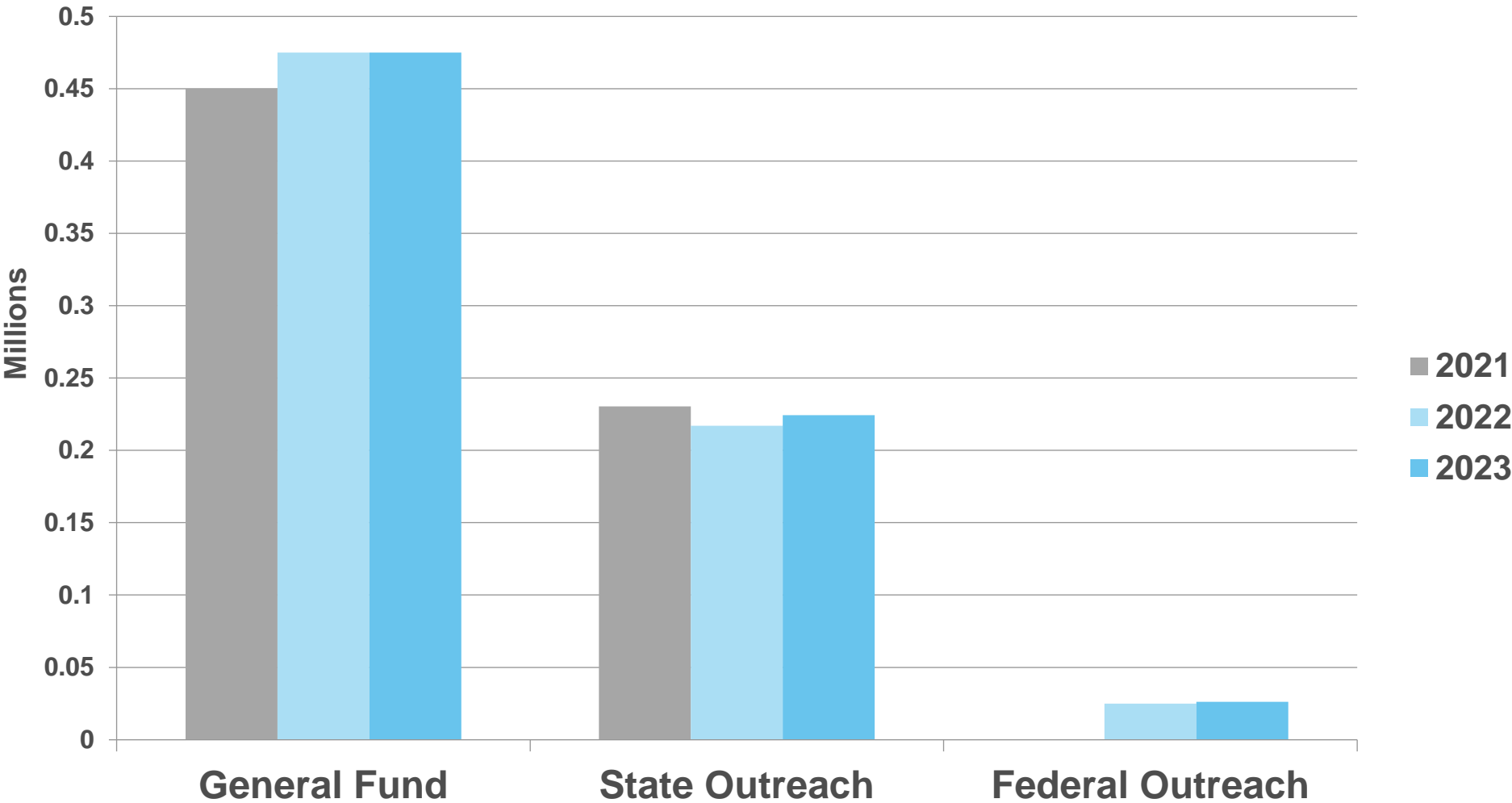
Expenses \$1.9 Million



General Fund Budget



General Funds



General Funds Expenses



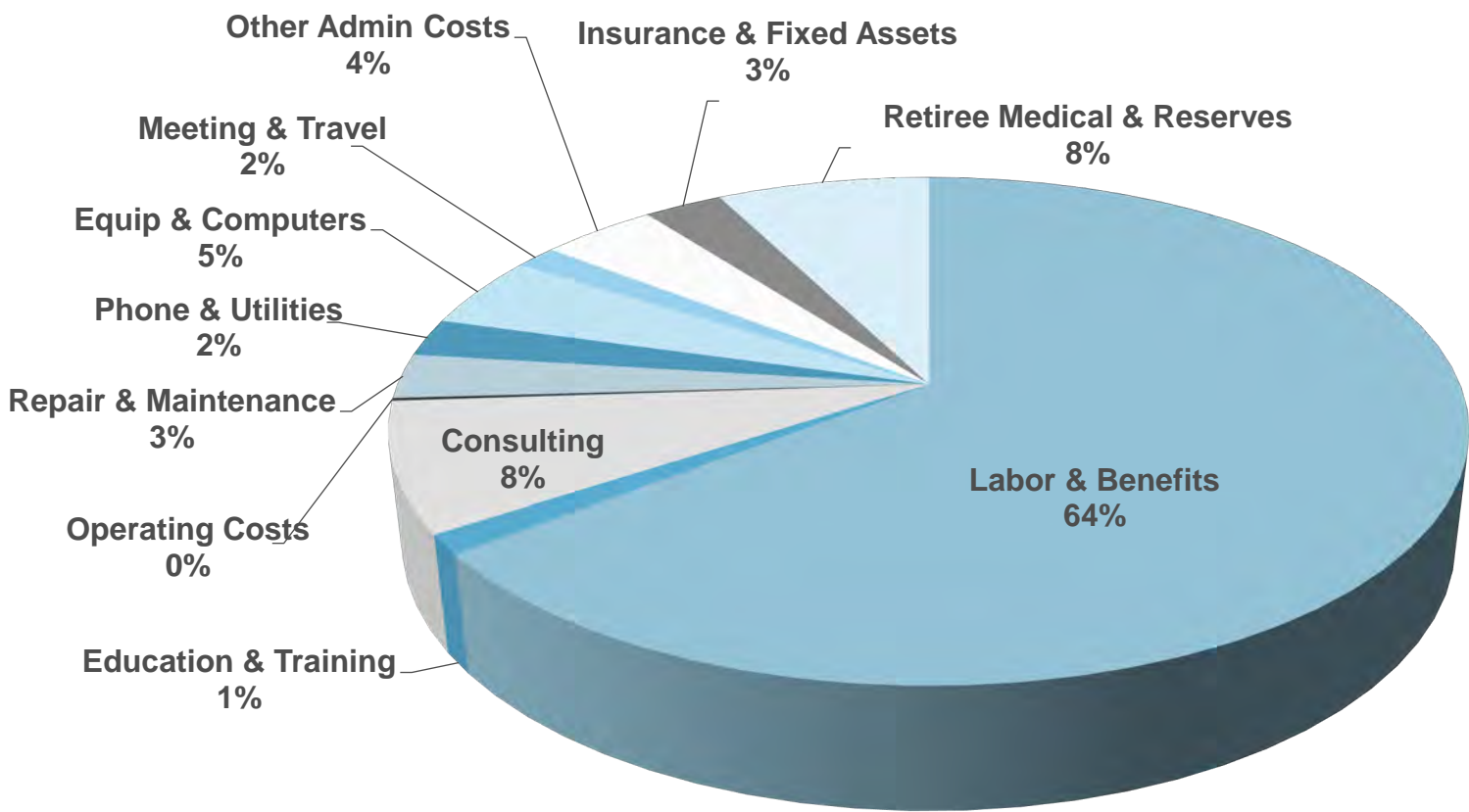
Expense	FYE 2021	FYE 2022	FYE 2023
General Fund	\$450,000	\$475,000	\$475,000
State Outreach	239,339	216,974	224,232
Federal Outreach	0	24,873	26,205
Total	\$680,339	\$716,847	\$725,437

General Fund Costs

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

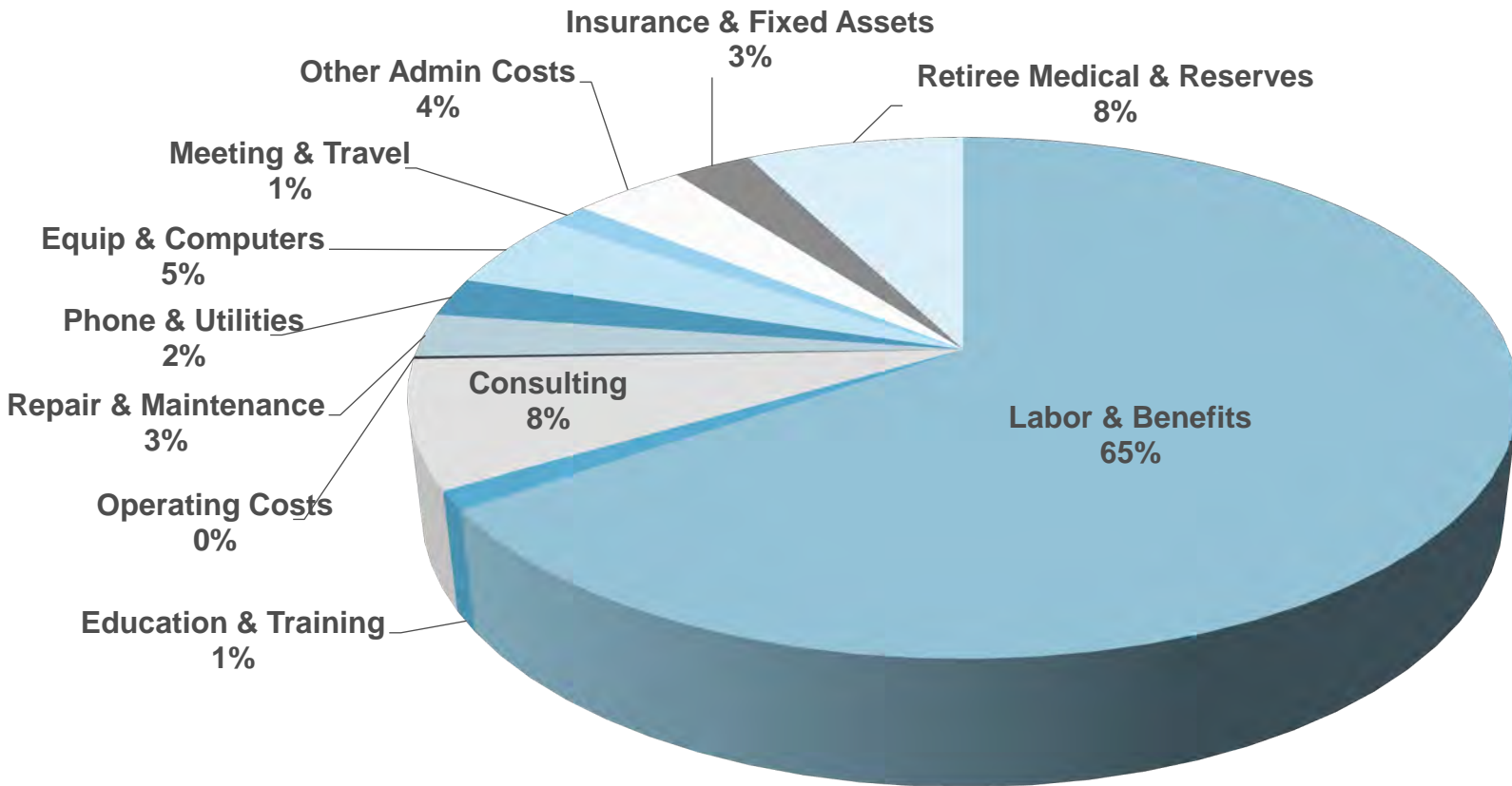
FYE 2022

General Fund Costs \$3.7 Million



FYE 2023

General Fund Costs \$3.9 Million

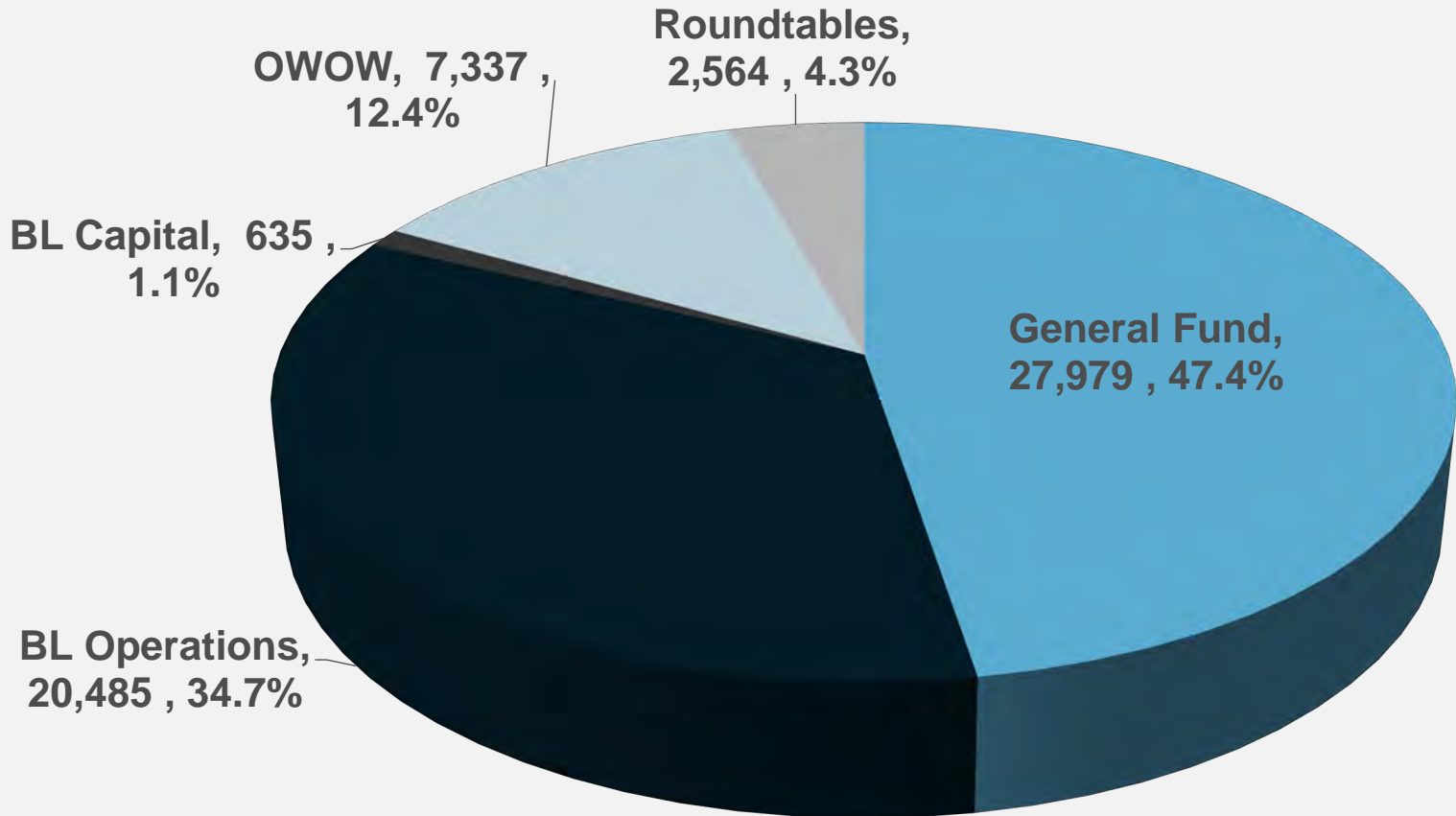


Indirect Cost Allocations by Fund Type

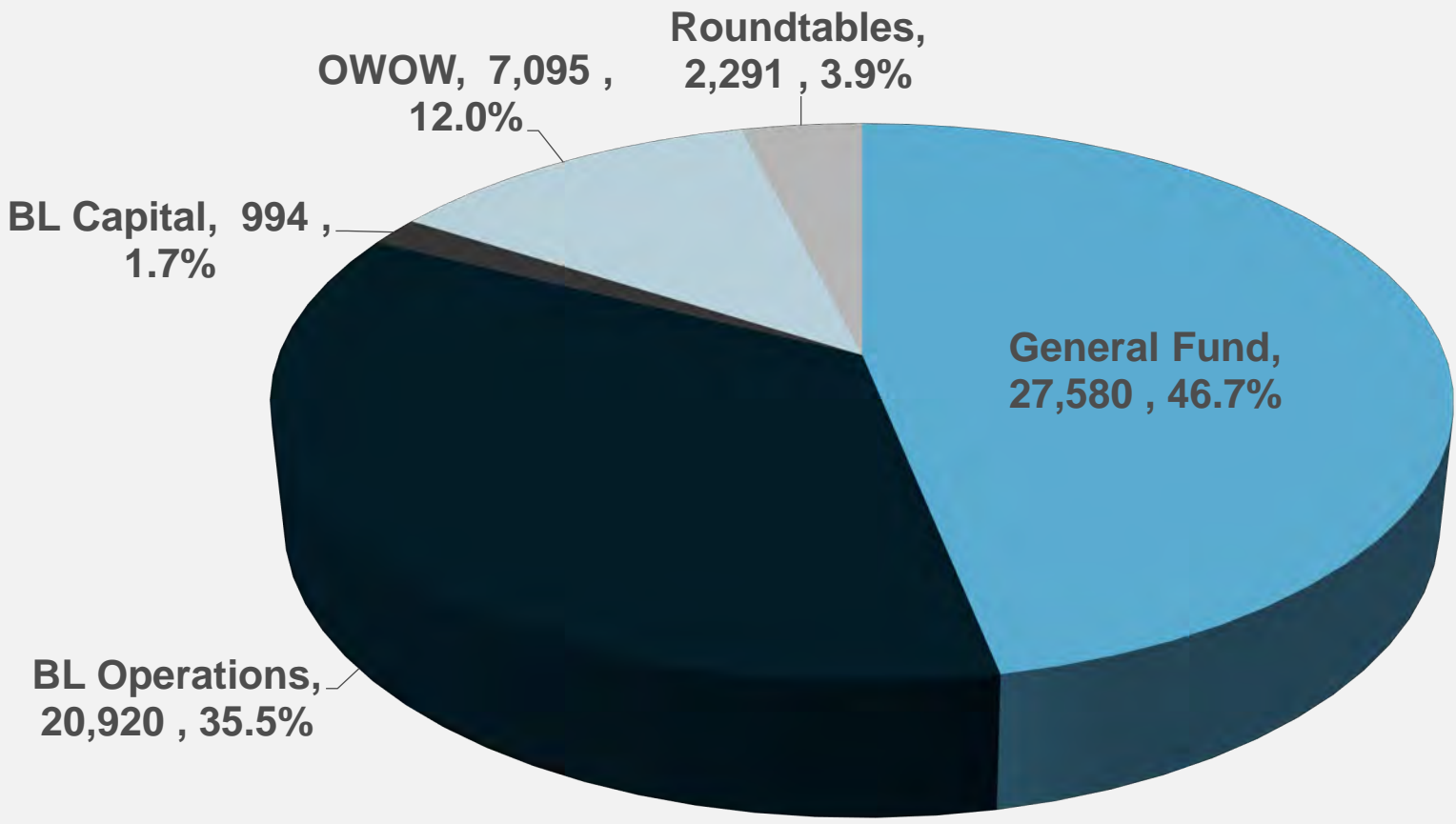
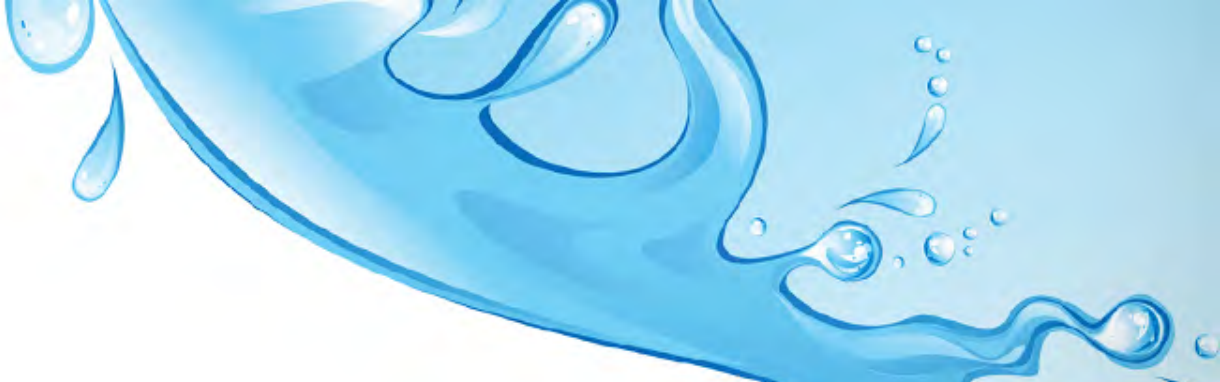


Fund	FYE 2022	FYE 2023
Brine Line Operations Fund	\$1,979,458	\$2,133,400
Brine Line Capital Fund	94,824	147,614
OWOW Fund	874,486	898,635
Roundtables Fund	283,460	272,496
Total	\$3,232,229	\$3,452,144

Labor Hours Distribution FYE 2022



Labor Hours Distribution FYE 2023



Total Labor Hours Distribution



Fund	FYE 2022	% of Total	FYE 2023	% of Total
General Fund	27,979	47.4%	27,580	46.9%
Brine Line Operating Fund	20,485	34.7%	20,920	35.5%
Brine Line Capital Fund	635	1.1%	994	1.7%
OWOW Funds	7,337	12.4%	7,095	12.0%
Roundtables Funds	2,564	4.4%	2,291	3.9%
Total	59,000	100.0%	58,880	100.0%

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**



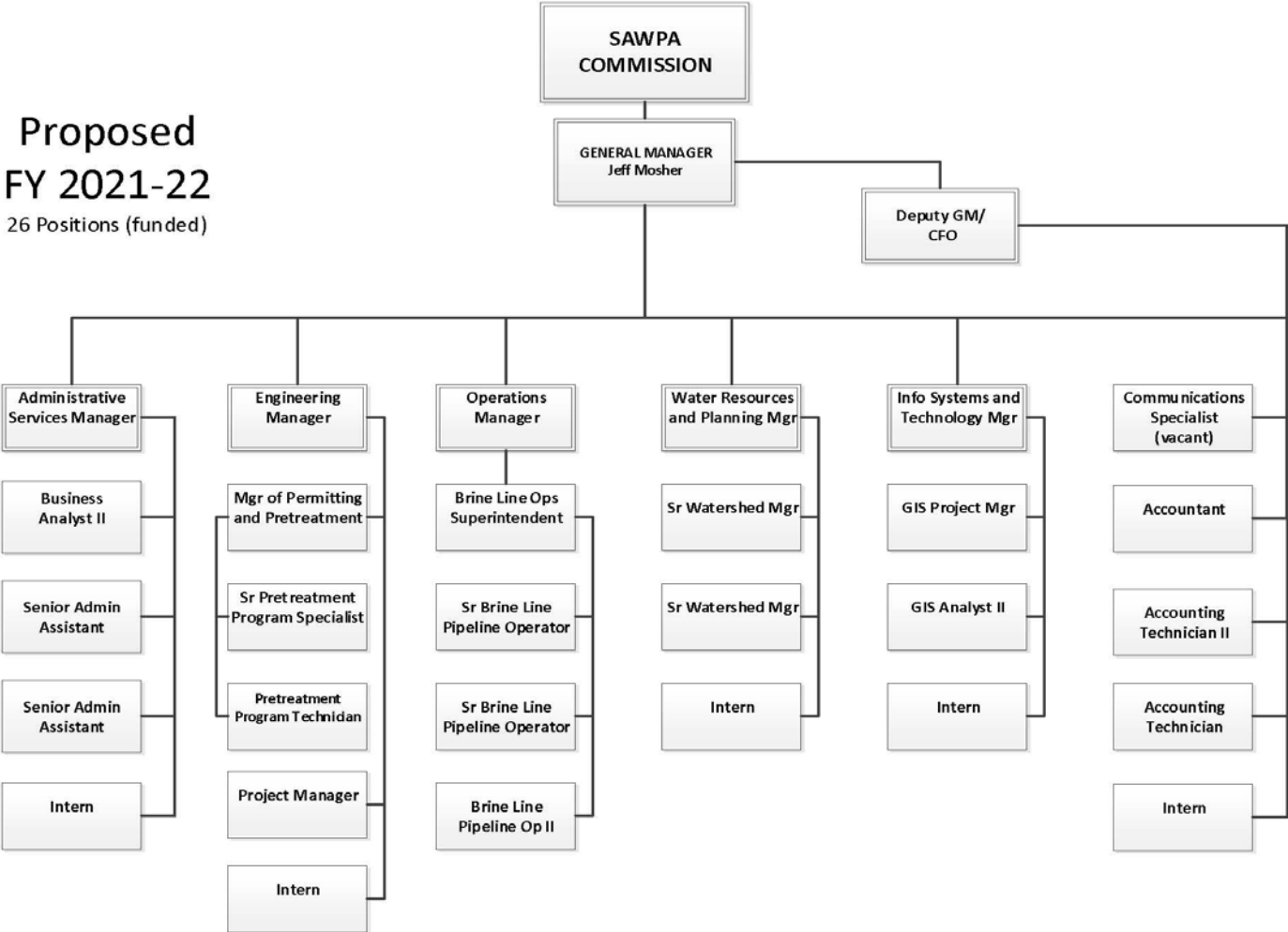
Staff Changes



- **Removed**
 - **Executive Counsel**
 - **Watershed Manager**
- **Changed**
 - **Executive Assistant to Communications Specialist**

Organization Chart

**Proposed
FY 2021-22**
26 Positions (funded)





Positions by Department

Department	FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Executive Management	2	2	2	2	3	3	2	2
Administrative Services	5	5	5	6	6	6	4	4
Finance/Accounting	3	3	3	3	2	2	4	4
Information Systems and Technology	3	3	3	3	3	3	3	3
Engineering*	9	9	5	5	5	5	5	5
Operations*	0	0	5	5	5	5	5	5
Water Resources & Planning	4	4	5	5	4	4	3	3
Total Positions	26	26	28	29	28	28	26	26

* Engineering and Operations was one department prior to 2018

Benefit Assumptions Used

PERS 2% @ 55 - Classic

	FYE 2022	FYE 2023
PERS Employers Rate	11.66%	11.70%
Employer Paid Member Contribution (EPMC)	0%	0%
Unfunded Liability Payment	\$115,529	\$152,000

PERS 2% @ 62 - PEPRA

	FYE 2022	FYE 2023
PERS Employers Rate	7.70%	7.70%
Unfunded Liability Payment	\$11,712	\$12,000

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

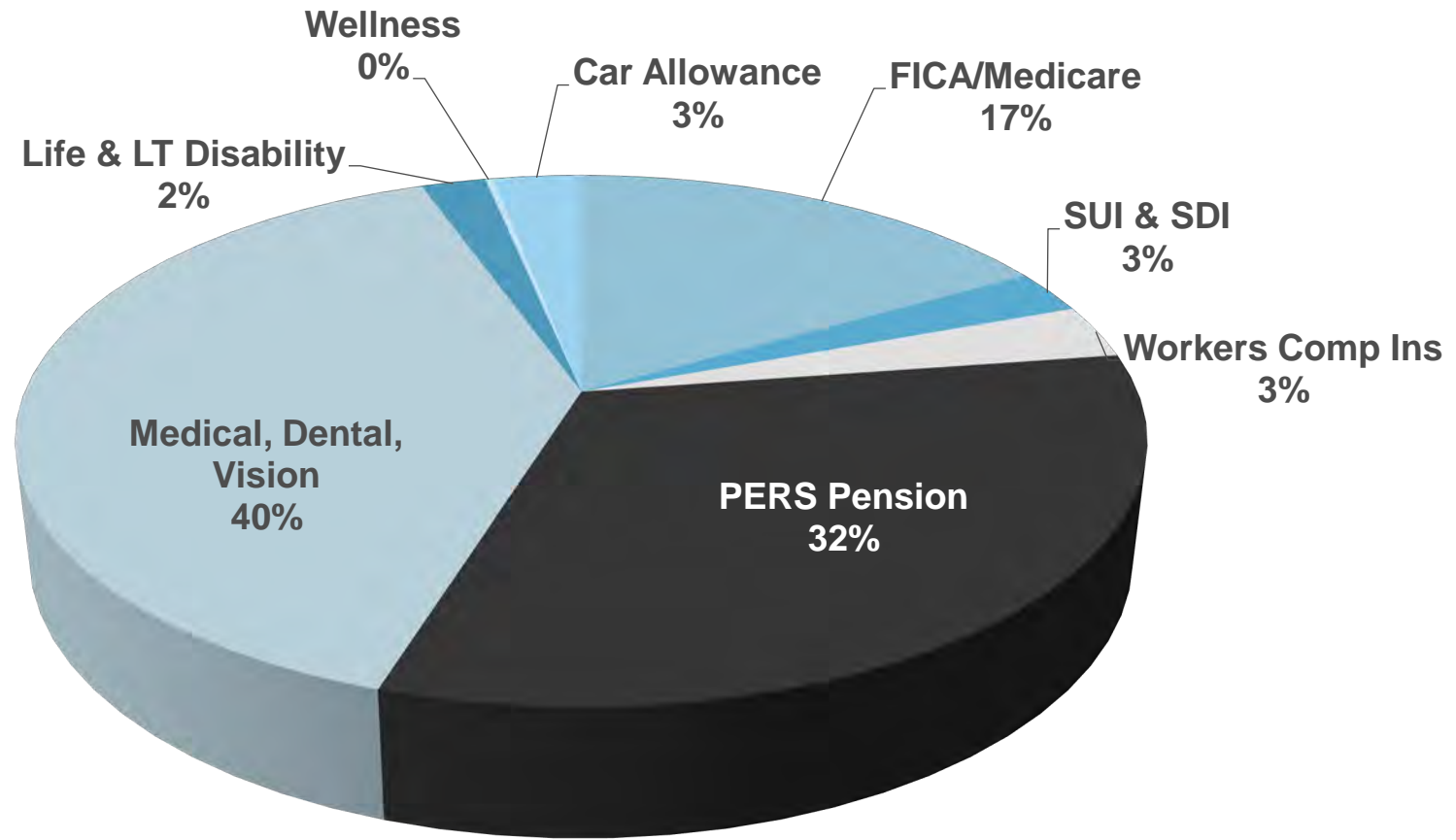


Budget

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

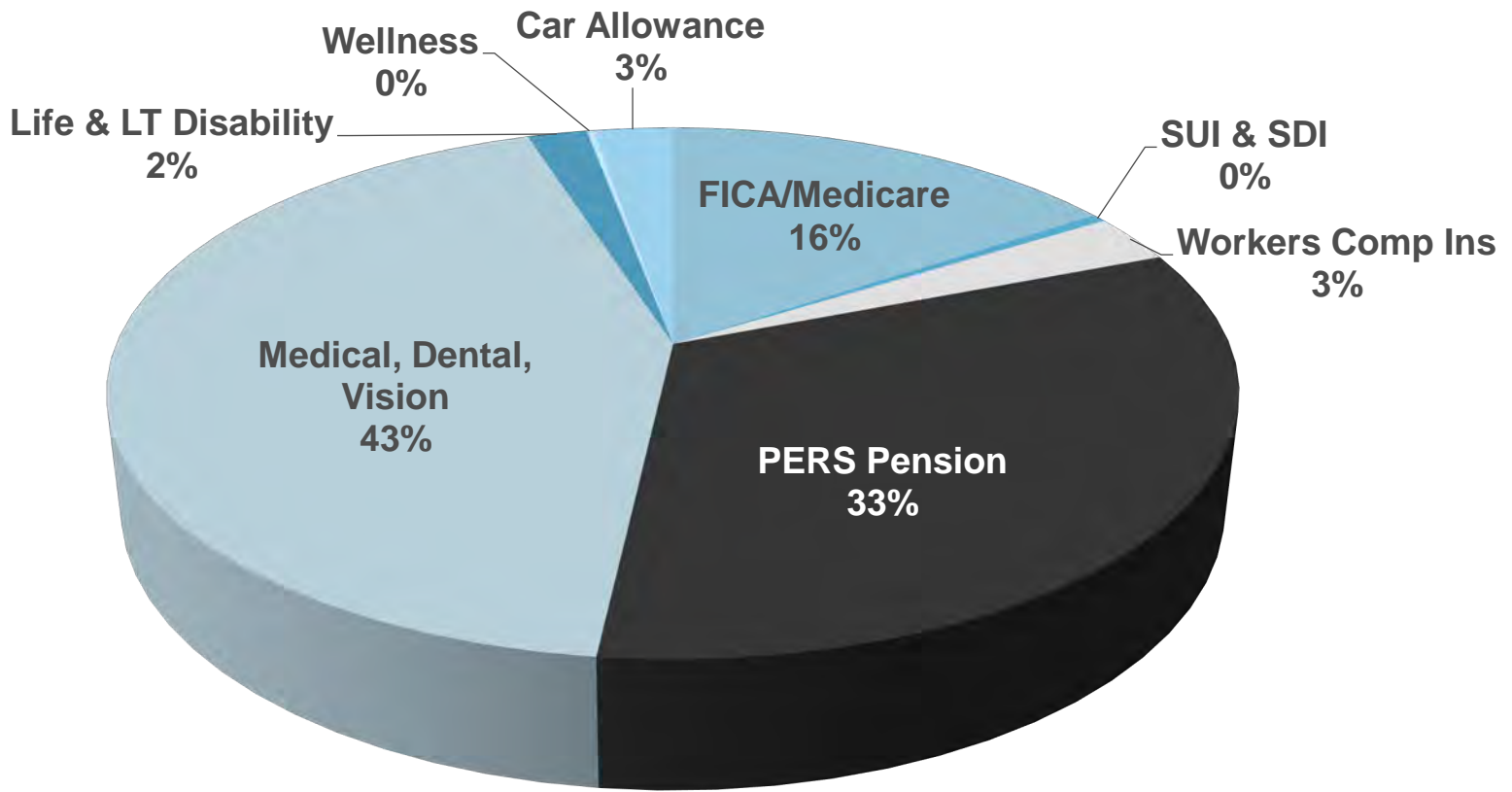
Benefit Costs FYE 2022

Total Benefits \$1,497,154



Benefit Costs FYE 2023

Total Benefits \$1,689,235



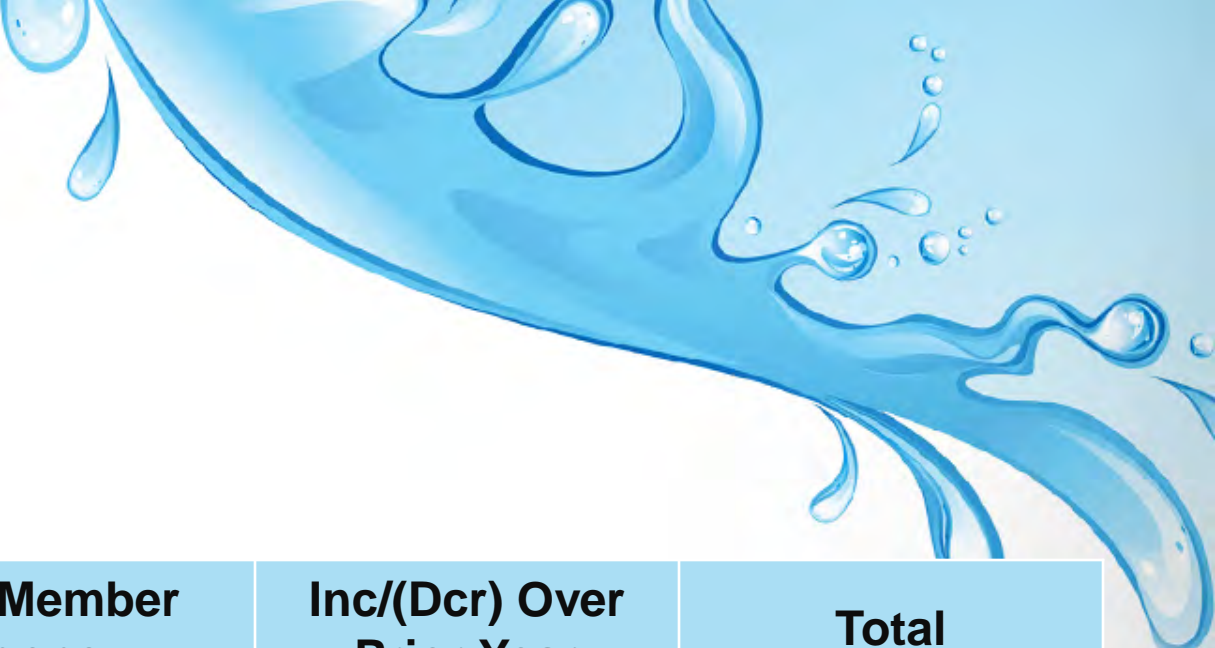
Benefit & Indirect Cost Allocation Rates

FYE	Benefits	Indirect Cost	Total
2018	0.412	1.578	1.990
2019	0.442	1.617	2.059
2020	0.423	1.886	2.309
2021	0.453	1.508	1.961
2022	0.396	1.613	2.009
2023	0.420	1.608	2.028

Budget



Member Contributions



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

Member Contributions per Agency

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

1.73%

0.55%



Questions?



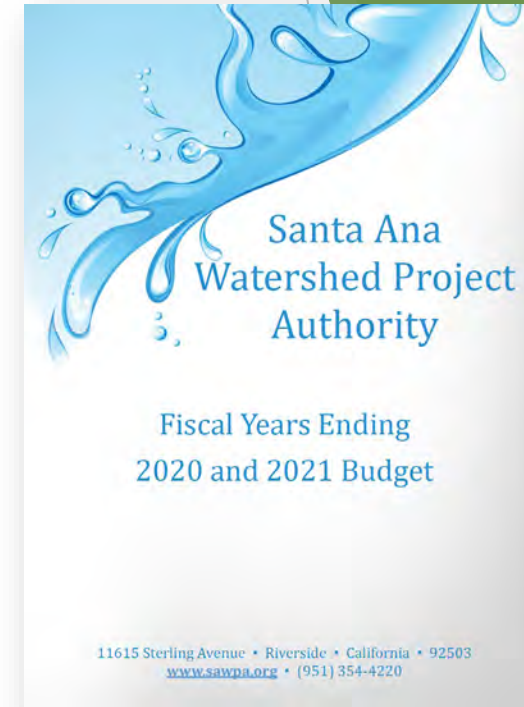
Santa Ana River Mitigation Bank Overview

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

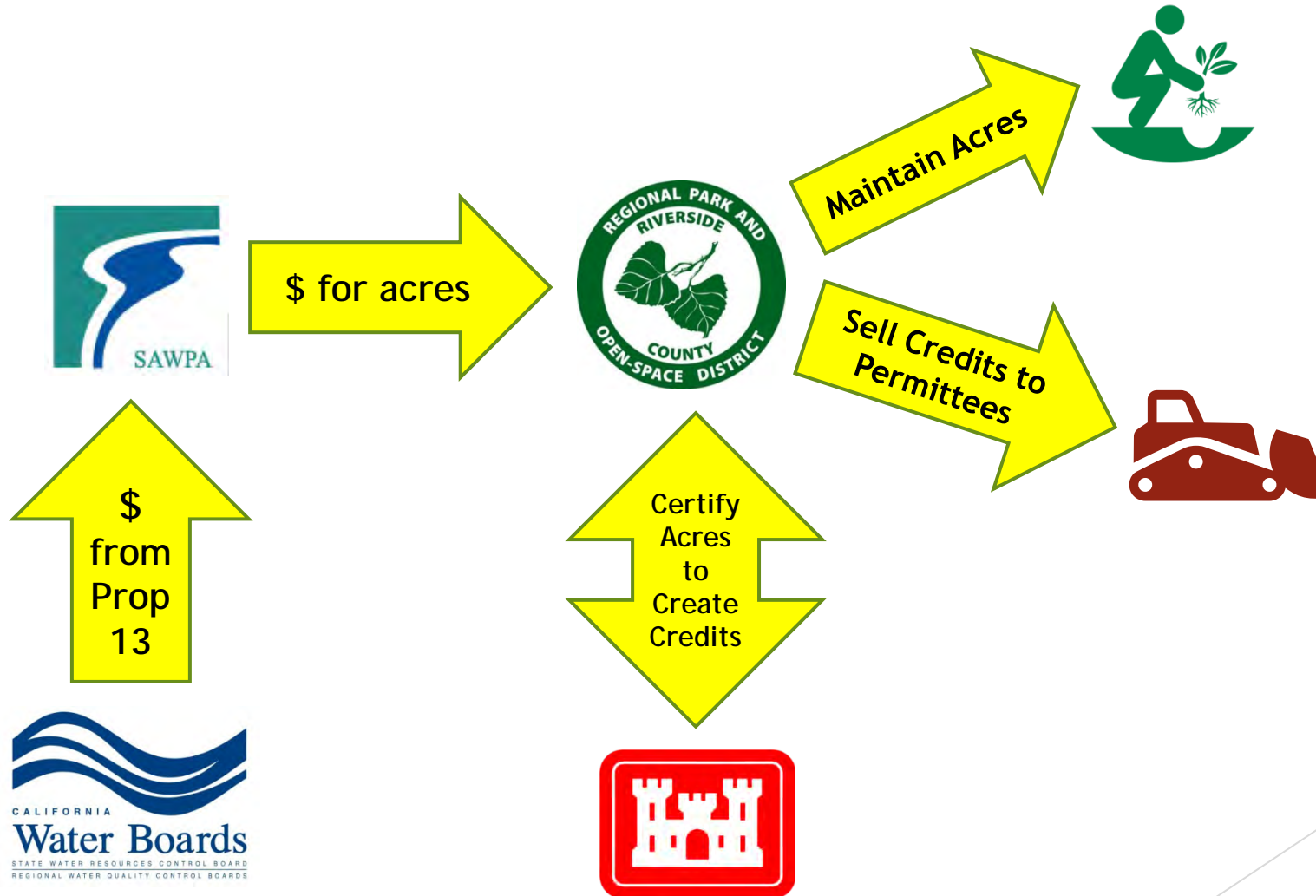
- ▶ SAWPA first became involved in Arundo Donax removal with the Prop 13 (2000 Water Bond) Grant that funded the Southern California Integrated Watershed Program (SCIWP),
- ▶ With SAWPA as the project manager, over 2,500 acres of Arundo Donax removed as part of the SCIWP, and
- ▶ As part of SCIWP, SAWPA 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).

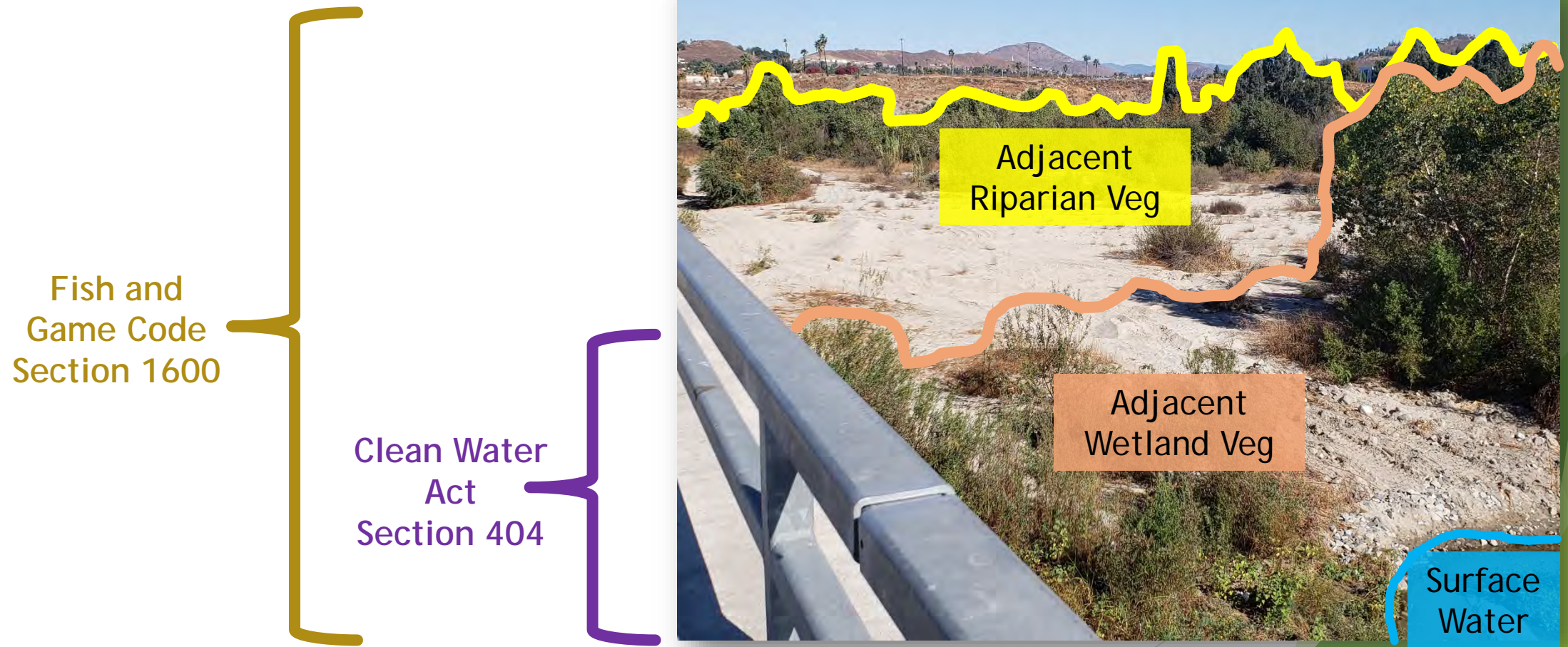
SAWPA's Involvement in Bank



Bank Revenue Provided to SAWPA



Permittees Purchase Bank Credits for Areas of a Stream They Impact



● State Requirement

● Federal Requirement

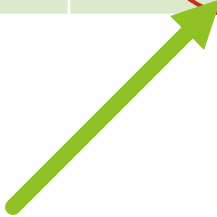
Bank Only Covers Federal Clean Water Act Section 404 Impacts



- ▶ 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

	Riverside Parks	SAWPA	Total
Credit Total	121.930	100.000	221.930
Credits Sold	93.970	52.236	146.206
Credits Remaining	27.960	47.764	75.724



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.

	SAWPA Purchase Price	Current Rate of Return*	3x Rate of Return*
Price Per Acre	-\$40,000	+\$4,490 (+11%)	+\$133,470 (+234%)
Acres	100	47.764	47.764
Total Value	-\$4,000,000	+\$2,125,022	+\$6,375,067

*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)

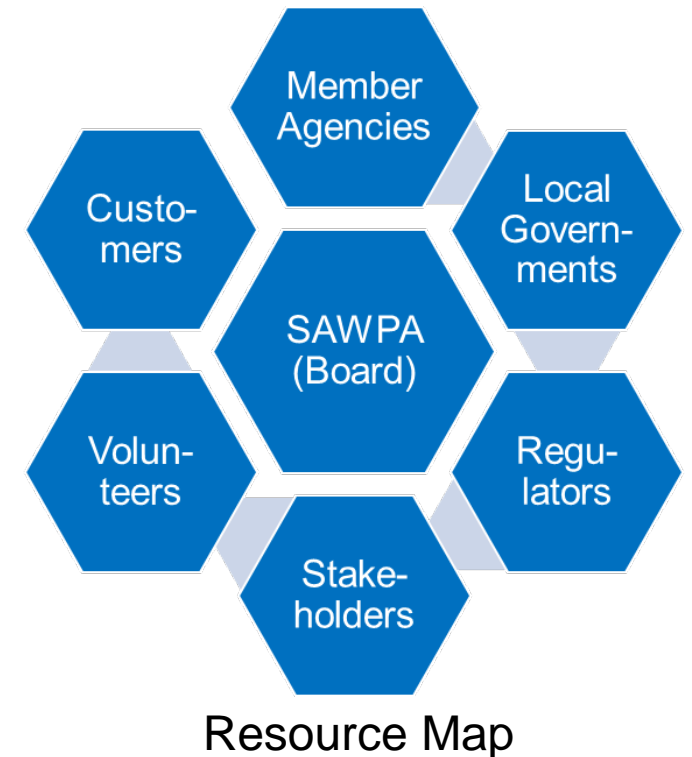
// 10-20 Days: Establish Team

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)



Matrix Map of SAWPA Programs

// 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**