



SAWPA

SANTA ANA WATERSHED PROJECT AUTHORITY

11615 Sterling Avenue, Riverside, California 92503 • (951) 354-4220

This meeting will be conducted in person at the addresses listed below. As a convenience to the public, members of the public may also participate virtually using the zoom link provided below. The zoom link is for viewing purposes only; members of the public will not have speaking privileges virtually. Public Comments may be provided in person or submitted in advance to publiccomment@sawpa.gov. Speaking privileges through zoom are limited to approved entities and pre-vetted participants who must request authorization. However, in the event there is a disruption of service which prevents the Authority from broadcasting the meeting to members of the public, the meeting will not be postponed or rescheduled but will continue without remote participation. The remote participation option is provided as a convenience to the public and is not required. Members of the public are welcome to attend the meeting in-person.

ZOOM LINK FOR VIEWING ONLY

<https://sawpa.zoom.us/j/85166537078>

REGULAR COMMISSION MEETING TUESDAY, OCTOBER 7, 2025 – 9:30 A.M.

Santa Ana Watershed Project Authority
11615 Sterling Avenue
Riverside, CA 92503

and

601 N. Ross Street, Room 327
Santa Ana, CA 92701

AGENDA

1. CALL TO ORDER/PLEDGE OF ALLEGIANCE

2. ROLL CALL

3. PUBLIC COMMENTS

Members of the public may address the Commission on items within the jurisdiction of the Commission; however, no action may be taken on an item not appearing on the agenda unless the action is otherwise authorized by Government Code §54954.2(b).

Members of the public may make comments in-person or electronically for the Commissions' consideration by sending them to publiccomment@sawpa.gov with the subject line "Public Comment". Submit your electronic comments by 5:00 p.m. on Monday, October 6, 2025. All public comments will be provided to the Chair and may be read into the record or compiled as part of the record. Individuals have a limit of three (3) minutes to make comments and will have the opportunity when called upon by the Commission.

4. ITEMS TO BE ADDED OR DELETED

Pursuant to Government Code §54954.2(b), items may be added on which there is a need to take immediate action and the need for action came to the attention of the SAWPA Commission subsequent to the posting of the agenda.

5. CONSENT CALENDAR

All matters listed on the Consent Calendar are considered routine and non-controversial and will be acted upon by the Commission by one motion as listed below.

- A. **APPROVAL OF MEETING MINUTES: SEPTEMBER 16, 2025**.....7
Recommendation: Approve as posted.
- B. **TREASURER’S REPORT: AUGUST 2025** 19
Recommendation: Approve as posted.

6. NEW BUSINESS

- A. **RIVERSIDE COUNTY PARKS RANGER FUNDING (CM#2025.71)**.....25
Presenter: Ian Achimore
Recommendation: That the Commission discuss and consider funding one or two Riverside County Regional Park and Open-Space District (RivCo Parks) Ranger positions for a period of three years, with costs shared equally among the five member agencies.
- B. **REQUEST FOR PROPOSALS FOR STRATEGIC PLAN DEVELOPMENT (CM#2025.72)**43
Presenter: Karen Williams
Recommendation: That the Commission authorize staff to issue a Request for Proposal (RFP) for Strategic Plan Development.
- C. **SAWPA 50th ANNIVERSARY CELEBRATION – PROPOSED PROJECTS (CM#2025.73)**147
Presenter: Karen Williams
Recommendation: That the Commission authorize staff to move forward with planning and implementation of commemorative activities for SAWPA’s 50th Anniversary in 2025, including production of a video, a commemorative book/e-book, and a celebratory luncheon, SAWPA’s 50th Anniversary logo, and provide feedback on additional potential celebration elements.

7. INFORMATIONAL REPORTS

Recommendation: Receive for information.

- A. **COMMUNICATIONS REPORT**189
Presenter: Karen Williams
- B. **GENERAL MANAGER REPORT**
Presenter: Karen Williams
- C. **CHAIR’S COMMENTS/REPORT**
- D. **COMMISSIONERS’ COMMENTS**
- E. **COMMISSIONERS’ REQUEST FOR FUTURE AGENDA ITEMS**

8. CLOSED SESSION

- A. **THREAT TO PUBLIC SERVICES OR FACILITIES**
Consultation with Thomas S. Bunn, Commission General Counsel

9. CLOSED SESSION REPORT

10. ADJOURNMENT

PLEASE NOTE:

Americans with Disabilities Act: If you require any special disability related accommodations to participate in this meeting, call (951) 354-4220 or email svilla@sawpa.gov 48-hour notification prior to the meeting will enable staff to make reasonable arrangements to ensure accessibility for this meeting. Requests should specify the nature of the disability and the type of accommodation requested.

Materials related to an item on this agenda submitted to the Commission after distribution of the agenda packet are available for public inspection during normal business hours at the SAWPA office, 11615 Sterling Avenue, Riverside, and available at www.sawpa.gov, subject to staff's ability to post documents prior to the meeting.

Declaration of Posting

I, Sara Villa, Clerk of the Board of the Santa Ana Watershed Project Authority declare that on October 2, 2025, a copy of this agenda has been uploaded to the SAWPA website at www.sawpa.gov and posted at SAWPA's office at 11615 Sterling Avenue, Riverside, California and 601 N. Ross Street, Room 327, Santa Ana, CA 92701.

2025 SAWPA Commission Meetings/Events

First and Third Tuesday of the Month

(NOTE: All meetings begin at 9:30 a.m., unless otherwise noticed, and are held at SAWPA.)

January	February
1/7/25 Commission Workshop [cancelled]	2/4/25 Commission Workshop
1/21/25 Regular Commission Meeting	2/18/25 Regular Commission Meeting
March	April
3/4/25 Commission Workshop	4/1/25 Commission Workshop
3/18/25 Regular Commission Meeting	4/15/25 Regular Commission Meeting
May	June
5/6/25 Commission Workshop	6/3/25 Commission Workshop - EMWD
5/20/25 Regular Commission Meeting - IEUA	6/17/25 Regular Commission Meeting - EMWD
5/13 – 5/15/25 ACWA Spring Conference, Monterey, CA	
July	August
7/1/25 Commission Workshop - WMWD	8/5/25 Commission Workshop - SBVMWD
7/15/25 Regular Commission Meeting - WMWD	8/19/25 Regular Commission Meeting - SBVMWD
September	October
9/2/25 Commission Workshop - SBVMWD	10/7/25 Commission Workshop
9/16/25 Regular Commission Meeting	10/21/25 Regular Commission Meeting
November	December
11/4/25 Commission Workshop	12/2/25 Commission Workshop
11/18/25 Regular Commission Meeting	12/16/25 Regular Commission Meeting
	12/2 – 12/4/25 ACWA Fall Conference, San Diego, CA

2026 SAWPA Commission Meetings/Events

First and Third Tuesday of the Month

(NOTE: All meetings begin at 9:30 a.m., unless otherwise noticed, and are held at SAWPA.)

January 1/6/26 Commission Workshop 1/20/26 Regular Commission Meeting	February 2/3/26 Commission Workshop 2/17/26 Regular Commission Meeting
March 3/3/26 Commission Workshop 3/17/26 Regular Commission Meeting	April 4/7/26 Commission Workshop 4/21/26 Regular Commission Meeting
May 5/5/26 Commission Workshop 5/19/26 Regular Commission Meeting 5/5 – 5/7/26 ACWA Spring Conference, Sacramento, CA	June 6/2/26 Commission Workshop 6/16/26 Regular Commission Meeting
July 7/7/26 Commission Workshop 7/21/26 Regular Commission Meeting	August 8/4/26 Commission Workshop 8/18/26 Regular Commission Meeting
September 9/1/26 Commission Workshop 9/15/26 Regular Commission Meeting	October 10/6/26 Commission Workshop 10/20/26 Regular Commission Meeting
November 11/3/26 Commission Workshop 11/17/26 Regular Commission Meeting	December 12/1/26 Commission Workshop 12/15/26 Regular Commission Meeting 12/1 – 12/3/26 ACWA Fall Conference, Anaheim, CA

SAWPA COMPENSABLE MEETINGS

In addition to Commission meetings, Commissioners and Alternate Commissioners will receive compensation for attending the meetings listed below, pursuant to the Commission Compensation, Expense Reimbursement, and Ethics Training Policy.

IMPORTANT NOTE: These meetings are subject to change. Prior to attending any meetings listed below, please confirm meeting details by viewing the website calendar using the following link:

<https://sawpa.gov/sawpa-calendar/>

MONTH OF: OCTOBER 2025

DATE	TIME	MEETING DESCRIPTION	LOCATION
10/7/25	8:30 AM	PA 23 Committee Mtg	CANCELLED
10/7/25	10:00 AM	PA 24 Committee Mtg	Hybrid (SAWPA & Virtual/Teleconference)
10/8/25	9:00 AM	Lake Elsinore/Canyon Lake TMDL Task Force Mtg	CANCELLED
10/9/25	9:00 AM	Joint Regional Water Quality Monitoring/MSAR TMDL Task Force Mtg	Virtual/Teleconference
10/16/25	4:00 PM	LESJWA Board of Directors Mtg	CANCELLED

MONTH OF: NOVEMBER 2025

DATE	TIME	MEETING DESCRIPTION	
11/4/25	10:00 AM	PA 24 Committee Mtg	Hybrid (SAWPA & Virtual/Teleconference)
11/20/25	11:00 AM	OWOW Steering Committee Mtg	Hybrid (SAWPA & Virtual/Teleconference)

Please Note: We strive to ensure the list of Compensable Meetings set forth above is accurate and up-to-date; the list is compiled based on input from SAWPA staff and Department Managers regarding meeting purpose and content.

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**SAWPA COMMISSION
REGULAR MEETING MINUTES
SEPTEMBER 16, 2025**

COMMISSIONERS PRESENT

Mike Gardner, Chair, Western Municipal Water District
Gil Botello, Vice Chair, San Bernardino Valley Municipal Water District
Philip E. Paule, Secretary-Treasurer, Eastern Municipal Water District
Jasmin A. Hall, Inland Empire Utilities Agency
Denis Bilodeau, Orange County Water District [via – zoom]

COMMISSIONERS ABSENT

None

**COMMISSIONERS PRESENT;
NON-VOTING**

Fred Jung, Orange County Water District [via – zoom]
David Slawson, Eastern Municipal Water District
T. Milford Harrison, San Bernardino Valley Municipal Water District

STAFF PRESENT

Karen Williams, David Ruhl, Shavonne Turner, Dean Unger, John Leete, Ian Achimore, Alison Lewis, Marie Jauregui, Emily Fuentes, Zyanya Ramirez, Daniel Vasquez, Haley Gohari, Rick Whetsel

OTHERS PRESENT

Thomas S. Bunn, Lagerlof, LLP; Nick Kanetis, Eastern Municipal Water District; Eddie Lin, Inland Empire Utilities Agency; Shivaji Deshmukh, Inland Empire Utilities Agency; Lisa Haney, Orange County Water District; Adekunle Ojo, San Bernardino Valley Municipal Water District; Craig Miller, Western Municipal Water District; Carly Pierce, Western Municipal Water District; Mallory O'Connor, Western Municipal Water District; Ryan Shaw, Western Municipal Water District; Michael Boccadoro, West Coast Advisors; Beth Olhasso, West Coast Advisors; Robert Williams, Riverside County Regional Park and Open-Space District; Oscar Serrato, Riverside County Regional Park and Open-Space District; Charlie Smith, Southwestern Water Conservation District; Tom Jones; James Facer; Samantha Collins; Andrew Friggers; Herbert Rodgers

The Regular Meeting of the Santa Ana Watershed Project Authority Commission was called to order at 9:30 a.m. by Chair Gardner on behalf of the Santa Ana Watershed Project Authority, 11615 Sterling Avenue, Riverside, California, and Denis Bilodeau at 601 N. Ross Street, Room 327, Santa Ana, CA 92701.

1. CALL TO ORDER

2. ROLL CALL

An oral roll call was duly noted and recorded by the Clerk of the Board.

3. PUBLIC COMMENTS

There were no public comments.

4. ITEMS TO BE ADDED OR DELETED

There were no items to be added or deleted.

5. CONSENT CALENDAR

A. APPROVAL OF MEETING MINUTES: SEPTEMBER 2, 2025

Recommendation: Approve as posted.

MOVED, to approve the Consent Calendar as posted.

Result:	Adopted by Roll Call Vote
Motion/Second:	Botello/Paule
Ayes:	Bilodeau, Botello, Gardner, Hall, Paule
Nays:	None
Abstentions:	None
Absent:	None

6. WORKSHOP DISCUSSION AGENDA

A. LEGISLATIVE REPORT

Karen Williams introduced Michael Boccadoro and Beth Olhasso of West Coast Advisors, and Mr. Boccadoro provided a report on the 2025-26 Legislation Session.

The California Legislature adjourned on Saturday; a major focus was placing Proposition 50 in the November ballot. It would eliminate the independent congressional redistricting commission, allowing for Democratic gerrymandering of congressional districts (not state/legislative races). The campaign is expected to cost over \$200 million.

In a significant shift, the governor reversed course on targeting oil company profits. New legislation will streamline oil production and try to keep refineries open, especially the Valero facility in Northern California, to avoid losing 18% of the state's refining capacity. This move aims to combat high gas prices, which are a political liability for the governor ahead of a potential 2028 presidential run.

New measures will enhance transmission project funding, but short-term rate increases will outweigh savings. Southern California Edison is expected to receive approval for a 10% immediate rate hike, totaling a 25% increase by 2029, adding about \$2.5 billion annually in costs for consumers.

Mr. Boccadoro noted that the legislature also worked to replenish the 2019 wildfire insurance fund, which is expected to be fully depleted soon. The \$21 billion wildfire insurance fund created in 2019 was entirely depleted by Eaton Fire alone. The legislature approved an \$18 billion replenishment, half of which will be paid by ratepayers. Payments are deferred until 2035–2045, after the current surcharge ends, allowing politicians to claim no immediate rate increase, though it effectively extends the existing charge.

Mr. Boccadoro continued his report on the Water Supply and Drought Update; the Most of the reservoirs are at or above historic averages, including Folsom, though it's beginning seasonal drawdown. Compared to September 2024, drought has worsened, especially in Southern California. This raises concerns for a potentially severe wildfire season, which also prompted the legislature to act on the wildfire fund replenishment.

Commissioner Hall asked if the 25% increase for Edison is that cumulative or is that total? Mr. Boccadoro stated that it's cumulative, so there's 10% roughly rate increase slated for October 1 of this year that will go into effect January 1, 2025. They're actually going to have to catch up on the 10% rate increase and then there's roughly an additional 5% on top of the 10% next year, and an additional 5% the following year, and an additional roughly 5% in 2029.

Beth Olhasso continued the presentation and provided a brief update on the 2025 California Budget and Proposition 4 funding. The two-phase Budget was passed before the June constitutional deadline. In September, lawmakers returned to make specific allocations within those categories. \$50 million in new spending was added, mostly in response to federal funding cuts (e.g., healthcare).

The Proposition 4 Spending Plan, \$3.3 billion was allocated as part of a 3-year plan (from the full \$10 billion Prop 4 bond). \$1.2 billion went to water-related categories. \$150 million for water recycling projects, and \$2 million for the California Water Plan implementation, possibly tied to SB 72.

Ms. Olhasso noted that the state did not exempt Prop 4 funding from the Administrative Procedures Act (APA), despite earlier plans. This means funding will be delayed, even though emergency rulemaking is allowed. Additional Prop 4 funding is available for safe drinking water projects via the State Water Resources Control Board.

The Delta Conveyance Project trailer bill efforts is supported from the Governor, but not from legislative leadership (Pro Tem, Assembly Speaker). Many lawmakers were hesitant to back it without clear leadership support. It may be returned to the next session for further discussion.

SB 72 (California Water Plan Implementation) passed. Funding is unclear due to bond restrictions, and the Governor has until October 13 to sign or veto bill.

The SAFER (Safe and Affordable Drinking Water Fund) \$130 million allocated from the Greenhouse Gas Reduction Fund. SB 31 (Water Recycling) is on Governor's desk. SB 454 (PFAS Mitigation Fund) is on Governor's desk. The Water Rate Assistance Bills did not advance this year.

Ms. Olhasso noted there is an ongoing concern about the specialty vehicles for the Clean Fleet Transition (Advanced Clean Fleets Rule). The rule provides some exemptions for mutual aid, but language is vague and problematic. Multiple agencies submitted comments ahead of the September 25 public hearing at the Air Resources Board.

The SRF Programs (State Revolving Funds), both Clean Water and Drinking Water SRF plans have passed. Future federal cuts may reduce annual disbursements from \$650M to ~\$200M, impacting key projects like recycled water and infrastructure upgrades.

This item is to receive and file; no action was taken on agenda item no. 6.A.

During the meeting, the Commission experienced a disruption when unidentified individuals joined the zoom session and engaged in inappropriate behavior, including the use of racial slurs and lewd conduct. In response to the disruption, Chair Gardner recessed the meeting at 10:01 a.m.

The meeting was reconvened at 10:07 a.m.

B. SANTA ANA RIVER HOMELESS SOLUTIONS COLLABORATIVE (CM#2025.65)

Ian Achimore introduced Robert Williams of Riverside County Regional Park and Open-Space District, and Mr. Williams provided a presentation titled Santa Ana River Homeless Solutions Collaborative, contained in the agenda packet on pages 15-35.

Mr. Williams noted that the organization has been recognized nationally and statewide for its impactful efforts in the Santa Ana River. These efforts are focused not on accolades but on meaningful action that benefits both the river and the individuals living in its riverbottom. Since initiating the collaborative in 2021 under Supervisor Karen Spiegel's leadership, the organization has brought together multiple partners including local government, law

enforcement, CAL FIRE, and nonprofits to address the needs of both the natural environment and the people living in the area.

The efforts are organized into three primary units: public safety, environmental water quality, and maintenance, with a focus on encampment cleanups, habitat restoration, and providing resources to individuals in need. The organization uses innovative data collection tools, like field maps and partnerships with ESRI, to identify and address encampments, ensuring a targeted and efficient approach.

Over the past few years, the number of encampments has decreased from 800 to about 80, with ongoing efforts to assist individuals who are homeless or unsheltered. The organization has also created a Multi-Disciplinary Team (MDT) to offer comprehensive services and prevent recidivism, helping people find housing, employment, and access to resources. Additionally, a key part of their strategy involves the safe storage of personal belongings to address the fear of losing essential items during cleanups.

The group also works on combating criminal activities, such as vehicle theft and arson, that sometimes occur in the riverbottom. Their efforts are further supported by advanced technologies like drones to monitor hazardous conditions, including floods and wildfires, ensuring the safety of both individuals and the environment.

Mr. Williams introduced Natural Resources Manager, Oscar Serrato, and he provided a report on public safety and collaborative outcomes.

Over the past few years, significant improvements have been made in public safety efforts, particularly regarding fire prevention and law enforcement collaboration. As part of the collaborative, fire incidents have declined, especially since 2022, due to increased outreach and education about fire safety, particularly for those living in the riverbottom. The team also works closely with local and regional law enforcement agencies, such as the Riverside and San Bernardino Sheriff's Departments, to reduce illegal activity and off-highway vehicle damage in the river.

Enforcement events, such as those around major holidays, help deter illegal gatherings, with recent efforts preventing over 140 vehicles from entering the riverbottom. Additionally, the collaborative has made progress in environmental restoration projects, such as the tributary restoration efforts by the San Bernardino Valley Municipal Water District, which focus on creek and habitat improvements in key areas like Hidden Valley and Adject Creek. In terms of outcomes, the collaborative has:

- Restored 307 encampments
- Removed 795 tons of trash
- Escorted 462 vehicles off the property
- Removed over 1,400 tires
- Offered services to 2,012 individuals
- Connected 190 individuals to services, with 188 transitioning into permanent housing
- Moved 246 people out of the riverbottom
- Engaged 712 individuals, with 33 individuals currently in shelter or motel placements and 41 housed in rapid rehousing programs.

Commissioner Botello commended the efforts of the collaborative, highlighting the impactful work being done under Supervisor Spiegel's leadership. He acknowledged the importance of wraparound services for individuals who are unsheltered, emphasizing that while similar conversations are happening in larger cities like Los Angeles, the collaborative is actually implementing proven methods with measurable success. He noted discussions about expanding these efforts to the upper watershed, which is planned for the future.

Commissioner Botello posed the question regarding the safety measures in place, particularly how park rangers ensure the safety of staff and volunteers involved in habitat restoration and other fieldwork, allowing them to effectively carry out their responsibilities.

Mr. Serrato emphasized the importance of safety in conducting field surveys and working in the riverbottom. Communication with local law enforcement, particularly the Riverside Sheriff's Office, is key in identifying potential hazards and ensuring that staff are aware of risks in specific areas, such as hostile individuals or hazardous materials (e.g., machetes).

The team takes a proactive approach to documenting these risks, allowing them to prepare for future surveys and ensure the safety of all involved. The approach to working with individuals in the riverbottom is grounded in kindness and respect, prioritizing resource provision and relationship-building. By interacting on a first-name basis, staff have been able to build trust and reduce conflicts. While there are occasional issues with aggressive dogs, the overall approach has helped mitigate major safety concerns.

This compassionate, non-confrontational strategy, along with clear identification as park rangers, has been highly effective in maintaining safety and fostering cooperation with those living in the area.

Commissioner Hall expressed gratitude and appreciation for the team's outstanding work from 2022 to the present, noting the challenges and dangers of working in such an environment under risky conditions. She then inquired about the safety and well-being of the staff, asking if there have been any injuries or incidents involving team members during their operations in the riverbottom.

Mr. Serrato noted that, fortunately, there have been no significant injuries to staff members. The only minor issues encountered have been related to environmental factors, such as stinging nettles and poison oak. The team's compassionate approach to working with individuals in the riverbottom has been key to preventing conflicts and maintaining safety. By engaging with the community daily and fostering trust, the team has been able to reduce barriers and mitigate potential risks. Additionally, prior to any surveys or events, the team makes sure to visit the area to inform the residents and ensure they are aware of the upcoming activities, which helps alleviate concerns and maintain a smooth operation.

Commissioner Paule expressed familiarity with Supervisor Spiegel's initiative and recognized the importance of this effort. He commended the Riverside County Parks Department for their leadership and willingness to take on this critical issue, despite it not traditionally falling within their jurisdiction. He emphasized the department's dedication to addressing challenges in the riverbottom, despite the focus typically being on hiking and biking trails and expressed appreciation of the presentation.

Chair Gardner inquired about the strategies used to prevent cleaned up encampments from being re-inhabited immediately after the cleanup. Mr. Serrato noted that Rangers are assigned to specific areas of the river and patrol those areas every day to ensure that no individuals return to previously cleaned locations. This daily presence helps to discourage encampments from being re-established and ensures that any potential issues are addressed immediately.

Chair Gardner raised concerns regarding the challenges posed by the numerous jurisdictions and private ownership within the river bottom. He noted that each area, such as Riverside, Jurupa Valley, and Corona, has different ordinances and enforcement mechanisms, making it difficult to maintain consistent rules. Chair Gardner suggested a unified set of rules for the river bottom, along with shared enforcement authority among the various jurisdictions, would be beneficial.

Commissioner Harrison expressed strong support for the ongoing efforts in the riverbottom, noting that SBVMWD recently doubled its investment in park rangers, contributing over a million dollars in the past month alone. This reflects their continued commitment to the initiative. He also highlighted a significant investment in habitat restoration projects, which far exceed the ranger investment.

Additionally, Commissioner Harrison referenced a SAWPA study, which found that the water quality impact from the homeless population in the river bottom was minimal. However, they pointed out that the greatest environmental impact comes from fires, both accidental and intentional, which are often started by individuals in the area. These fires significantly affect water quality by altering runoff patterns and introducing unwanted debris into the river.

Commissioner Botello acknowledged the consistent and vital efforts of the park rangers maintaining a daily presence that ensures the areas stay clear. He praised the rangers for their proactive and compassionate approach, noting their strong relationships with individuals in the river bottom, including knowing many by name. This unique approach, which blends law enforcement with support, has led to positive results in the area.

He also highlighted the importance of data in shaping policy, and expressed a commitment to ensuring collaboration across jurisdictions, including San Bernardino. He voiced support for expanding the successful approach to other areas and reiterated their goal to foster greater coordination in the region.

Commissioner Hall inquired whether SAWPA contributes to any of the costs associated with the riverbottom efforts, and if not, whether this is something that could be considered for the future. Ms. Williams responded that SAWPA does not currently contribute, though an agenda item will be brought back for further discussion at a future meeting.

This item is to receive and file; no action was taken on agenda item no. 6.B.

7. NEW BUSINESS

A. PHASE 1 ELECTRIC VEHICLE CHARGER PROJECT REQUEST FOR PROPOSALS (CM#2025.66)

Daniel Vasquez provided a presentation titled Request for Proposals for Phase 1 Electric Vehicle Charger Project, contained in the agenda packet on pages 65-75.

Mr. Vasquez provided an overview of state mandates related to zero-emission vehicles, particularly Governor's Executive Order N7920. This order requires state and local governments to comply with zero-emission vehicle mandates by 2027 for new vehicle purchases. Although there have been challenges to this mandate, it is still enforced for state and local governments, while enforcement for private purchases has been stayed.

The project in discussion involves the installation of two dual-port electric vehicle (EV) chargers (Phase 1). These chargers would be capable of charging up to four vehicles simultaneously, and the cost estimate for installation is between \$95,000 to \$120,000. The project would require design and permitting, electrical room upgrades, new panels, trenching, and asphalt restoration.

Mr. Vasquez noted that currently, the SAWPA building has a slower 30-amp charger capable of servicing two vehicles. The proposed chargers would be much faster, with smart technology to balance the load between the chargers, reducing charging times significantly.

The cost for the chargers, pedestals, and controllers is relatively low, but the construction (design, permitting, and electrical upgrades) represents the bulk of the cost. Additionally, the new system will allow for user-rate customization based on different user types.

Future expansion may require more substantial upgrades, including a possible new electric drop, which could take years and become significantly more expensive. There is a delay in acquiring switchgears, which is currently expected to take over 36 months. This could extend the overall project timeline, especially for future upgrades. The process to secure a new electric drop (for additional capacity) will involve permitting and potentially applying for assistance programs from Southern California Edison (SCE) or Riverside Public Utilities (RPU). These programs can help fund the installation of a new electric drop, but the application process can take 2-3 years for approval, depending on availability and funding.

Mr. Vasquez highlighted the projected timeline; if approved the RFP will be posted to PlanetBids today. A Pre-Proposal meeting with potential contractors is scheduled for September 30. The deadline to submit proposals is October 24, and a decision is expected to be brought before the Commission in December for approval.

Commissioner Hall asked if the current chargers always in use? Is there a waitlist or do vehicles just line up while waiting to use them? Mr. Vasquez noted that operationally, we aim to support visitors and individuals with zero-emission vehicles by providing charging access. The existing charger was originally funded through a grant that required it to be publicly accessible. However, the new chargers wouldn't fall under the same category.

The main reason staff started looking into the costs is due to the upcoming *Advanced Clean Fleet Regulations*, which require us to transition to zero-emission vehicles by 2027. For the fleet to remain operational and be able to respond to emergencies like spills, we need to ensure quick charging capabilities. Right now, our existing chargers take over 6 hours to charge one of our vehicles, which is impractical for our needs.

Looking ahead, we are already planning for fleet purchases beyond 2027, and the goal is to integrate zero-emission vehicles. However, without the necessary infrastructure to charge them efficiently, we could face logistical challenges. If we need additional switchgear or electric line drops from the utility, that process could take years, so we're starting the planning process now, well before 2031–2032, when our fleet will need replacing.

As for public access, the new chargers could be made available to the public, but that would depend on policy decisions, such as pricing and how we integrate with any public charging systems. In any case, they would likely only be accessible during operational hours.

Commissioner Botello inquired about the current chargers being funded through a grant, which means we must allow the public to use them during business hours. As the infrastructure needs to increase, costs will likely go up as well. Looking ahead, based on estimates, will we likely meet our needs for 2032. Do you foresee a situation where we may need double the capacity? Could we potentially need to add more chargers, or would it make sense to upgrade everything now, rather than waiting.

Mr. Vasquez noted that SAWPA currently has five operational vehicles in our fleet, including those used for pre-treatment. These are larger, heavy-duty trucks like F350s, capable of towing and handling tough terrain like Prado Dam, mud, and streams. They're built for rugged conditions and four-wheel drive.

For charging at the rate we need, his initial suggestion would be to keep the chargers dedicated to supporting our operational fleet. This ensures we remain compliant with regulations without having to worry about additional access issues. If the policy direction from executive leadership or the Commission shifts, and there's a desire to make them available to the public, we could adjust and add chargers as needed.

As for why we wouldn't go all-in now and install a large switchgear and expand immediately, the reason is that our fleet is relatively small. Based on our current operations, four chargers should be sufficient unless we decide to open up more slots for public use, which would then require additional planning and resources.

Mr. Vasquez continued by stating that they're planning to upsize the conduit because the existing one leading to the current charger is already too small for modern safety standards. Simply upgrading the charger won't work because the conduit can't handle additional capacity. We won't be able to add more chargers without digging up and re-trenching. But when we do re-trench, we'll make sure to upsize the conduit to accommodate future needs. This will help us avoid having to dig up the asphalt again down the road, saving money. That way, if we need to add more chargers in the adjacent parking lot later, we won't need to do another round of trenching, we'll just run the additional lines through the already-upgraded conduit.

Chair Gardner inquired if there's been any discussions with Riverside Public Utilities (RPU) about our expected increased demand for power? Mr. Vasquez noted that he's spoke directly with RPU about our current capacity. If we were to add 10 to 15 more electric vehicle chargers, it would likely require either upgrading our existing switchgear or adding a new external one. RPU does have cost-sharing programs, but they typically cover a percentage of the switchgear cost, not the construction. So, while they may provide the switchgear itself, we would still be responsible for the costs associated with connecting it to the existing utility infrastructure. They've indicated they're open to reviewing an application once we're ready to move forward.

Chair Gardner emphasized that Western is also facing the same Zero-Emission Vehicle requirements and suggested exploring a partnership between Western and SAWPA. We could potentially place a shared charging facility behind the building, which would benefit both of us. I'm not sure about Western's specific demand for charging stations, but there's a large facility just across the street and some space behind it that could be ideal.

It would be worth having a conversation with Western to understand their plans and needs. There may be an opportunity for collaboration. Additionally, I think it would be beneficial to consider installing solar panels above the parking spaces to help power the chargers. Not only would it generate energy, but it would also keep the vehicles cooler, potentially saving on utility costs. While I'm not sure what solar rebates will be like at that time, it's certainly something worth considering, and recommends exploring the two options.

MOVED, to authorize the release of the Request for Proposals for the Phase 1 Electric Vehicle Charger Project.

Result:	Adopted by Roll Call Vote
Motion/Second:	Paule/Hall
Ayes:	Bilodeau, Botello, Gardner, Hall, Paule
Nays:	None
Abstentions:	None
Absent:	None

B. ROUNDTABLE OF INTEGRATED REGIONAL WATER MANAGEMENT REGIONS – PROPOSITION 4 CLIMATE BOND COMMENT LETTER (CM#2025.67)

Ian Achimore provided a presentation titled Roundtable of IRWM Regions – Proposition 4 Climate Bond Comment Letter, contained in the agenda packet on pages 83-92.

Staff recommend that the Commission authorize the General Manager to sign a coalition letter from the Roundtable of IRWM Regions to the California Department of Water Resources

(DWR), regarding a specific \$100 million portion of Proposition 4 (a \$10 billion climate resilience bond approved by voters in November 2024). This funding is designated for Integrated Regional Water Management (IRWM) and watershed climate resilience.

The letter offers key recommendations, including:

- Allowing use of current IRWM plans without requiring updates.
- Encouraging DWR to work with other state agencies to allocate Proposition 4 funds through competitive block grants to IRWM regions.
- Requesting a unified, agency-wide implementation roadmap for Proposition 4.

Signing the letter supports regional flexibility, leverages existing IRWM structures, and avoids unnecessary plan updates.

Commissioner Botello thanked staff for their efforts. The OWOW Steering Committee Onboarding meetings for the new members process is making great progress, and these grant funds will be funneled through OWOW, and he is really excited about the opportunities ahead.

MOVED, to authorize the General Manager to sign the Roundtable of Integrated Regional Water Management Regions letter on recommendations for Proposition 4 \$100 Million funding.

Result:	Adopted by Roll Call Vote
Motion/Second:	Botello/Paule
Ayes:	Bilodeau, Botello, Gardner, Hall, Paule
Nays:	None
Abstentions:	None
Absent:	None

8. **INFORMATIONAL REPORTS**

Recommendation: Receive for Information.

A. **CASH TRANSACTIONS REPORT – JULY 2025**

Presenter: Karen Williams

B. **INTER-FUND BORROWING – JULY 2025 (CM#2025.68)**

Presenter: Karen Williams

C. **PERFORMANCE INDICATORS/FINANCIAL REPORTING – JULY 2025 (CM#2025.69)**

Presenter: Karen Williams

D. **PROJECT AGREEMENT 25 – OWOW FUND – FINANCIAL REPORT, JUNE 2025**

Presenter: Karen Williams

E. **PROJECT AGREEMENT 26 – ROUNDTABLE FUND – FINANCIAL REPORT, JUNE 2025**

Presenter: Karen Williams

F. **FOURTH QUARTER FYE 2025 EXPENSE REPORT**

- General Manager
- Staff

Presenter: Karen Williams

G. BUDGET VS ACTUAL VARIANCE REPORT FYE 2025 FOURTH QUARTER – JUNE 30, 2025 (CM#2025.70)

Presenter: Karen Williams

H. FINANCIAL REPORT FOR THE FOURTH QUARTER ENDING JUNE 30, 2025

Presenter: Karen Williams

I. STATE LEGISLATIVE REPORT

Presenter: Karen Williams

J. GENERAL MANAGER REPORT

Karen Williams reported that the audit is complete, and everything went smoothly. The auditors didn't have any questions or concerns. One highlight is that we have a \$638,000 asset on the books for our retiree medical benefits, which is great news.

K. CHAIR'S COMMENTS/REPORT

Chair Gardner noted that SAWPA's renovations look great overall. However, he observed that the step-up area lacks proper marking or striping, which poses a potential safety hazard. There is a risk of someone tripping or mis-stepping. He understands this may still be part of the project that is pending, but he recommends following up with the contractors to ensure it is addressed promptly, now that the building is in use again.

L. COMMISSIONERS' COMMENTS

Commissioner Hall expressed concerns regarding the disturbing incident. Having been on the SAWPA Board over the years, and being involved in the implementation of Zoom, she's never encountered something like this before and raised concerns about security. She strongly believes that we need to put measures in place to prevent something like this from happening again. Her priority, as I'm sure it is for all of us, is to ensure a safe environment for our board and commission members and she hopes we can take steps to ensure our safety is a top consideration moving forward.

Chair Gardner noted that it's completely understandable and apologized for not taking quicker action. He also expressed his gratitude to Commissioner Botello for speaking up and bringing the issue to light.

M. COMMISSIONERS' REQUEST FOR FUTURE AGENDA ITEMS

Chair Gardner proposed that SAWPA consider sending a letter to the Governor urging his signature on SB 72, and that we add this item to the agenda for our next meeting.

Chair Gardner recessed the meeting at 11:06 a.m. for Closed Session.

9. CLOSED SESSION

A. PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE

10. CLOSED SESSION REPORT

Chair Gardner resumed the Open Session at 11:26 a.m. and Legal Counsel, Thomas S. Bunn announced that the Commission received a report from Counsel; no reportable action was taken on Agenda Item No. 9.A.

11. ADJOURNMENT

There being no further business for review, Chair Gardner adjourned the meeting at 11:27 a.m.

Approved at a Regular Meeting of the Santa Ana Watershed Project Authority Commission on Tuesday, October 7, 2025.

Mike Gardner, Chair

Attest:

Sara Villa, Clerk of the Board

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Santa Ana Watershed Project Authority



Finance Department

Santa Ana Watershed Project Authority **TREASURER'S REPORT**

August 2025

During the month of August 2025, the Agency's actively managed temporary idle cash earned a return of 4.101%, representing interest earnings of \$41,527. Additionally, the Agency's position in overnight funds L.A.I.F. generated \$244,030 in interest, resulting in \$285,557 of interest income from all sources. Please note that this data represents monthly earnings only and does not indicate actual interest received. There were zero (0) investment positions purchased, zero (0) positions sold, two (2) positions matured, and zero (0) positions were called.

This Treasurer's Report is in compliance with SAWPA's Statement of Investment Policy. Based upon the liquidity of the Agency's investments, this report demonstrates the ability to meet customary expenditures during the next six months.

September 08, 2025

Prepared and submitted by:

A handwritten signature in black ink that reads 'Karen Williams'. The signature is written in a cursive, flowing style.

Karen L. Williams, Deputy GM/Chief Financial Officer

Santa Ana Watershed Project Authority

INVESTMENT PORTFOLIO - MARKED TO MARKET - UNREALIZED GAINS & LOSSES

August 31, 2025

SAWPA primarily maintains a "Buy and Hold" investment philosophy, with all investments held by US Bank via a third-party safekeeping contract.

Investment Type	Security Type	CUSIP	Dealer	Purchase Date	Maturity Date	Call Date (if appl)	Par Value	Yield To Maturity	Investment Cost	Market Value Current Month	Unrealized Gain / (Loss)	Coupon Rate	Interest Earned
Agency	FHLB	3130ATHWO	WMS	11-04-22	09-10-27	No Call	\$ 1,000,000.00	4.125%	\$ 991,965.00	\$ 1,008,622.47	\$ 16,657	4.125%	\$ 3,503.42
Agency	FHLB	3130AWC24	MBS	06-06-23	06-09-28	No Call	\$ 500,000.00	3.889%	\$ 502,505.00	\$ 504,813.06	\$ 2,308	4.000%	\$ 1,651.49
Agency	FHLB	3130AWN63	WMS	01-25-24	06-30-28	No Call	\$ 1,000,000.00	4.020%	\$ 999,170.00	\$ 1,009,734.89	\$ 10,565	4.000%	\$ 3,414.29
Agency	FHLB	3130ATUT2	MBS	01-09-25	12-14-29	No Call	\$ 500,000.00	4.451%	\$ 501,058.00	\$ 513,811.01	\$ 12,753	4.500%	\$ 1,890.15
Agency	FNMA	3135G05X7	WMS	10-30-20	08-25-25	No Call	\$ -	0.000%	\$ -	\$ -	\$ -	0.000%	\$ 327.67
Agency	USTN	91282CAZ4	WMS	04-19-21	11-30-25	No Call	\$ 1,000,000.00	0.761%	\$ 982,500.00	\$ 990,382.81	\$ 7,883	0.375%	\$ 646.04
Agency	USTN	91282CMD0	MBS	01-14-25	12-31-29	No Call	\$ 1,000,000.00	4.577%	\$ 991,100.00	\$ 1,028,046.88	\$ 36,947	4.375%	\$ 3,887.45
CD	Beal Bank USA	07371DEV5	MBS	08-17-22	08-12-26	No Call	\$ 245,000.00	3.200%	\$ 245,000.00	\$ 243,149.49	\$ (1,851)	3.200%	\$ 665.86
CD	Synchrony Bank	87164XP34	MBS	08-12-22	08-12-25	No Call	\$ -	0.000%	\$ -	\$ -	\$ -	0.000%	\$ 74.44
CD	Capital One Bank USA NA	14042TGJ0	MBS	05-25-22	05-25-27	No Call	\$ 246,000.00	3.200%	\$ 246,000.00	\$ 243,087.66	\$ (2,912)	3.200%	\$ 668.58
CD	Morgan Stanley Private Bank	61768UAT4	MBS	11-15-22	11-15-27	No Call	\$ 248,000.00	5.000%	\$ 248,000.00	\$ 247,149.43	\$ (851)	5.000%	\$ 1,053.15
CD	Cooperative Center FSU	21686MAA6	MBS	12-29-22	12-29-25	No Call	\$ 249,000.00	4.650%	\$ 249,000.00	\$ 249,389.44	\$ 389	4.650%	\$ 983.38
CD	Affinity Bank	00833JAQ4	MBS	03-17-23	03-17-28	No Call	\$ 248,000.00	4.900%	\$ 248,000.00	\$ 254,406.73	\$ 6,407	4.900%	\$ 1,032.09
CD	Discover Bank	2546732V7	MBS	03-22-23	03-23-27	No Call	\$ 243,000.00	5.050%	\$ 243,000.00	\$ 247,087.36	\$ 4,087	5.050%	\$ 1,042.24
CD	Global Fed CR UN Alaska	37892MAF1	MBS	05-12-23	05-12-27	No Call	\$ 249,000.00	4.600%	\$ 249,000.00	\$ 251,891.56	\$ 2,892	4.600%	\$ 972.81
CD	UBS Bank USA	90355GDJ2	MBS	05-17-23	05-17-27	No Call	\$ 249,000.00	4.550%	\$ 249,000.00	\$ 251,715.32	\$ 2,715	4.550%	\$ 962.23
CD	BMW Bank of North Americ	05580A2G8	MBS	06-16-23	06-16-26	No Call	\$ 244,000.00	4.600%	\$ 244,000.00	\$ 245,125.47	\$ 1,125	4.600%	\$ 953.27
CD	Farmers Insurance Group	30960QAS6	MBS	07-26-23	07-27-26	No Call	\$ 248,000.00	5.100%	\$ 248,000.00	\$ 250,484.44	\$ 2,484	5.100%	\$ 1,074.21
CD	Chartway Federal Credit Union	16141BAQ4	MBS	09-08-23	09-08-27	No Call	\$ 248,000.00	5.000%	\$ 248,000.00	\$ 253,532.06	\$ 5,532	5.000%	\$ 1,053.15
CD	Greenstate Credit Union	39573LEM6	MBS	09-26-23	09-26-28	No Call	\$ 248,000.00	5.000%	\$ 248,000.00	\$ 256,431.78	\$ 8,432	5.000%	\$ 1,053.15
CD	Empower Fed Cedit Union	291916AA2	MBS	09-29-23	09-29-27	No Call	\$ 248,000.00	5.100%	\$ 248,000.00	\$ 254,191.96	\$ 6,192	5.100%	\$ 1,074.21
CD	US Alliance Fed Credit Union	90352RDF9	MBS	09-29-23	09-29-28	No Call	\$ 248,000.00	5.100%	\$ 248,000.00	\$ 257,168.98	\$ 9,169	5.100%	\$ 1,074.21
CD	Numerica Credit Union	67054NBN2	MBS	11-10-23	11-10-26	No Call	\$ 248,000.00	5.550%	\$ 248,000.00	\$ 252,604.17	\$ 4,604	5.550%	\$ 1,169.00
CD	Heritage Community Cr Un	42728MAB0	MBS	11-15-23	11-16-26	No Call	\$ 248,000.00	5.450%	\$ 248,000.00	\$ 252,414.95	\$ 4,415	5.450%	\$ 1,147.93
CD	Members Trust of SW FCU	585899AG2	MBS	01-19-24	01-19-29	No Call	\$ 249,000.00	4.000%	\$ 249,000.00	\$ 250,160.59	\$ 1,161	4.000%	\$ 845.92
CD	Hughes FCU	444425AL6	MBS	01-29-24	01-29-27	No Call	\$ 249,000.00	4.400%	\$ 249,000.00	\$ 250,626.47	\$ 1,626	4.400%	\$ 930.51
CD	Farmers & Merchants TR	308693BG4	MBS	01-30-24	02-01-27	No Call	\$ 249,000.00	4.150%	\$ 249,000.00	\$ 249,776.28	\$ 776	4.150%	\$ 877.64
CD	Nicolet National Bank	654062LP1	MBS	03-08-24	03-08-29	No Call	\$ 249,000.00	4.250%	\$ 249,000.00	\$ 252,164.62	\$ 3,165	4.250%	\$ 898.79
CD	Medallion Bank	58404DUP4	MBS	03-13-24	03-15-27	No Call	\$ 249,000.00	4.600%	\$ 249,000.00	\$ 251,492.64	\$ 2,493	4.600%	\$ 972.81
CD	Wells Fargo Bank	949764MZ4	MBS	03-12-24	03-12-27	No Call	\$ 249,000.00	4.500%	\$ 249,000.00	\$ 251,162.27	\$ 2,162	4.500%	\$ 951.66
CD	Toyota Financial SGS Bank	89235MPN5	MBS	05-24-24	05-24-29	No Call	\$ 244,000.00	4.600%	\$ 244,000.00	\$ 249,944.47	\$ 5,944	4.600%	\$ 953.27
CD	First Foundation Bank	32026U5U6	MBS	05-22-24	05-22-29	No Call	\$ 244,000.00	4.600%	\$ 244,000.00	\$ 249,940.03	\$ 5,940	4.600%	\$ 953.27
CD	Citizens Bank	173477CF5	MBS	01-10-25	01-10-30	No Call	\$ 249,000.00	3.850%	\$ 249,000.00	\$ 248,287.81	\$ (712)	3.850%	\$ 814.20
CD	Morgan Stanley Bank NA	61690D5F1	MBS	05-28-25	05-28-30	No Call	\$ 244,000.00	4.250%	\$ 244,000.00	\$ 248,468.89	\$ 4,469	4.250%	\$ 880.74
CD	Alliant Credit Union	01882MAD4	MBS	12-30-22	12-30-25	No Call	\$ 248,000.00	5.100%	\$ 248,000.00	\$ 248,735.82	\$ 736	5.100%	\$ 1,074.21
Total Actively Invested Funds							\$ 11,680,000.00		\$ 11,648,298.00	\$ 11,816,001.81	\$ 167,704	4.101%	\$ 41,527.45
Total Local Agency Investment Fund									\$ 67,590,132.42			4.251%	\$ 244,030.01
Total Invested Cash							\$ 11,680,000.00		\$ 79,238,430.42			4.229%	\$ 285,557.46

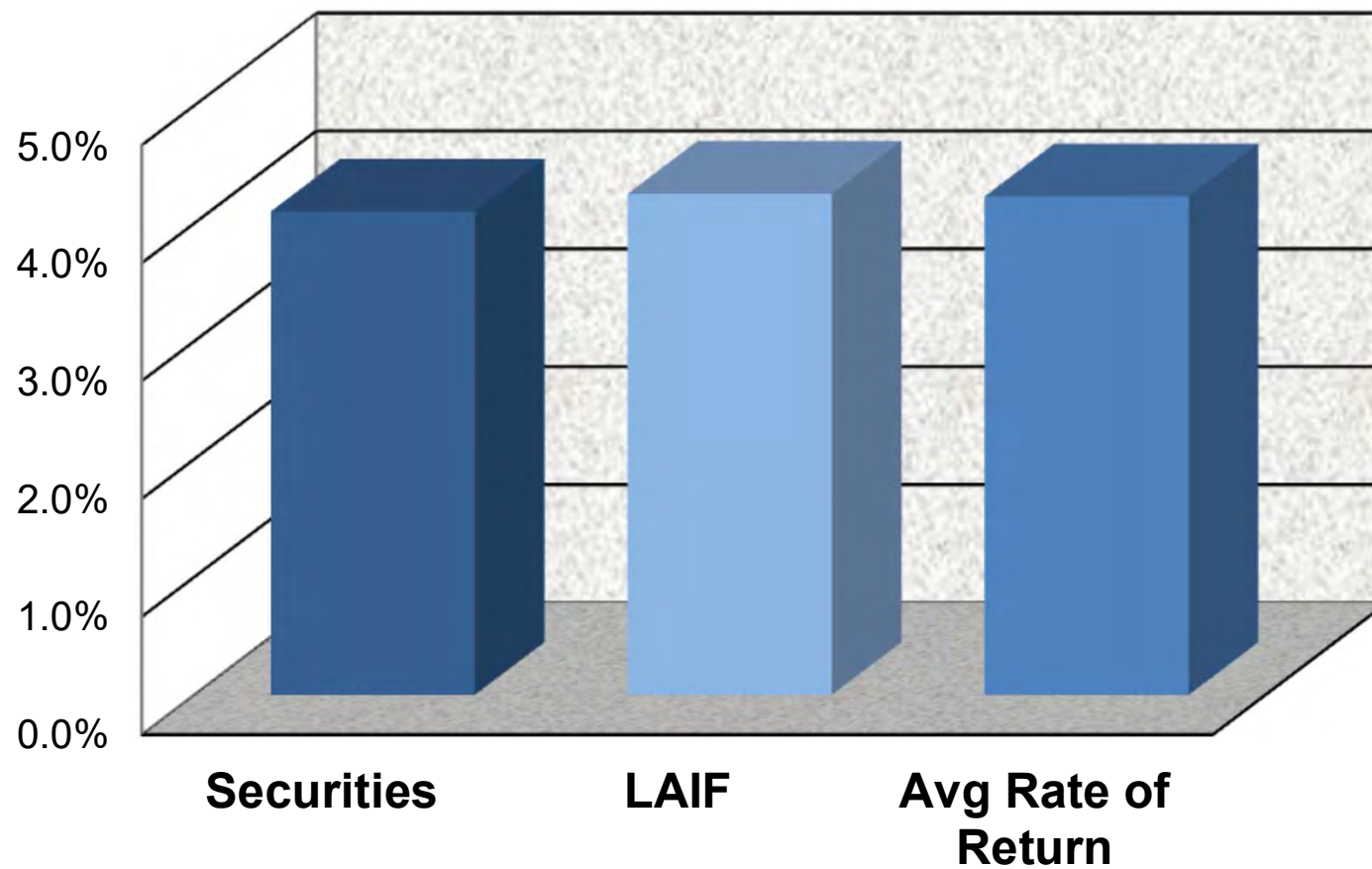
Key to Security Type:

FHLB	= Federal Home Loan Bank
FHLMC	= Federal Home Loan Mortgage Corporation
FNMA	= Federal National Mortgage Association
USTN	= US Treasury Note
CORP	= Corporate Note
CD	= Certificate of Deposit
GDB	= Goldman Sachs Bank
AEC	= American Express Centurion

Key to Dealers:

FCS	= FinaCorp Securities
MBS	= Multi-Bank Securities
MS	= Mutual Securities
RCB	= RBC Dain Rauscher
SA	= Securities America
TVI	= Time Value Investments
WMS	= Wedbush Morgan Securities

Interest Rate Analysis

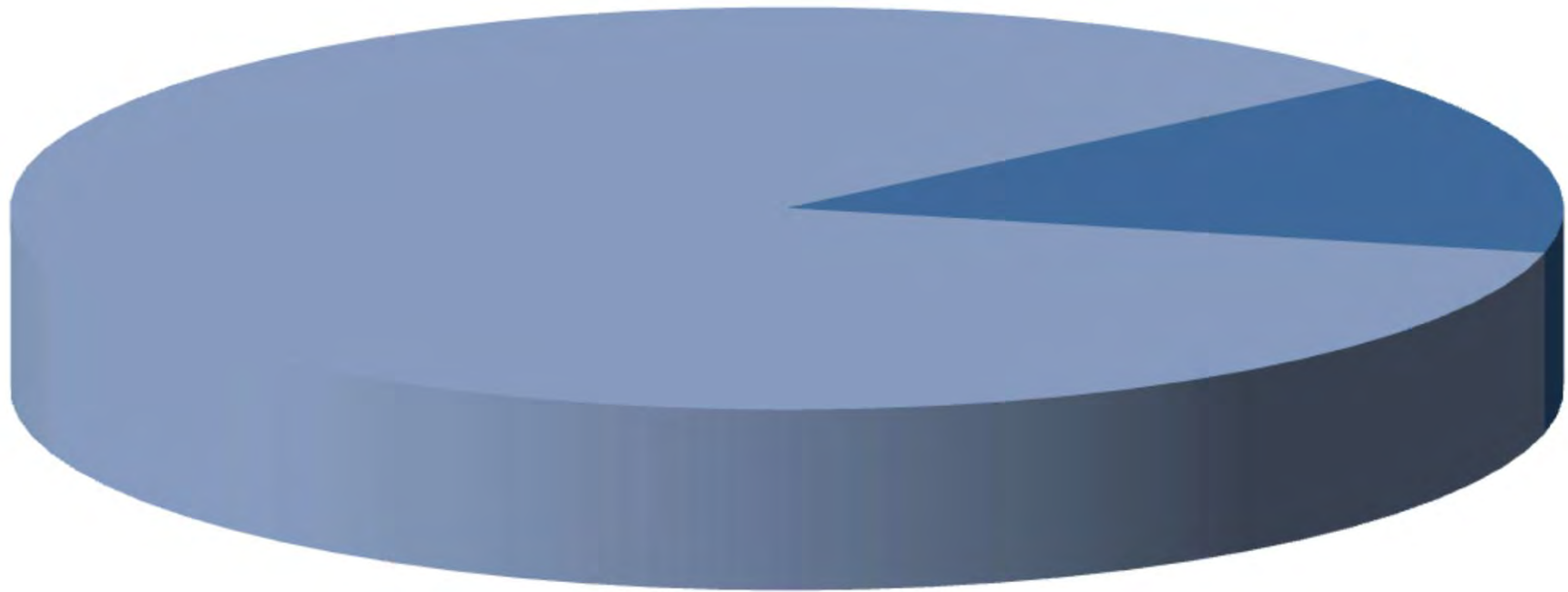


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Investments

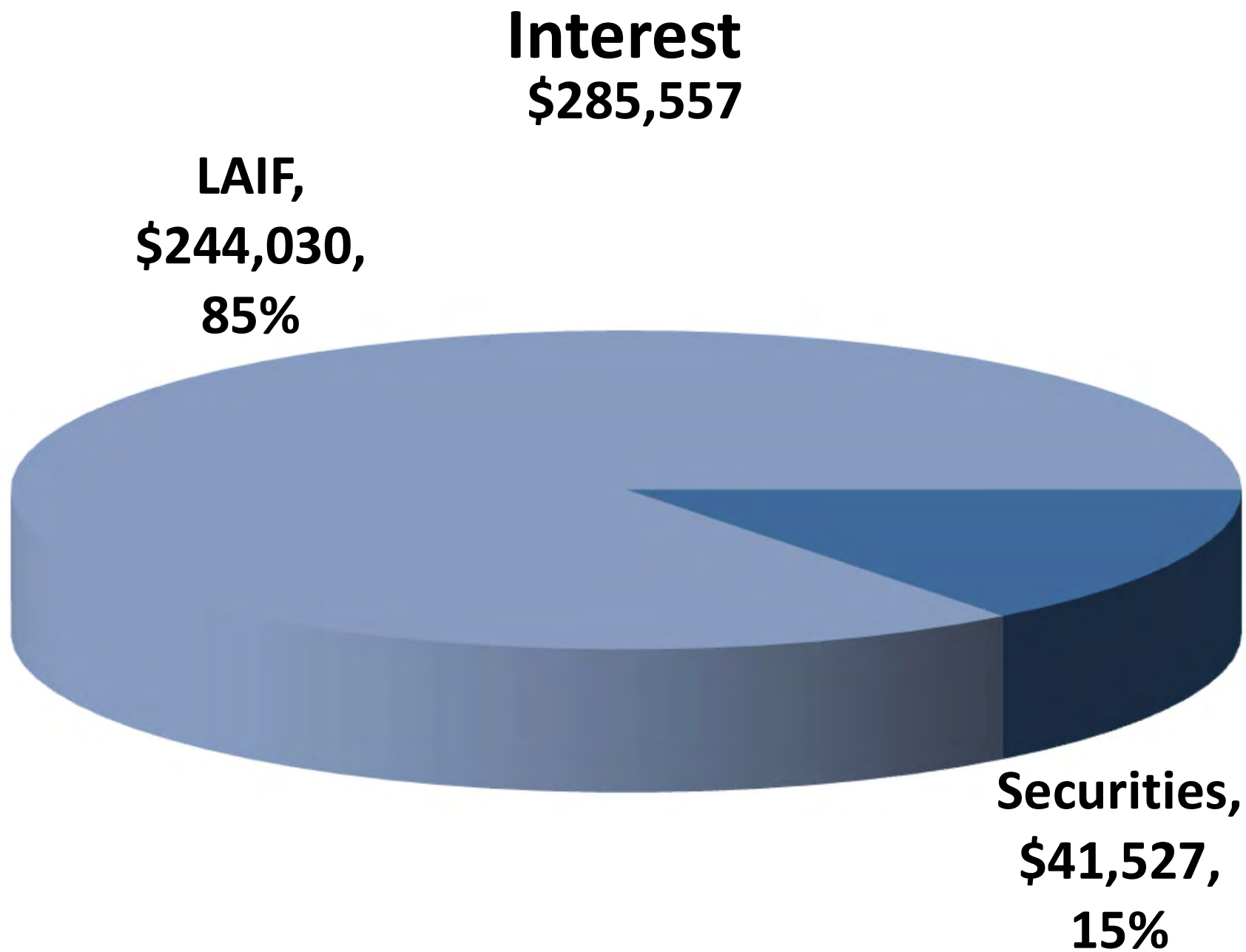
\$79,238,430

**Securities,
\$11,648,298,
15%**



**LAIF,
\$67,590,132,
85%**

Aug'25



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COMMISSION MEMORANDUM NO. 2025.71

DATE: October 7, 2025

TO: SAWPA Commission

SUBJECT: Riverside County Parks Ranger Funding

PREPARED BY: Ian Achimore, Interim Planning Department Manager

RECOMMENDATION

That the SAWPA Commission discuss and consider funding one or two Riverside County Regional Park and Open-Space District (RivCo Parks) Ranger positions for a period of three years, with costs shared equally among the five member agencies.

DISCUSSION

The Riverside County Regional Park and Open-Space District (RivCo Parks), established in 1990, operate under the Riverside County Board of Supervisors. RivCo Parks manages 59,521 acres of open space across the County, including approximately eight miles of the Santa Ana River corridor. These areas are owned by the County, State, and other entities, and include perennial river flows, recreational amenities, and critical habitat areas.

RivCo Parks is funded through property tax revenues, user fees, grants, and partnerships. During the COVID-19 pandemic, RivCo Parks reduced staffing and nearly eliminated the single Ranger dedicated to the Santa Ana River segment. To prevent this, the San Bernardino Valley Municipal Water District (SBVMWD), which manages habitat mitigation in this reach of the river, stepped in to fund Ranger patrols. Most recently, SBVMWD approved a new agreement with RivCo Parks to expand patrol coverage and staff resources (Table 1).

Table 1: Recently Approved SBVMWD-RivCo Parks Ranger Partnership

Position	Amount	Hourly Rate	Annual Cost
Rangers	4.0 Full Time Equivalent (FTE)	\$96	\$798,720
Maintenance Worker	1.0 FTE	\$90	\$187,200
Manager	0.1 FTE	\$154	\$32,032
Total (Annual)	5.1 FTE	N/A	\$1,017,952

At the September 16, 2025 Commission meeting, following a presentation by RivCo Parks on the Santa Ana River Bottom Collaborative, Commissioners requested staff provide options for possible SAWPA funding support for Ranger patrols.

Staff are proposing the following options listed in Table 2 below. Both options represent funding for the Ranger positions at their base salary range, with an escalating 4% cost of living increase per year. Both options are for three years of funding to align with the SBVMWD plan for their contract with RivCo Parks. Their contract is for three years (late 2025 to late 2028) to ensure the construction and initial establishment of the mitigation projects are completed.

Table 2: Staff Proposal Options

Staff Proposed Options	Amount	Hourly Rate	Annual Cost
1 Ranger	1 FTE	Yr 1: \$84 Yr 2: \$87 Yr 3: \$91 (4% annual increase)	2026 - Yr 1: \$174,720 2027 - Yr 2: \$181,709 2028 - Yr 3: \$188,977 Total 3 Years: \$545,406
2 Rangers	2 FTE	Yr 1: \$84 Yr 2: \$87 Yr 3: \$91 (4% annual increase)	2026 - Yr 1: \$349,440 2027 - Yr 2: \$363,418 2028 - Yr 3: \$377,954 Total 3 Years: \$1,090,812

This eight-mile-long area of the Santa Ana River is important and benefits the SAWPA member agencies for the following reasons:

- Arundo Donax Management – Preserves restored areas where Arundo has been removed, supporting native habitat and water savings in the Santa Ana River.
- Habitat Conservation Plan and Other Permitted Project Support – Protects areas adjacent to mitigation projects. Four member agencies have projects listed as “covered activities” under the Upper Santa Ana River Watershed Habitat Conservation Plan, with SBVMWD-led mitigation in various areas along the 8-mile area.
- Santa Ana River Trail – Supports safety and stewardship along the Trail; SAWPA has participated in the Trail’s Policy Group since 2004.
- Metropolitan Water District Crossing Stream Gage – Ensures patrolling of the area around this infrastructure critical for Santa Ana River Watermaster and Basin Monitoring Program Task Force monitoring

Through a five-agency split, where each SAWPA member agency pays 20% of the costs, the member agency funding needed for both options is provided below:

Table 3: Staff Proposed Options - Member Agency Contributions

	Option 1: 1 Ranger	Option 2: 2 Rangers
All Member Agencies Total (3 Years)	\$545,406	\$1,090,812
Individual Member Agency Total (3 Years)	\$109,081	\$218,162
Individual Agency Year 1	\$34,944	\$69,888
Individual Agency Year 2	\$36,342	\$72,684
Individual Agency Year 3	\$37,795	\$75,591

BACKGROUND

SBVMWD has led the implementation of habitat mitigation projects within this section of the Santa Ana River to address endangered species requirements under the draft Upper Santa Ana River Habitat Conservation Plan (HCP) and other regulatory processes. In urbanized areas, frequent patrols are essential to protect these investments. Uniformed Rangers provide one of the most effective deterrents against trespass, vandalism, and encampments, ensuring long-term project success.

Since 2020, SBVMWD has partnered with RivCo Parks to provide patrols, with the agreement recently extended through 2028. Expanding SAWPA's partnership would build on this model, leveraging existing investments to enhance regional stewardship of the Santa Ana River corridor.

RESOURCE IMPACTS.

This activity is currently unbudgeted in SAWPA's Fiscal Years 2026–2027 budget. Member agency contributions would depend on which option the Commission selects.

Attachments:

1. PowerPoint Presentation

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Riverside County Parks Rangers Proposal

Ian Achimore

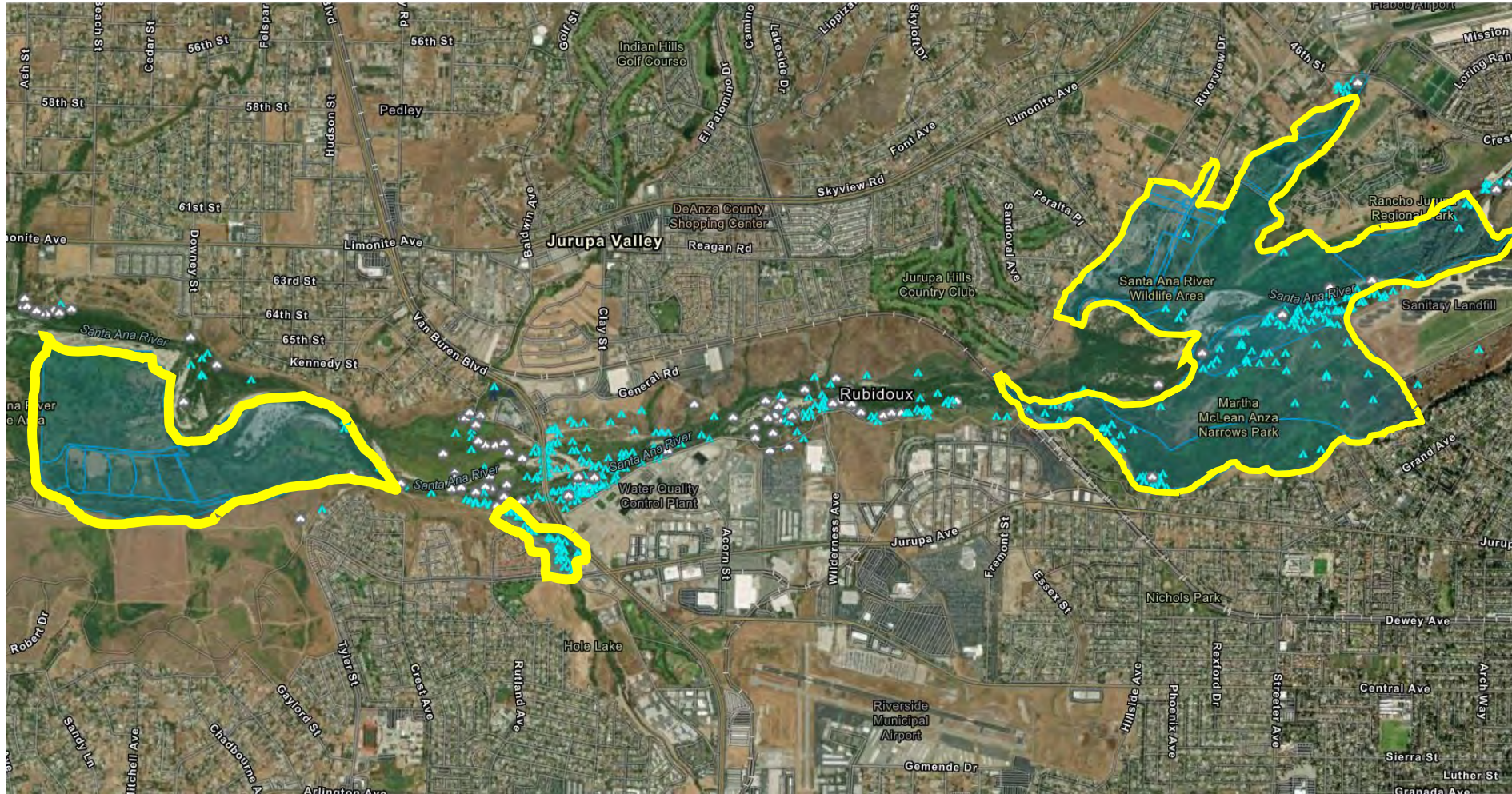
October 7, 2025

SAWPA Commission Meeting

Purpose of Presentation

- On September 16, 2025, Commissioners requested follow-up information be provided on SAWPA funding for Riverside County Regional Park and Open-Space District (RivCo Parks) Rangers.
- This request followed a presentation on that day by RivCo Parks who provided an overview of the Santa Ana River Bottom Collaborative.
- Currently, SBVMWD funds four rangers, one maintenance staff, and 0.1 manager time through their own RivCo Parks agreement.
- These staff manage SBVMWD's mitigation areas (next slide).

SBVMWD Areas (In Yellow)



165

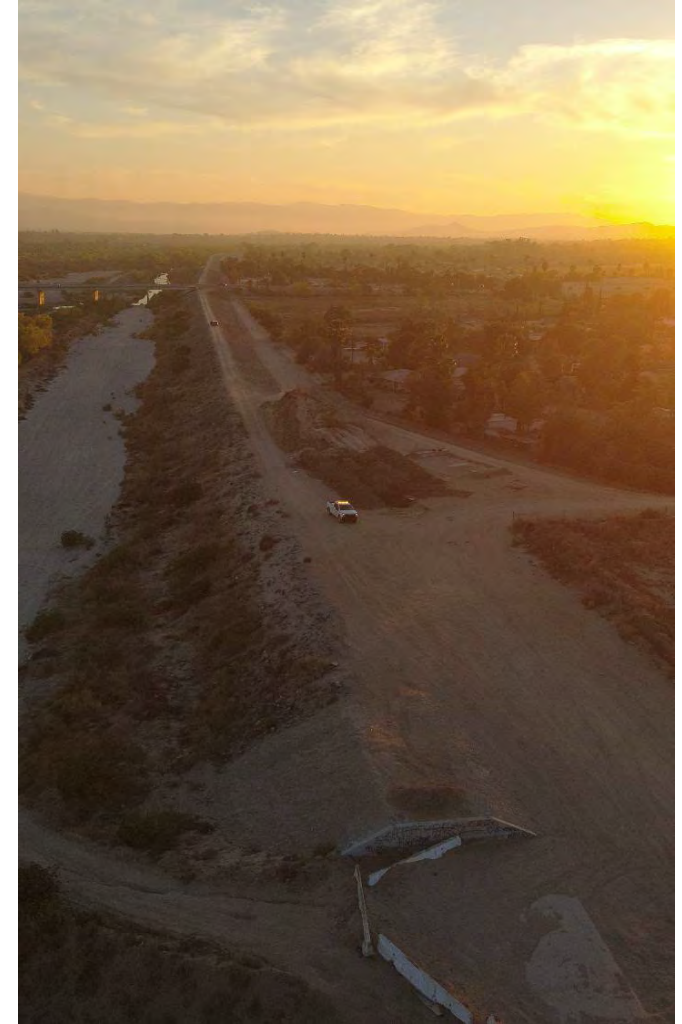
Encampments
Documented
(Past/Present)

Larger Approximately 8-Mile Area



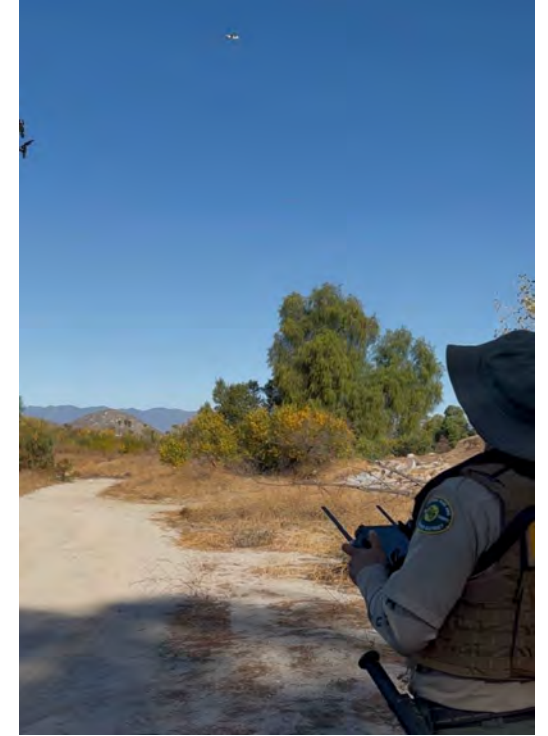
Staff Proposal and Funding Request

- Staff Proposal: SAWPA member agencies would jointly fund one or two additional ranger positions to assist in the patrol of this area.
- The estimated cost is approximately \$180,000 annually per ranger, to be shared equally among the five member agencies (approximately \$36,000).
 - This new cost is not included in the adopted FYE 2026 and FYE 2027 budgets. Additional research and justification can be provided by SAWPA staff if directed.
- Alignment to member agency and SAWPA activities: Arundo Donax, adjacent areas near Habitat Conservation Plan permitted project mitigation, Santa Ana River Trail, and U.S. Geological Survey Stream Gage (at the Metropolitan Water District River crossing).



About Riverside County Parks

- Operates as a County agency reporting to the Riverside County Board of Supervisors.
- The agency is responsible for managing public recreation sites and open-space areas and oversees a total of 59,521 acres of open space across Riverside County, including portions of the Santa Ana River.
- The areas they manage in the Santa Ana River are owned by the County, the State or other entities.
- The areas they manage include approximately eight miles of open space that include the perennially flowing Santa Ana River.



SBVMWD Partnership

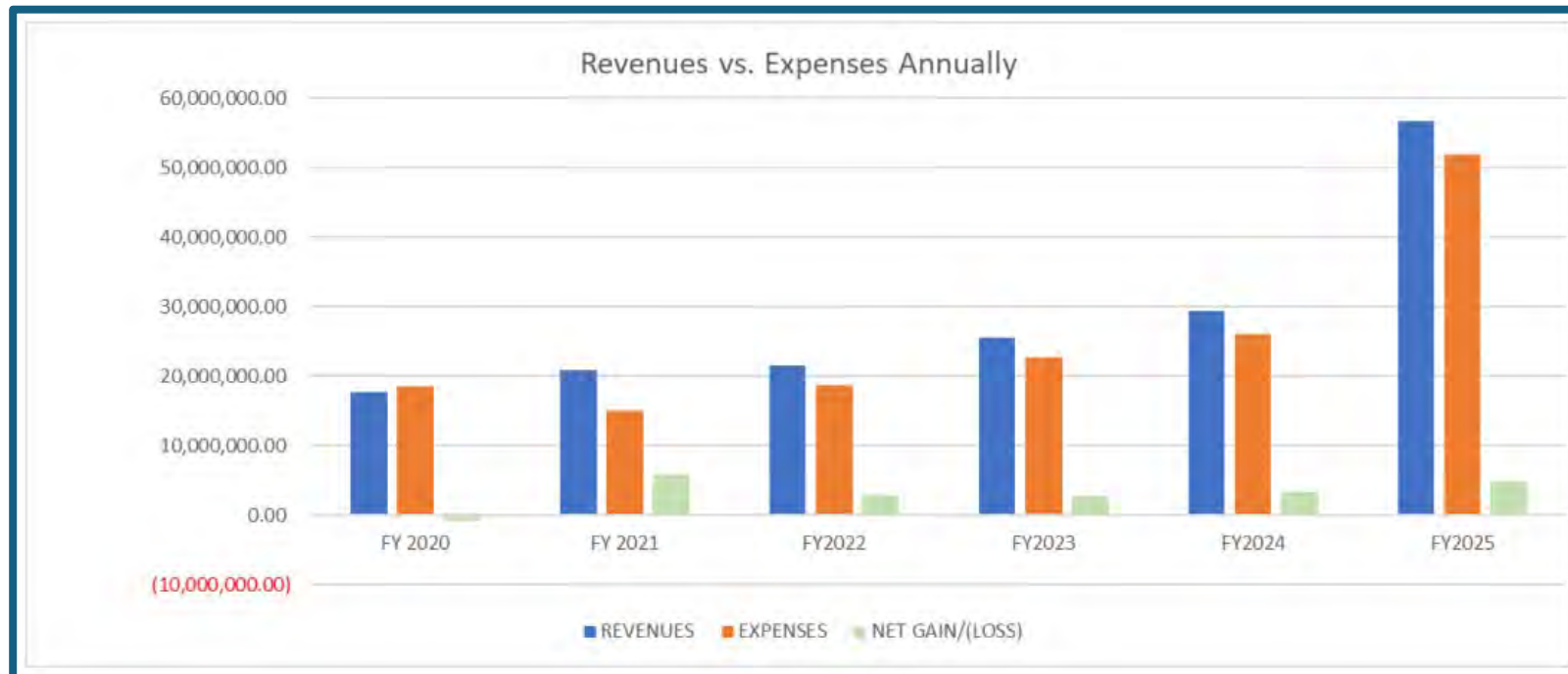
- During the COVID-19 pandemic, RivCo Parks had to reduce staff and almost removed the single Ranger position designated to patrol the Santa Ana River eight-mile area.
- SBVMWD, who manages habitat improvement mitigation in this portion of the River, began providing funding to ensure continuation of patrols.
- The SBVMWD board recently approved increasing the contribution to RivCo Parks to include:

Position	Amount	Hourly Rate	Annual Cost
Rangers	4.0 Full Time Equivalent (FTE)	\$96	\$798,720
Maintenance Worker	1.0 FTE	\$90	\$187,200
Manager	0.1 FTE	\$154	\$32,032
Total (Annual)	5.1 FTE	N/A	\$1,017,952

Note: SBVMWD plans to provide this funding through a three-year contract.

RivCo Parks Existing Budgets

- Funding for open-space management is limited to a small portion of the overall budget. Increasing fees or property taxes would take from other portions of the County.
- Net gains in revenue go to replenishing reserve funds, which need to grow to improve the ability for the District to respond to emergencies.



Staff Proposal

Two Options for Funding

Staff Proposed Options	Amount	Hourly Rate	Annual Cost
1 Ranger	1 FTE	Yr 1: \$84 Yr 2: \$87 Yr 3: \$91 (4% annual increase)	2026 - Yr 1: \$174,720 2027 - Yr 2: \$181,709 2028 - Yr 3: \$188,977 Total 3 Years: \$545,406
2 Rangers	2 FTE	Yr 1: \$84 Yr 2: \$87 Yr 3: \$91 (4% annual increase)	2026 - Yr 1: \$349,440 2027 - Yr 2: \$363,418 2028 - Yr 3: \$377,954 Total 3 Years: \$1,090,812

Member Agency Funding Options

Through a five-agency split, where each SAWPA member agency pays 20% of the costs.

	Option 1: 1 Ranger	Option 2: 2 Rangers
All Member Agencies Total (3 Years)	\$545,406	\$1,090,812
Individual Member Agency Total (3 Years)	\$109,081	\$218,162
Individual Agency Year 1	\$34,944	\$69,888
Individual Agency Year 2	\$36,342	\$72,684
Individual Agency Year 3	\$37,795	\$75,591

Both options are for three years of funding to ensure the construction and initial establishment of the mitigation bank projects are implemented (mirrors SBVMWD's approach).

Work to be Performed Under Partnership

- Regular patrols by uniformed, clearly identified staff
- Site cleanup and homeless outreach
- Coordination with partner agencies (fire, police, outreach, animal control)
- Management of nonnative/invasive plants
- Security and field support for biologists
- Public outreach and communication with adjacent landowners
- SAWPA member agency funding will ensure there are no gaps in management of this 8-mile area.



Benefits to SAWPA Member Agencies



Arundo Donax Management

Preserves restored areas where Arundo has been removed, supporting native habitat and water savings in the Santa Ana River.



Habitat Conservation Plan Support

Four member agencies have projects listed as “covered activities” under the Upper Santa Ana River Watershed Habitat Conservation Plan, with SBVMWD-led mitigation in various areas along the 8-mile area.



Santa Ana River Trail

Supports safety and stewardship along the Trail; SAWPA has participated in the Trail’s Policy Group since 2004.



U.S. Geological Survey Stream Gage

Ensures protection of infrastructure critical for SAR Watermaster and Basin Monitoring Task Force monitoring.

Recommendation

That the SAWPA Commission discuss and consider funding one or two RivCo Parks Ranger positions for a period of three years, with costs shared equally among the five member agencies.



Contact Information

Ian Achimore

Interim Planning Department Manager

SAWPA

ian@sawpa.gov

COMMISSION MEMORANDUM NO. 2025.72

DATE: October 7, 2025

TO: SAWPA Commission

SUBJECT: Request for Proposals for Strategic Plan Development

PREPARED BY: Karen Williams, General Manager

RECOMMENDATION

That the Commission authorize staff to issue a Request for Proposal (RFP) for Strategic Plan Development.

DISCUSSION

In early 2020, the Commission authorized the release of a request for proposals (RFP) for Strategic Plan Development. After a competitive process, Water Systems Consulting Inc. (WSC) was ranked as the most qualified firm and staff was prepared to recommend award of a consulting agreement.

Before the agreement could move forward, however, the COVID-19 pandemic significantly disrupted operations for SAWPA, its member agencies, and watershed stakeholders. Public health restrictions made it impractical to conduct the workshops and engagement activities central to developing a meaningful Strategic Plan. At the same time, the Commission and member agencies were required to redirect time and resources to immediate pandemic-related challenges.

As a result, the Strategic Plan process was paused. While this was the right decision at the time, it has left SAWPA without an updated plan since 2016. Now that conditions have stabilized and normal operations have resumed, staff and the Commission have determined that it is the appropriate time to restart the process. Unfortunately, WSC is no longer available to perform the work. Therefore, staff recommend issuing a new RFP to solicit proposals from qualified firms to provide consulting services to develop a Strategic Plan.

SCOPE OF WORK

The consultant will facilitate a collaborative process with the Commission, member agencies General Managers and staff, stakeholders, and SAWPA staff to prepare an updated Strategic Plan. The effort will include:

- Developing a project work plan and schedule.
- Engaging the Commission, member agencies General Managers and staff, stakeholders, and SAWPA staff through interviews, surveys, and workshops.

- Assessing organizational performance, strengths, challenges, and emerging issues.
- Facilitating Commission workshops to refine vision, mission, values, and strategic priorities.
- Preparing a draft Strategic Plan with clear goals, objectives, and implementation strategies for SAWPA's three business lines: Brine Line, OWOW, and Roundtables.
- Establish implementation and monitoring frameworks.
- Delivering a final Strategic Plan and executive summary and presenting it to the Commission for adoption.

The updated Strategic Plan will provide a clear roadmap for SAWPA's future, aligning organizational priorities with the needs of member agencies and watershed stakeholders.

BACKGROUND

SAWPA's most recent Strategic Plan was completed in 2011 and updated in 2016. That effort, facilitated by Paul Brown, included Commissioner interviews and workshops and resulted in the development of Goals and Objectives, Critical Success Factors (CSFs), and Processes, Activities, and Tasks (PATs) for each business line.

The decision to pause the 2020 Strategic Plan process due to COVID-19 was based on both practical and strategic considerations. Workshops and stakeholder interviews are central to the planning process and conducting them virtually in early 2020 was not feasible. In addition, both SAWPA staff and member agencies were focused on immediate pandemic response and financial resiliency.

As SAWPA looks forward, updating the Strategic Plan will provide the Commission and staff with a refreshed vision and set of priorities to guide operations and investments in collaboration with member agencies and watershed stakeholders

RESOURCE IMPACTS

None.

Attachments:

1. RFP for Consulting Services to Develop a Strategic Plan
2. Presentation "RFP for Consulting Services to Develop a Strategic Plan"



SANTA ANA WATERSHED PROJECT AUTHORITY

**REQUEST FOR PROPOSAL
For
STRATEGIC PLAN DEVELOPMENT**

OCTOBER 2025

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1. BACKGROUND

SAWPA was formed in 1975 as a joint power authority under California law and is composed of five member agencies: Eastern Municipal Water District, Inland Empire Utilities Agency, Orange County Water District, San Bernardino Valley Municipal Water District, and Western Municipal Water District. SAWPA's office is located at 11615 Sterling Avenue, Riverside, CA 92503 and website is www.sawpa.gov. SAWPA focuses on a broad range of water resource issues in its service area – the Santa Ana River Watershed. These include water supply reliability, water quality improvement, recycled water, wastewater treatment, groundwater management, brine disposal, and integrated regional planning.

As an integrated regional watershed manager SAWPA has three major activities that it performs: One Water One Watershed (OWOW), Roundtables and the Inland Empire Brine Line.

OWOW: SAWPA conducts the One Water One Watershed Program, an integrated regional water management program envisioning a sustainable Santa Ana River Watershed that is drought resilient, salt-balanced and supportive of social, economic, and environmental vitality by 2035. Over the past 15 years, SAWPA has worked collaboratively to secure water bonds and IRWM grant funding totaling over \$250 million within the watershed.

Inland Empire Brine Line: SAWPA owns and operates the Inland Empire Brine Line utility, a 73-mile brine collection system responsible for the daily removal of over 500,000 pounds of salt, ensuring the highest and best use of groundwater resources and an expanded ability to reclaim water, providing economic benefit and retaining numerous local jobs.

Roundtables: SAWPA facilitates Roundtables, collaborative forums addressing the region's water resource challenges including implementing TMDLs, water/energy programs and other regional partnerships.

In 2016, SAWPA developed a Strategic Plan that outlined its Purpose and Objectives, Critical Success Factors, and key Processes, Activities, and Tasks for its three primary business lines—One Water One Watershed (OWOW), Roundtables, and the Inland Empire Brine Line (Attachment 1). While the plan has served the agency well, significant changes in water management challenges, regional priorities, and Commission leadership have emerged. With new Commissioners in place and evolving demands shaping the future of water, SAWPA seeks to undertake a comprehensive redevelopment of its Strategic Plan. Rather than simply updating the 2016 framework, this effort will re-envision SAWPA's long-term strategy, ensuring it reflects current conditions, stakeholder needs, and the opportunities ahead.

2. PURPOSE AND OBJECTIVES

The Strategic Plan will provide a focused, actionable roadmap that includes SAWPA's organizational operation, addresses watershed-wide challenges and supports equitable and sustainable resource management. Key objectives include:

- Evaluate SAWPA's current strategic framework and performance.
- Engage member agencies, stakeholders, and staff in defining shared goals.
- Refine or reaffirm SAWPA's mission, vision, and values.
 - Align with existing programs (e.g., OWOW, Brine Line, Roundtables) and external mandates.
- Identify strategic priorities and measurable goals.
- Support implementation planning and performance monitoring.

3. TERMS OF CONTRACT

The contract will consist of two documents – the General Services Agreement (GSA) and task orders (TO), both included as exhibits. For terms of the Contract, please see the GSA and TO attached as exhibits to this RFP.

Invoicing and payment procedures are described in Article III of the GSA. The consultant shall invoice for the hourly billable rates that they provide in their RFP Response (Exhibit A).

4. SCOPE OF WORK

Task 1: Project Management and Kickoff

- Conduct a kickoff meeting with SAWPA staff, SAWPA Commissioners, Member Agency General Managers (GM's), and key stakeholders.
- Establish shared purpose and goals for the plan.
- Confirm roles and responsibilities for Consultant, SAWPA staff, the SAWPA Commission, GM's, and other member agency staff.
- Develop a detailed work plan, schedule, and communication strategy.
- Identify milestones, deliverables, and responsibilities.

Task 2: Situational Analysis

- Review relevant documents, including past strategic plans, OWOW plans, IRWM Roundtable, and Brine Line documents, and relevant regulatory guidance.
- Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.
- Identify regional trends, challenges, and opportunities impacting SAWPA and the watershed.
- Assess internal organizational capacity and stakeholder relationships.

Task 3: Stakeholder Engagement

- Develop and implement an engagement plan that includes input from:
 - SAWPA Commission and staff
 - Member agency GMs and staff

- Other stakeholders
- Utilize a mix of engagement methods such as interviews, workshops, surveys, or focus groups.

Task 4: Vision, Mission, and Values Review

- Facilitate sessions with the SAWPA Commission, SAWPA staff, member agency GMs and staff, and stakeholders to review and refine the organization's vision, mission, and core values.
- Conduct individual interviews, listening sessions, workshops to focus on Vision, Mission, and Values, and priorities for the Strategic Plan.
- Provide a draft Vision, Mission, and Values based on the findings from Tasks 1-3.

Task 5: Strategic Goal and Priority Setting

- Develop strategic goals supported by specific objectives and strategies based on discussions and finding from Tasks 1-4.
 - Conduct workshops with SAWPA staff and Commission to establish goals for each business line (OWOW, Brine Line, Roundtables, JPA Operations).
 - Conduct workshops with GMs to explore and incorporate their goals and strategies for SAWPA.
- Identify policy, programmatic, and operational priorities.

Task 6: Implementation and Monitoring Framework

- Define implementation strategies including lead roles, timelines, partnerships, and resources needed.
- Develop Key Performance Indicators (KPIs) for each strategic goal and business lines along with a monitoring framework for tracking progress.
- Recommend tools for ongoing performance review and adaptive management.

Task 7: Plan Development and Adoption

- Prepare a Draft Strategic Plan branded document for SAWPA review.
- Facilitate feedback sessions with Commission, GM's, and stakeholders.
- Revise and finalize the Strategic Plan document for formal adoption.
- Provide editable files and presentation materials for public and internal use.

5. DELIVERABLES

The selected consultant will be responsible for providing the following deliverables:

1. Project Work Plan and Schedule.
2. Situational Analysis Report (including SWOT).
3. Stakeholder Engagement Summary.
4. Draft Vision, Mission, and Values Statement.
5. Draft Strategic Goals and Objectives.
6. Implementation and Monitoring Framework.
7. Draft Strategic Plan Document.
8. Final Strategic Plan Document (PDF and editable formats).
9. Presentation Deck(s) for Commission and public meetings.

6. PROPOSAL REQUIREMENTS

Responses to this RFP must be made according to the requirements set forth in this section. The proposal should be formatted for legibility and no more than 15 pages (8.5" x 11" format), not including resume(s) or the pricing exhibit.

Proposals will be accepted until **Monday, November 17, 2025, by end of day.**

Proposals must be submitted and uploaded onto PlanetBids at:

<https://pbsystem.planetbids.com/portal/52676/portal-home> as a complete electronic/ PDF version by the date and time herein above set forth, along with the pricing exhibit (Exhibit A), which shall be submitted as a Microsoft Excel file. SAWPA will not accept hand-delivered proposals.

Submitting boilerplate marketing materials is discouraged.

All proposals must include the following information listed below. When responding to this RFP, number responses and order them sequentially using the same numbering used below:

1. Title page, including name, telephone number, address of the firm, and signature of individual qualified to submit a proposal on behalf of the firm and enter into a contract with SAWPA.
2. Background information about the proposer, including technical qualifications, and any licenses or certifications. Include a description of the proposer's business (i.e., whether individual, partnership, joint venture, etc.), and background information of any subcontractors to be used.
3. A list of similar services and project descriptions undertaken by the proposer with beginning and ending dates, name, address, phone number, fax number, and e-mail address of a contact person to act as a reference for each service/project. The names and qualifications of staff who will participate in the services/projects.
4. A description of how the proposer will implement the project included in the scope of work attached to this RFP. Describe the staff responsible and how they will be successful in implementing some of the example tasks described in Section 4. In addition, the proposer shall provide a proposed project schedule that identifies major tasks, milestones, and deliverables, demonstrating ability to complete the project on time and within budget.
5. A fee proposal using **Exhibit A** shall be completed by the proposer. The completed exhibit shall include breakdown of labor hours, billing rates, and cost of non-labor services. Fee proposal shall be submitted as an Excel file.
6. Respondents shall thoroughly review the contents of this RFP's Scope of Work and shall submit any proposed exceptions to the scope.

7. Respondents shall thoroughly review SAWPA's standard consultant General Services Agreement and shall submit any proposed exceptions to the document.

7. SUBMITTALS

Submit **only an electronic copy** of the proposal into PlanetBids as a complete electronic PDF version. Exhibit B shall be submitted into PlanetBids as an Excel file. Proposals must be received per the schedule shown in Section 8. Proposals received after the stated time will not be considered.

PlanetBids Link to Submit:

<https://demo.planetbids.com/portal/13675/portal-home>

A panel composed of SAWPA staff and/or member agency staff will review proposals. If interviews are needed, proposers will be contacted to schedule a virtual meeting during the time period shown in the schedule in Section 8.

If you have questions, please contact Karen Williams, General Manager, 951-354-4231.

8. PROPOSED SCHEDULE

Table 2: RFP Schedule Milestones

Milestone	Date	Time
Issuance of SAWPA RFP	October 7, 2025	12:00 pm
Questions Regarding RFP Due from Potential RFP Responders	October 28, 2025	4:00 pm
SAWPA's Responses to Questions*	November 7, 2025	4:00 pm
RFP Responses Due	November 17, 2025	End of Day
Optional Virtual Interviews	December 1, 2025	TBD
SAWPA Board Meeting to Consider Contract	December 16, 2025	9:30 am

*Questions from potential responses and SAWPA's answer will be posted on the PlanetBids' Q&A section for this project. As questions come in, SAWPA will update the Q&A section accordingly, so all questions and responses are visible. No more updates to the Q&A section will be made after **November 7, 2025**, per the schedule shown in Table 2.

9. EVALUATION CRITERIA

Evaluation of qualifications will be conducted on the following:

- a. Experience and qualifications of the assigned individuals/firm,
- b. Approach to coordination and understanding of SAWPA's needs,
- c. Appropriateness of proposed costs, and
- d. Anticipated value and quality of services received.

The selection process may include an interview as shown in Table 2.

10. GENERAL REQUIREMENTS

- a. All proposers are hereby advised that this RFP is an informal solicitation and is not a commitment or offer to enter into an agreement or engage in any competitive bidding or negotiation pursuant to any statute, ordinance, rule, or regulation. SAWPA reserves the right to negotiate with any qualified source. SAWPA reserves the right to reject any or all proposals for any reason or for no reason at all.
- b. SAWPA reserves the sole right to evaluate and select the successful proposal(s) and may choose to award a contract to one or more qualified consultants.
- c. Any correction and resubmission by the proposer will not extend the time for evaluation of the proposal.
- d. SAWPA reserves the right to request further information from the proposer either in writing or orally. Such request will be addressed to that person or persons authorized by the proposer to represent the proposer.
- e. SAWPA reserves the sole right to judge the proposers' representations, either written or oral.
- f. Proposers understand and agree that submission of a proposal constitutes acknowledgement and acceptance of, and a willingness to comply with, all of the terms, conditions, and criteria contained in this RFP.
- g. False, incomplete, or unresponsive statements in connection with a proposal may be sufficient cause for the rejection of the proposal. The valuation and determination of the fulfillment of the above requirement will be SAWPA's responsibility, and its decision shall be final.
- h. SAWPA reserves the right to interpret or change any provisions of this RFP at any time prior to the proposal submission date. Such interpretations or changes will be in the form of addenda to this RFP. Such addenda will become part of this RFP and may become part of any resultant contract. Such addenda will be made available to each person or organization that has received an RFP. Should such addenda require additional information not previously requested, a proposer's failure to address the requirements of such addenda might result in the proposal not being considered.
- i. All proposals submitted in response to this RFP will become the exclusive property of SAWPA. At such time as SAWPA's recommendation to the SAWPA governing board relative to proposal selection appears on the SAWPA governing board agenda, all such proposals become a matter of public record, and shall be regarded as public records, with the

exception of those parts of each proposal which are defined by the proposer as business or trade secrets, and so marked, as “confidential” or “proprietary.” SAWPA shall not be liable for disclosure of any portion of a proposal if disclosure is required under the Public Records Act.

- j. SAWPA shall not in any way be liable for any costs incurred in connection with the preparation of any proposal submitted in response to this RFP.

11. RFP EXHIBIT LIST

Exhibit A – Pricing Exhibit (to be completed by
Proposers)

Exhibit B – SAWPA Contracts

1. General Services Agreement
2. Task Order



SANTA ANA WATERSHED PROJECT AUTHORITY
GENERAL SERVICES AGREEMENT FOR SERVICES BY INDEPENDENT CONSULTANT

This Agreement is made this ____ day of _____, 20__ by and between the Santa Ana Watershed Project Authority ("SAWPA") located at 11615 Sterling Ave., Riverside, California, 92503 and _____ ("Consultant") whose address is _____.

RECITALS

This Agreement is entered into on the basis of the following facts, understandings, and intentions of the parties to this Agreement:

- SAWPA desires to engage the professional services of Consultant to perform such professional consulting services as may be assigned, from time to time, by SAWPA in writing;
- Consultant agrees to provide such services pursuant to, and in accordance with, the terms and conditions of this Agreement and has represented and warrants to SAWPA that Consultant possesses the necessary skills, qualifications, personnel, and equipment to provide such services; and
- The services to be performed by Consultant shall be specifically described in one or more written Task Orders issued by SAWPA to Consultant pursuant to this Agreement.

AGREEMENT

Now, therefore, in consideration of the foregoing Recitals and mutual covenants contained herein, SAWPA and Consultant agree to the following:

ARTICLE I

TERM OF AGREEMENT

1.01 This agreement shall become effective on the date first above written and shall continue until **December 31, 20__**, unless extended or sooner terminated as provided for herein.

ARTICLE II

SERVICES TO BE PERFORMED

2.01 Consultant agrees to provide such professional consulting services as may be assigned, from time to time, in writing by the Commission and the General Manager of SAWPA. Each assignment shall be made in the form of a written Task Order. Each such Task Order shall include, but shall not be limited to, a description of the nature and scope of the services to be performed by Consultant, the amount of compensation to be paid, and the expected time of completion.

2.02 Consultant may at Consultant's sole cost and expense, employ such competent and qualified independent professional associates, subcontractors, and consultants as Consultant deems necessary to perform each assignment; provided that Consultant shall not subcontract any work to be performed without the prior written consent of SAWPA.

ARTICLE III

COMPENSATION

3.01 In consideration for the services to be performed by Consultant, SAWPA agrees to pay Consultant as provided for in each Task Order.

3.02 Each Task Order shall specify a total not-to-exceed sum of money and shall be based upon the regular hourly rates customarily charged by Consultant to its clients.

3.03 Consultant shall not be compensated for any services rendered nor reimbursed for any expenses incurred in excess of those authorized in any Task Order unless approved in advance by the Commission and General Manager of SAWPA, in writing.

3.04 Unless otherwise provided for in any Task Order issued pursuant to this Agreement, payment of compensation earned shall be made in monthly installments after receipt from Consultant of a timely, detailed, corrected, written invoice by SAWPA's Project Manager, describing, without limitation, the services performed, when such services were performed, the time spent performing such services, the hourly rate charged therefore, and the identity of individuals performing such services for the benefit of SAWPA. Such invoices shall also include a detailed itemization of expenses incurred. Upon approval by an authorized SAWPA employee, SAWPA will pay within 30 days after receipt of a valid invoice from Consultant.

ARTICLE IV

CONSULTANT OBLIGATIONS

4.01 Consultant agrees to perform all assigned services in accordance with the terms and conditions of this Agreement including those specified in each Task Order. In performing the services required by this Agreement and any related Task Order Consultant shall comply with all local, state and federal laws, rules and regulations. Consultant shall also obtain and pay for any permits required for the services it performs under this Agreement and any related Task Order.

4.02 Except as otherwise provided for in each Task Order, Consultant will supply all personnel and equipment required to perform the assigned services.

4.03 Consultant shall be solely responsible for the health and safety of its employees, agents and subcontractors in performing the services assigned by SAWPA.

4.04 Insurance Coverage: Consultant shall procure and maintain for the duration of this Agreement insurance against claims for injuries or death to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Consultant, its agents, representatives, employees or sub-contractors.

4.04(a) Coverage - Coverage shall be at least as broad as the following:

- 1. Commercial General Liability (CGL)** - Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 00 01) including products and completed operations, property damage, bodily injury, personal and advertising injury with limit of at least two million dollars (\$2,000,000) per occurrence or the full per occurrence limits of the policies available, whichever is greater. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (coverage as broad as the ISO CG 25 03, or ISO CG 25 04 endorsement provided to SAWPA) or the general aggregate limit shall be twice the required occurrence limit.
- 2. Automobile Liability** – (if necessary) Insurance Services Office (ISO) Business Auto Coverage (Form CA 00 01), covering Symbol 1 (any auto) or if Consultant has no owned autos, Symbol 8 (hired) and 9 (non-owned) with limit of one million dollars (\$1,000,000) for bodily injury and property damage each accident.
- 3. Workers' Compensation Insurance** - as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.
- 4. Professional Liability** - (Also known as Errors & Omission) Insurance appropriate to the Consultant profession, with limits no less than \$1,000,000 per occurrence or claim, and \$2,000,000 policy aggregate.
- 5. Cyber Liability Insurance (Technology Professional Liability – Errors and Omissions)** – If Consultant will be providing technology services, limits not less than \$2,000,000 per occurrence or claim, and \$2,000,000 aggregate or the full per occurrence limits of the policies available, whichever is greater. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Consultant in this Agreement and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress,

invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion and network security. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties as well as credit monitoring expenses with limits sufficient to respond to these obligations.

If the Consultant maintains broader coverage and/or higher limits than the minimums shown above, SAWPA requires and shall be entitled to the broader coverage and/or higher limits maintained by the Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to SAWPA.

4.04(b) If Claims Made Policies:

1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.
2. Insurance must be maintained and evidence of insurance must be provided **for at least five (5) years after completion of the contract of work.**
3. If coverage is canceled or non-renewed, and not **replaced with another claims-made policy form with a Retroactive Date** prior to the contract effective date, the Consultant must purchase "extended reporting" coverage for a minimum of **five (5) years** after completion of contract work.

4.04(c) Waiver of Subrogation: The insurer(s) named above agree to waive all rights of subrogation against SAWPA, its elected or appointed officers, officials, agents, authorized volunteers and employees for losses paid under the terms of this policy which arise from work performed by the Named Insured for the Agency; but this provision applies regardless of whether or not SAWPA has received a waiver of subrogation from the insurer.

4.04(d) Other Required Provisions - The general liability policy must contain, or be endorsed to contain, the following provisions:

1. **Additional Insured Status:** SAWPA, its directors, officers, employees, and authorized volunteers are to be given insured status (at least as broad as ISO Form CG 20 10 10 01), with respect to liability arising out of work or operations performed by or on behalf of the Consultant including materials, parts, or equipment furnished in connection with such work or operations.
2. **Primary Coverage:** For any claims related to this project, the Consultant's insurance coverage shall be primary at least as broad as ISO CG 20 01 04 13 as respects to SAWPA, its directors, officers, employees and authorized volunteers. Any insurance or self-insurance maintained by the Member Water Agency its directors, officers, employees and authorized volunteers shall be excess of the Consultant's insurance and shall not contribute with it.

4.04(e) Notice of Cancellation: Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to SAWPA.

4.04(f) Self-Insured Retentions - Self-insured retentions must be declared to and approved by SAWPA. SAWPA may require the Consultant to provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or SAWPA.

4.04(g) Acceptability of Insurers - Insurance is to be placed with insurers having a current A.M. Best rating of no less than A: VII or as otherwise approved by SAWPA.

4.04(h) Verification of Coverage – Consultant shall furnish SAWPA with certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by SAWPA before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Consultant's obligation to provide them. SAWPA reserves the right to require complete, certified copies of all required insurance policies, including policy Declaration pages and Endorsement pages.

4.04(i) Subcontractors - Consultant shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Consultant shall ensure that SAWPA, its directors, officers, employees and authorized volunteers are additional insureds on Commercial General Liability Coverage.

4.05 Consultant hereby covenants and agrees that SAWPA, its officers, employees, and agents shall not be liable for any claims, liabilities, penalties, fines or any damage to property, whether real or personal, nor for any personal injury or death caused by, or resulting from, or claimed to have been caused by or resulting from, any negligence, recklessness, or willful misconduct of Consultant. To the extent permitted by law, Consultant shall hold harmless, defend at its own expense, and indemnify SAWPA, its directors, officers, employees, and authorized volunteers, against any and all liability, claims, losses, damages, or expenses, including reasonable attorney's fees and costs, arising from all acts or omissions of Consultant or its officers, agents, or employees in rendering services under this Agreement and any Task Order issued hereunder; excluding, however, such liability, claims, losses, damages or expenses arising from SAWPA's sole negligence or willful acts.

4.06 In the event that SAWPA requests that specific employees or agents of Consultant supervise or otherwise perform the services specified in each Task Order, Consultant shall ensure that such individual(s) shall be appointed and assigned the responsibility of performing the services.

4.07 In the event Consultant is required to prepare plans, drawings, specifications and/or estimates, the same shall be furnished with a registered professional engineer's number and shall conform to local, state and federal laws, rules and regulations. Consultant shall obtain all necessary permits and approvals in connection with this Agreement, any Task Order or Change Order. However, in the event SAWPA is required to obtain such an approval or permit from another governmental entity, Consultant shall provide all necessary supporting documents to be filed with such entity, and shall facilitate the acquisition of such approval or permit.

4.08 Consultant shall comply with all local, state and federal laws, rules and regulations including those regarding nondiscrimination and the payment of prevailing wages, if required by law.

ARTICLE V

SAWPA OBLIGATIONS

5.01 SAWPA shall:

5.01a Furnish all existing studies, reports and other available data pertinent to each Task Order that are in SAWPA's possession;

5.01b Designate a person to act as liaison between Consultant and the General Manager and Commission of SAWPA.

ARTICLE VI

ADDITIONAL SERVICES, CHANGES AND DELETIONS

6.01 During the term of this Agreement, the Commission of SAWPA may, from time to time and without affecting the validity of this Agreement or any Task Order issued pursuant thereto, order changes, deletions, and additional services by the issuance of written Change Orders authorized and approved by the Commission of SAWPA.

6.02 In the event Consultant performs additional or different services than those described in any Task Order or authorized Change Order without the prior written approval of the Commission of SAWPA, Consultant shall not be compensated for such services.

6.03 Consultant shall promptly advise SAWPA as soon as reasonably practicable upon gaining knowledge of a condition, event, or accumulation of events, which may affect the scope and/or cost of services to be provided pursuant to this Agreement. All proposed changes, modifications, deletions, and/or requests for additional services shall be reduced to writing for review and approval or rejection by the Commission of SAWPA.

6.04 In the event that SAWPA orders services deleted or reduced, compensation shall be deleted or reduced by a comparable amount as determined by SAWPA and Consultant shall only be compensated for services actually performed. In the event additional services are properly authorized, payment for the same shall be made as provided in Article III above.

ARTICLE VII

CONSTRUCTION PROJECTS: CONSULTANT CHANGE ORDERS

7.01 In the event SAWPA authorizes Consultant to perform construction management services for SAWPA, Consultant may determine, in the course of providing such services, that a Change Order should be issued to the construction contractor, or Consultant may receive a request for a Change Order from the construction contractor. Consultant shall, upon receipt of any requested Change Order or upon gaining knowledge of any condition, event, or accumulation of events, which may necessitate issuing a Change Order to the construction contractor, promptly consult with the liaison, General Manager and Commission of SAWPA. No Change Order shall be issued or executed without the prior approval of the Commission of SAWPA.

ARTICLE VIII

TERMINATION OF AGREEMENT

8.01 In the event the time specified for completion of an assigned task in a Task Order exceeds the term of this Agreement, the term of this Agreement shall be automatically extended for such additional time as is necessary to complete such Task Order and thereupon this Agreement shall automatically terminate without further notice.

8.02 Notwithstanding any other provision of this Agreement, SAWPA, at its sole option, may terminate this Agreement at any time by giving 10 day written notice to Consultant, whether or not a Task Order has been issued to Consultant.

8.03 In the event of termination, the payment of monies due Consultant for work performed prior to the effective date of such termination shall be paid after receipt of an invoice as provided in this Agreement.

ARTICLE IX

CONSULTANT STATUS

9.01 Consultant shall perform the services assigned by SAWPA in Consultant's own way as an independent contractor, in pursuit of Consultant's independent calling and not as an employee of SAWPA. Consultant shall be under the control of SAWPA only as to the result to be accomplished and the personnel assigned to perform services. However, Consultant shall regularly confer with SAWPA's liaison, General Manager, and Commission as provided for in this Agreement.

9.02 Consultant hereby specifically represents and warrants to SAWPA that the services to be rendered pursuant to this Agreement shall be performed in accordance with the standards customarily applicable to an experienced and competent professional consulting organization rendering the same or similar services. Furthermore, Consultant represents and warrants that the individual signing this Agreement on behalf of Consultant has the full authority to bind Consultant to this Agreement.

ARTICLE X

AUDIT AND OWNERSHIP OF DOCUMENTS

10.01 All draft and final reports, plans, drawings, specifications, data, notes, and all other documents of any kind or nature prepared or developed by Consultant in connection with the performance of services assigned to it by SAWPA are the sole property of SAWPA, and Consultant shall promptly deliver all such materials to SAWPA. Consultant may retain copies of the original documents, at its option and expense. Use of such documents by SAWPA for project(s) not the subject of this Agreement shall be at SAWPA's sole risk without legal liability or exposure to Consultant. SAWPA agrees to not release any software "code" without prior written approval from the Consultant.

10.02 Consultant shall retain and maintain, for a period not less than four years following termination of this Agreement, all time records, accounting records, and vouchers and all other records with respect to all matters concerning services performed, compensation paid and expenses reimbursed. At any time during normal business hours and as often as SAWPA may deem necessary, Consultant shall make available to SAWPA's agents for examination of all such records and will permit SAWPA's agents to audit, examine and reproduce such records.

ARTICLE XI

MISCELLANEOUS PROVISIONS

11.01 This Agreement supersedes any and all previous agreements, either oral or written, between the parties hereto with respect to the rendering of services by Consultant for SAWPA and contains all of the covenants and agreements between the parties with respect to the rendering of such services in any manner whatsoever. Any modification of this Agreement will be effective only if it is in writing signed by both parties.

11.02 Consultant shall not assign or otherwise transfer any rights or interest in this Agreement without the prior written consent of SAWPA. Unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under this Agreement.

11.03 In the event Consultant is an individual person and dies prior to completion of this Agreement or any Task Order issued hereunder, any monies earned that may be due Consultant from SAWPA as of the date of death will be paid to Consultant's estate.

11.04 Time is of the essence in the performance of services required hereunder. Extensions of time within which to perform services may be granted by SAWPA if requested by Consultant and agreed to in writing by SAWPA. All such requests must be documented and substantiated and will only be granted as the result of unforeseeable and unavoidable delays not caused by the lack of foresight on the part of Consultant.

11.05 SAWPA expects that Consultant will devote its full energies, interest, abilities and productive time to the performance of its duties and obligations under this Agreement, and shall not engage in any other consulting activity that would interfere with the performance of Consultant's duties under this Agreement or create any conflicts of interest. If required by law, Consultant shall file a Conflict of Interest Statement with SAWPA.

11.06 Any dispute which may arise by and between SAWPA and the Consultant, including the Consultants, its employees, agents and subcontractors, shall be submitted to binding arbitration. Arbitration shall be conducted by a neutral, impartial arbitration service that the parties mutually agree upon, in accordance with its rules and procedures. The arbitrator must decide each and every dispute in accordance with the laws of the State of California, and all other applicable laws. Unless the parties stipulate to the contrary prior to the appointment of the arbitrator, all disputes shall first be submitted to non-binding mediation conducted by a neutral, impartial mediation service that the parties mutually agree upon, in accordance with its rules and procedures.

11.07 During the performance of the Agreement, Consultant and its subcontractors shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment because of sex, race, color, ancestry, religious creed, national origin, physical disability (including HIV and AIDS), mental disability, medical condition (cancer), age (over 40), marital status and denial of family care leave. Consultant and its subcontractors shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Consultant and its subcontractors shall comply with the provisions of the Fair Employment and Housing Act (Government Code, Section 12290 et seq.) and the applicable regulations promulgated there under (California Code of Regulations, Title 2, Section 7285 et seq.). The applicable regulations of the Fair Employment and Housing Commission implementing Government Code Section 12990 et seq., set forth in Chapter 5 of Division 4 of Title 2 of the California Code of Regulations, are incorporated into this Agreement by reference and made a part hereof as if set forth in full. Consultant and its subcontractors shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other agreement. Consultant shall include the

non-discrimination and compliance provisions of this clause in all subcontracts to perform work under the Agreement.

11.08 Contractor’s employees, agents and subcontractors shall adhere to, and comply with, the California Drug Free Workplace Act at Government Code, Sections 8350 through 8357.

11.09 This contract may be executed in any number of counterparts, each of which so executed shall be deemed to be an original, and such counterparts shall together constitute one and the same Contract. The parties shall be entitled to sign and transmit an electronic signature of this Contract (whether by facsimile, PDF or other email transmission), which signature shall be binding on the party whose name is contained therein. Each party providing an electronic signature agrees to promptly execute and deliver to the other party an original signed Contract upon request.

In witness whereof, the parties hereby have made and executed this Agreement as of the day and year first above-written.

SANTA ANA WATERSHED PROJECT AUTHORITY

Karen Williams, General Manager Date

(CONSULTANT NAME)

(Signature) Date

Typed/Printed Name



SANTA ANA WATERSHED PROJECT AUTHORITY

TASK ORDER NO. _____

CONSULTANT: [Name]
[Address]

VENDOR NO.: XXX

COST: \$xxxx

PAYMENT: Upon Receipt of Proper Invoice

REQUESTED BY: [Manager], [Title] [Date]

FINANCE: _____
Alison Lewis, Controller Date

FINANCING SOURCE: Acct. Coding xx
Acct. Description xx

COMMISSION AUTHORIZATION REQUIRED FOR THIS TASK ORDER: YES () NO ()
Authorization: [Date]; CM#2025.xx

This Task Order is issued upon approval and acceptance by the Santa Ana Watershed Project Authority (SAWPA) and (Consultant) pursuant to the General Services Agreement between SAWPA and Consultant, entered into on [date], expiring [date].

I. PROJECT NAME OR DESCRIPTION

xxxxxx

II. SCOPE OF WORK / TASKS TO BE PERFORMED

Consultant shall provide all labor, materials, and equipment for the services to provide

Please also refer to Appendix X for acceptable formats

III. PERFORMANCE TIME FRAME

Consultant shall begin work [date] and shall complete performance of such services by **[date]**.

IV. SAWPA LIAISON

_____ shall serve as liaison between SAWPA and Consultant.

V. COMPENSATION

For all services rendered by Consultant pursuant to this Task Order, Consultant shall receive a total not-to-exceed sum of \$_____. Payment for such services shall be made monthly upon receipt of timely and proper invoices from Consultant, as required by the above-mentioned Agreement. Each such invoice shall be provided to SAWPA by Consultant within 15 days after the end of the month in which the services were performed.

VI. CONTRACT DOCUMENTS PRECEDENCE

In the event of a conflict in terms between and among the contract documents herein, the document item highest in precedence shall control. The precedence shall be:

- a. The General Services Agreement by Independent Consultant/Contractor.
- b. The Task Order or Orders issued pursuant to the Agreement, in numerical order.
- c. Exhibits attached to each Task Order, which may describe, among other things, the Scope of Work and compensation therefore.
- d. Specifications incorporated by reference.
- e. Drawings incorporated by reference.

In witness whereof, the parties have executed this Task Order on the date indicated below.

SANTA ANA WATERSHED PROJECT AUTHORITY

Karen Williams, General Manager _____ Date _____

Date _____

[CONSULTANTS NAME]

(Signature) _____ Date _____

Date _____

Print/Type Name and Title



Attachment A

SAWPA Workplan November 15, 2011

INTRODUCTION AND BACKGROUND

In early 2011, a consultant, Salvador Lopez, was hired by SAWPA to work with SAWPA upper management staff to develop a Strategic Plan for SAWPA. On April 5, 2011, the SAWPA Board approved a new strategic plan vision, mission, values, and goals. The vision, mission, and values are defined as follows.

Our Vision

SAWPA's vision is a sustainable Santa Ana River Watershed that provides clean and reliable water resources for a vibrant economy and high quality of life for all, while maintaining healthy ecosystems and open space opportunities.

A successful SAWPA provides value to its member agencies and to the watershed as a whole by facilitating collaboration across boundaries to address common goals and tackle problems that are larger than any individual entity.

Our Mission

SAWPA strives to make the Santa Ana River Watershed sustainable through fact-based planning and informed decision-making, regional and multijurisdictional coordination, and the innovative development of policies, programs, and projects. Our mission is accomplished through a number of specific functions:

Maintaining peace in the watershed;

Facilitating conflict resolution through collaborative processes;

Preparing an integrated watershed-wide water management plan that provides a unified vision for the watershed;

Operating the Inland Empire Brine Line to convey salt out of the watershed and support economic development;

Developing water-related initiatives, particularly those that require the participation of several entities;

Identifying, pursuing, securing and administering supplemental funds for the watershed; and

Influencing legislation for the benefit of the watershed.

Our Values

Our strategy and day-to-day operations are guided by values strongly held by our member agencies, management, and staff:

Leadership	•in the development and advancement of a vision and plan for a sustainable watershed, and in the incorporation of new paradigms for water and watershed planning.
Collaboration and Cooperation	•among member agencies and other stakeholders in the watershed toward the formulation and implementation of solutions to watershed-wide, multi-jurisdictional problems.
Creativity	•in the pursuit of new approaches to watershed planning, the use of new technologies, and the enhancement of a new water ethic in the watershed.
Fact-based decision-making	•to identify neutral and transparent solutions that maximize the benefit to the entire watershed.
Respect	•for all voices and perspectives in the watershed to develop sound solutions and maximize consensus building.
Transparency, integrity, and professionalism	•to maintain the respect and trust of our partners, and to attract and retain talented and committed individuals to our organization.

Goals and Strategies

The Strategic Plan was then broken out into the following goals and strategies:

- 1. Achieve optimal use of local water supplies and reduce reliance on imported water**
 - a. Advance and coordinate regional projects/programs to achieve OWOW goals for desalination, water reuse, water use efficiency, groundwater recharge/conjunctive use and stormwater capture and recharge.
 - b. Develop watershed-wide strategies and plans for desalination, water reuse, water use efficiency, groundwater recharge/conjunctive use and stormwater capture and recharge.
 - c. Support and coordinate multi-agency initiatives that enhance the flexibility and reliability of water supply systems.
- 2. Improve water quality**
 - a. Administer and support regional approaches to conform to TMDLs and Basin Plan requirements.
 - b. Coordinate watershed-wide monitoring program aimed at reducing compliance costs.
 - c. Develop strategy and market basis for water quality trading.
 - d. Promote establishing new stormwater quality standards and pathogen indicators to allocate resources more efficiently.

- e. Support Emerging Constituents (ECs) sampling program and explore public outreach program for ECs and other constituents of public concern.
- 3. Achieve salt balance and ensure continued cost-effective and reliable operation of the brine line**
- a. Support salinity management efforts and coordinate watershed-wide salt management activities.
 - b. Investigate alternatives for conveying future brine flows and alternative discharge points, including brine concentration.
 - c. Address brine line rehabilitation and relocation needs.
 - d. Market the brine line to maximize flows from industry and other users.
 - e. Develop solutions to minimize O&M costs of brine line due to solids formation and scaling.
 - f. Revise financial strategies and ownership of capacity to eliminate idle capacity.
- 4. Balance water supply needs with natural habitat protection**
- a. Develop mechanism to provide mitigation opportunities for ongoing operational activities and new construction projects in areas occupied by endangered or threatened species, or in other sensitive areas.
 - b. Facilitate opportunities for regional management of species and habitat.
 - c. Support removal of invasive plant species by identifying and prioritizing target species, and by securing funding for removal and habitat maintenance efforts.
 - d. Promote solutions to manage waterways to protect all beneficial uses, including management of sediment and soft-bottom channels.
- 5. Build public understanding and support for watershed sustainability**
- a. Coordinate legislative and advocacy efforts on key watershed issues.
 - b. Develop consistent message in water issues for use by agencies in the watershed.
 - c. Publish information demonstrating the economic value to the watershed of sustainable water resources practices and regional collaboration.
 - d. Establish a repository of information on water quality to assist agencies in analysis and decision-making.
 - e. Help foster and brand a unique Santa Ana River Watershed identity.
- 6. Facilitate incorporation of water resources management in land use planning**
- a. Highlight to land-use agencies the interrelationship between land use planning and water resources and provide information to support decision-making.
 - b. Promote regional approach to stormwater permit compliance that effectively integrates water supply and integrated regional water management opportunities.
 - c. Coordinate with land use agencies to resolve issues and avoid disputes associated with water management activities.
- 7. Be a resource for compliance with AB32 (greenhouse gas regulations) and reducing its impact on member agencies**
- a. Coordinate the development of a climate action plan that addresses GHG mitigation and adaptation to climate change providing compliance on a regional scale.
 - b. Identify opportunities for multi-agency cooperation in the development and implementation of GHG mitigation and adaptation actions.

- 8. Secure external funding for the watershed to support accomplishing watershed goals**
 - a. Leverage OWOW Plan and future updates to increase the clout of the region in securing funding.
 - b. Influence state and federal legislation to increase funding for the region.
 - c. Explore new funding opportunities, such as private sector and foundations.

A framework for an Action Plan was then commenced. SAWPA department heads were asked to identify lead departments for each strategy, time frames of completion over the next four years, and estimated labor hours by department to complete each strategy. Labor hours to operate the functions of SAWPA such as Administrative Services, Finance, and Executive Management were not delineated, but were included based on support to other departments.

Current staffing also was reflected in the Action Plan with comparison charts to show existing and projected work load necessary to complete the Strategic Plan. For some departments, the charts reflect that additional staff would need to be hired to complete all the strategies defined.

WORK TASKS

The work tasks by lead SAWPA department to accomplish the Goals and Objectives or “Goals and Strategies” as defined in the Strategic Plan Action Plan are shown in Appendix A.

RESOURCES

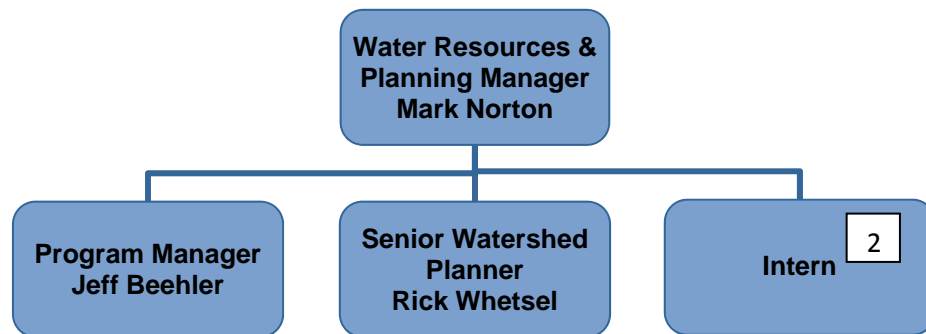
Resources required in accomplishing the work tasks of the Strategic Plan are discussed next by each Department.

The resources necessary to accomplish the work tasks by the deadlines defined will be dependent on a number of factors. Each of the work tasks reflect a combined effort of Planning staff, IT staff, Legal staff, Administrative Services staff, Finance staff, interns, and the General Manager. Completion of each new work task prepared by each lead SAWPA department is based on sufficient support resources from other departments. Insufficient support resources from other departments may also jeopardize the completion of the tasks by the estimated completion date defined.

Further, a basic assumption is made that other resources such as adequate and working computer tools (hardware and software), office supplies, work area space, and tools are available and functioning properly.

Planning Department

Currently, the Planning Department consists of the following staff.



Existing Staff – 3 FTE and 2 interns

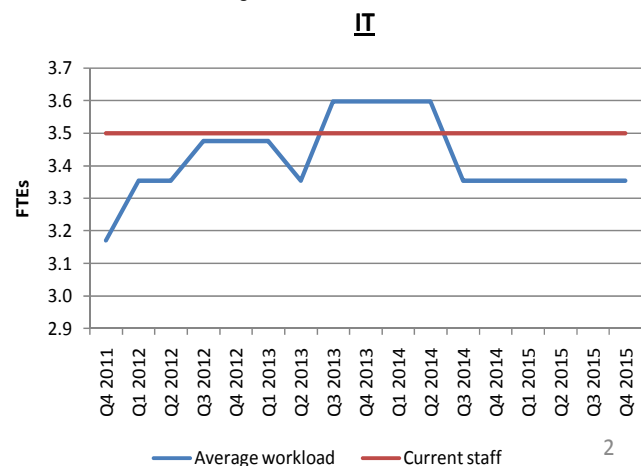
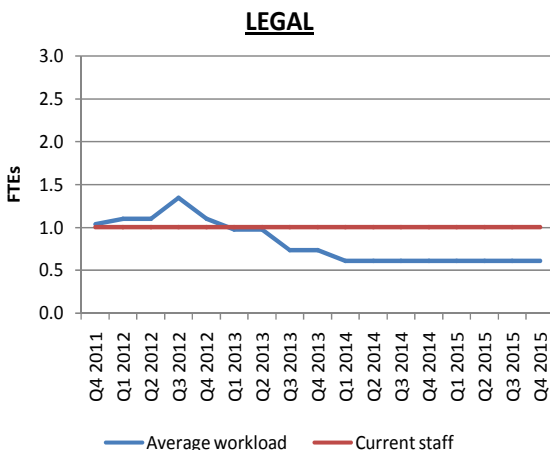
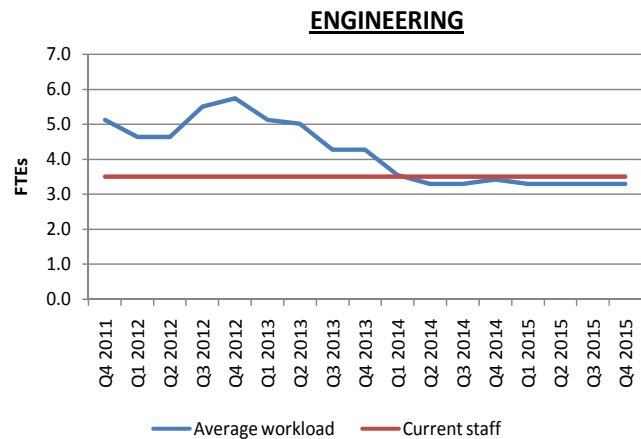
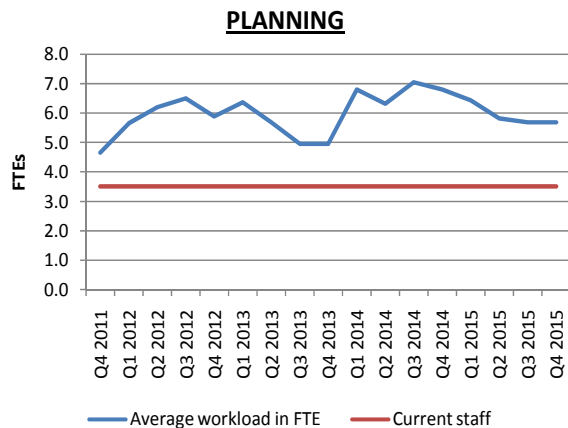
- 1 – Water Resources & Planning Manager
- 1 – Program Manager
- 1 – Senior Watershed Planner
- 2 – Interns (one intern is loaned to the Planning Department from the Finance Department)

Based on the SAWPA FYE 2012 and 2013 Budget completed prior to the SAWPA Strategic Plan, an additional planning staff member was recommended based on a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis conducted by the Planning Department in September 2010 as part of the CA Department of Conservation Watershed Coordinator grant application. At that time, the SWOT analysis showed that an additional watershed planner position was needed to assist the department in accomplishing the department goals and objectives particularly in light of additional work to be undertaken involving the DWR Proposition 84 planning grant and U.S. Bureau of Reclamation Basins Studies Program to both support OWOW Plan 2.0. The department has been at its historical core level of three full-time employees for over 25 years. Need exists to expand staffing resources to support the department goals prior to the addition of the additional work tasks associated with the SAWPA Strategic Plan.

As a strategy, the Planning Department had proposed under the FYE 2012 SAWPA Budget that based on a need by the SAWPA Engineering and Operations Department for a part-time administrator for the new State Proposition 84 IRWM Implementation projects, a new full-time employee (FTE) could be hired with this person's hours shared between Proposition 84 grant administration and the balance of the new staff member labor hours being devoted to Planning Department goals and objectives accomplishment. It was anticipated that a ½ FTE in FY 2011-12 and ¾ FTE in FY 2012-13 may be available for planning functions. Additionally, the Planning Department proposed to continue to rely on two temporary planning interns to support the department primarily in Roundtable and OWOW Plan update activities envisioned for FYE 2012 and 2013.

In evaluation of the work load to complete the SAWPA Strategic Plan, an independent evaluation of work load and staffing resources by SAWPA department was prepared by Salvador Lopez under contract with SAWPA. His evaluation reflects the following workload charts by department. Based on early estimates, the Planning Department would need an additional two to three full-time staff to complete the Strategic Plan.

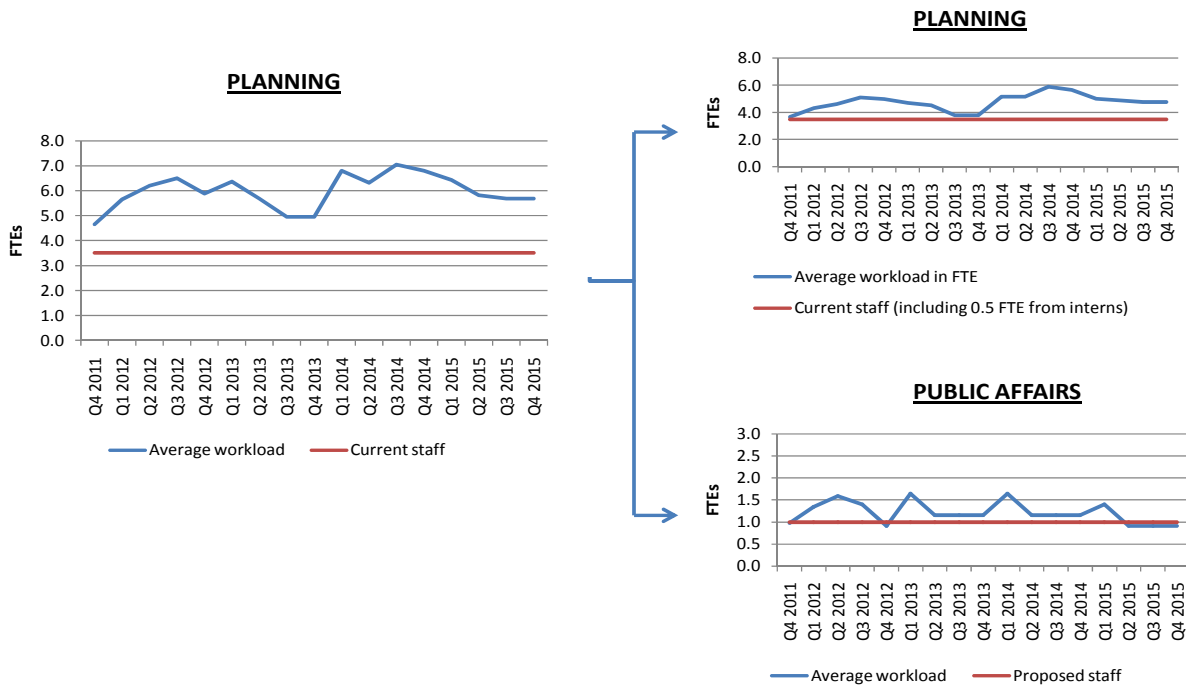
The Planning and Engineering departments are most affected by the new workload



2

In review of the workload, one of the Planning Department employees was defined as focusing on Public Affairs. Later, Mr. Lopez conducted an additional analysis and charts showing the Planning Department workload redistributed throughout the Strategic Plan time horizon and separating the Public Affairs position out from the Planning Department and creating a separate Public Affairs Department.

A new “Public Affairs” Department could be spun off the Planning Department



3

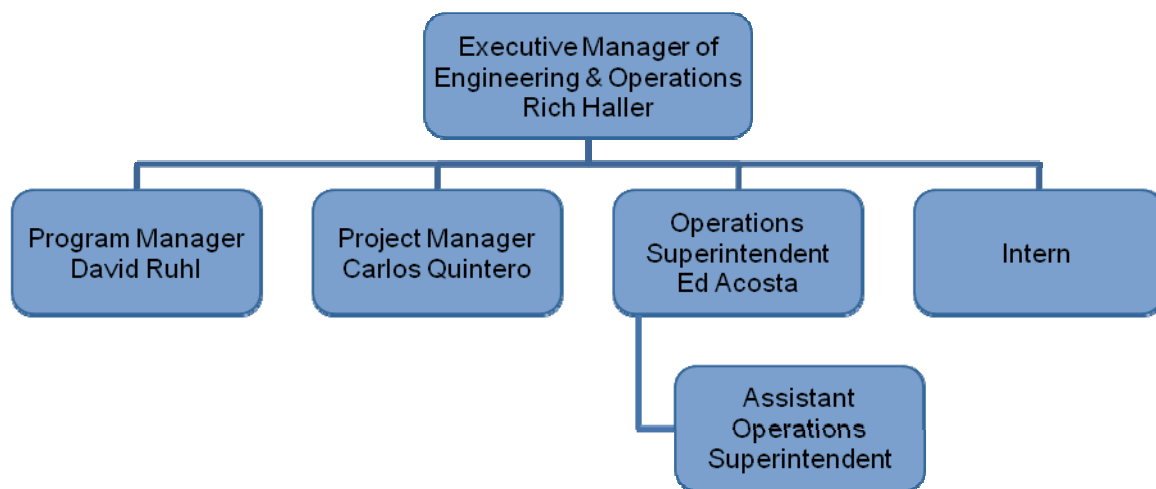
These charts reflect that even with the addition of a separate staff person dedicated to Public Affairs, the Planning Department would still need approximately one extra staff person to complete the Strategic Plan.

Engineering and Operations Department

The resources necessary to accomplish the work tasks by the deadlines defined will be dependent on a number of factors. Near-term tasks (through 2013) are generally defined and the level of effort estimated. Some longer-term activities running through 2015, such as project implementation tasks, are less defined since the project details are not known. Assumptions have been made about the scope of work/level of effort for these tasks.

In evaluation of the work load to complete the SAWPA Strategic Plan, an independent evaluation of work load and staffing resources by SAWPA department was prepared by Salvador Lopez under contract with SAWPA. For the Engineering and Operations Department, the need for one additional FTE over the next two years to accomplish defined tasks was identified.

Currently, the Engineering and Operations Department contains the following staff.



Existing Staff – 5 FTE and 1 Paid Intern

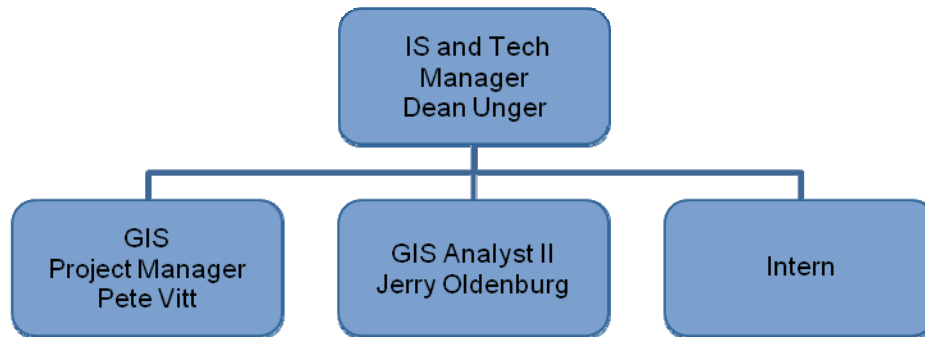
- 1 – Executive Manager of Engineering and Operations
- 1 – Program Manager
- 1 – Project Manager
- 1 – Operations Superintendent
- 1 – Assistant Operations Superintendent
- 1 – Intern

The additional staff person would allow for the development of an Inland Empire Brine Line Business Plan including a capacity management plan, further work on alternate disposal alternatives such as the Salton Sea and management of the State Proposition 84 IRWM Implementation projects. The Proposition 84 management is funded through FY 2015.

In October 2011, SAWPA department heads were asked to provide a list of work performance efficiencies that could be implemented to address additional tasks of the Strategic Plan without additional labor hours. The Engineering and Operations Department has already been implementing several initiatives (Brine Line permitting and capacity management “red teams”, marketing, multi-year contracting) and identified the top three new initiatives to further improve efficiency (contracting for two years with an optional third year, utilizing additional Administrative Services staff to manage activities, and expand the use of GIS-based tools to store facility data and track/perform system maintenance. These organizational efficiencies are expected to free up about 10-15% of the Department’s workload but still well short of the additional time needed to make-up for another full-time staff member.

Information Systems and Technology (IT)

Currently, the IT Department consists of the following staff.

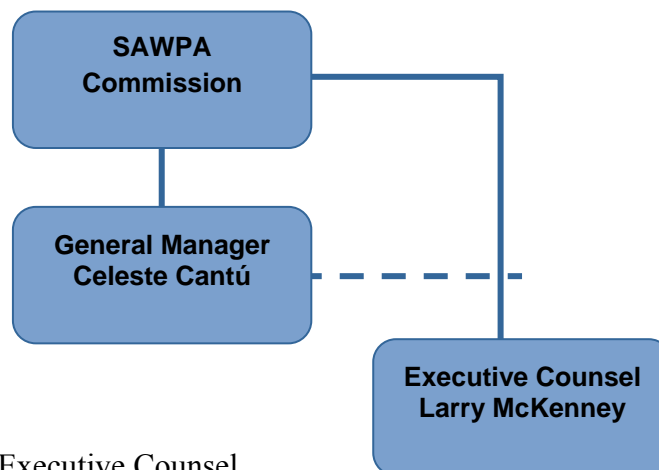


Existing Staff – 3 FTE and 1 Intern

- 1 – Information Systems and Technology Manager
- 1 – GIS Project Manager
- 1 – Systems Analyst
- 1 – Intern (GIS)

Legal

Legal resources within SAWPA consist of one FTE, the Executive Counsel. Outside counsel are retained for litigation matters.



Existing Staff – 1 Executive Counsel

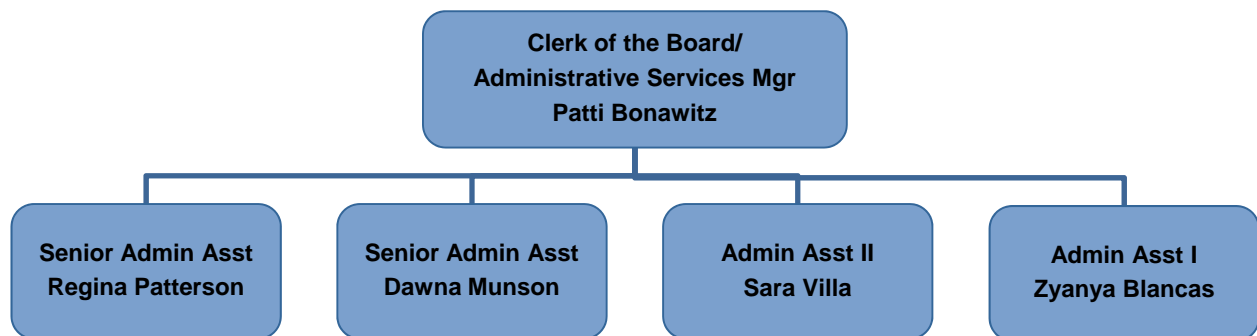
The concept of bringing legal services in house in 2010 was intended, among other things, to be an efficiency measure, in that the Executive Counsel is expected to perform general counsel services in less time than one FTE, and add other services to the SAWPA team, as well. For example, the Executive Counsel is currently also serving as project manager for one planning project, the Stormwater Quality Standards Task Force, is assisting with certain tasks in the

OWOW 2.0 Plan, and is assisting with legislative and policy advocacy and public information issues.

Predicting legal staff is difficult, particularly because of uncertainty about the workload that will be associated with general counsel tasks, as discussed below. A projection of workloads done in conjunction with the Strategic Plan process showed a peak of nearly two FTEs in 2012, dropping to just below one FTE by 2014. This trend is associated mainly with the Strategic Plan tasks and the completion of the Stormwater Quality Standards Task Force. Implementation planning must identify the efficiencies and the flexibility that will allow this workload to be evened out over a period of four years while still meeting timelines that are externally driven.

Administrative Services

Currently, the Administrative Services Department consists of the following staff.



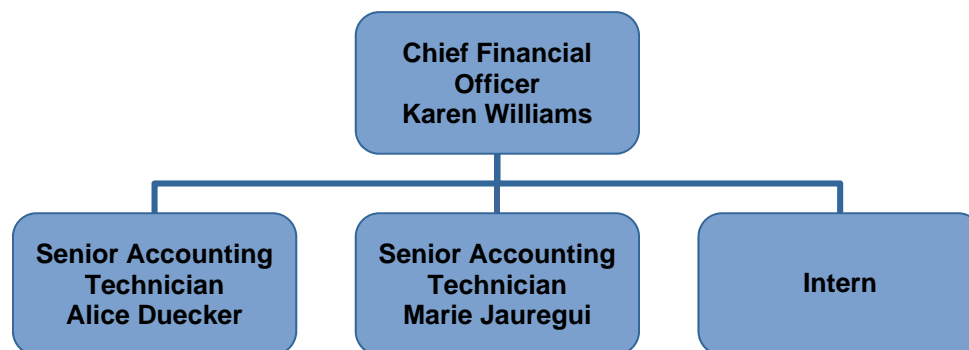
Existing Staff – 5 FTE

- 1 – Administrative Services Manager/Clerk of the Board
- 2 – Senior Administrative Assistant (Contracts Administration; Engineering and Operations)
- 1 – Administrative Assistant II (Planning/Legal)
- 1 – Administrative Assistant I (Receptionist/Information Services)

In the event staffing is increased by two or more in any of the other departments, with the exception of the Finance Department, an additional Administrative Services support person may be needed.

Finance Department

Currently, the Finance Department consists of the following staff.



Existing Staff – 3 FTE

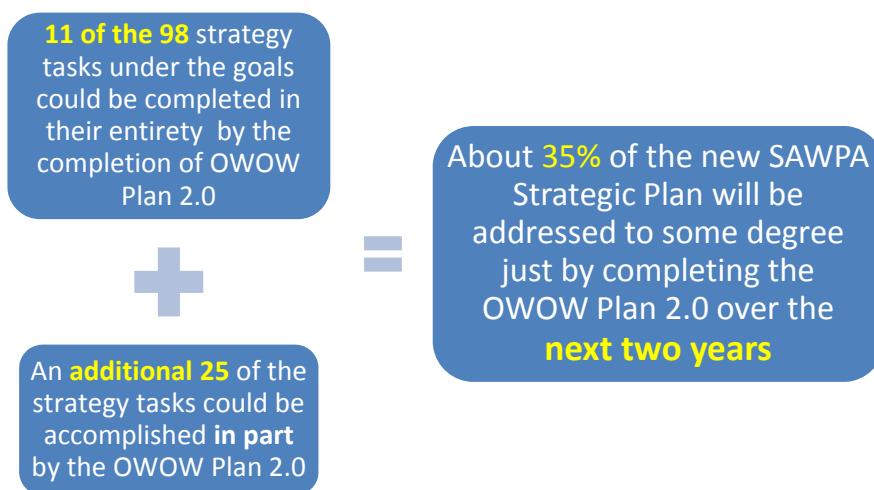
- 1 – Chief Financial Officer
- 2 – Senior Accounting Technicians
- 1 – Intern

Given the requirements of the Strategic Plans projected work load, the Finance Department has sufficient resources for completion of the tasks by the estimated completion dates as defined in the plan.

CONSTRAINTS

Planning

To address the completion of the new SAWPA Strategic Plan by FYE 2015, a goal was established to seek to complete the strategic plan as much as possible with the existing staff. For the Planning Department, an internal evaluation was conducted to determine how much of the new SAWPA Strategic Plan could be accomplished by completion of the OWOW Plan 2.0 currently budgeted to be completed over the next two years. Each of the Strategic Plan goals and strategies were compared with tasks defined under the OWOW Plan 2.0 scope. Based on this comparison, the following facts were determined:



The OWOW Plan is funded in a large part by outside grant funding to SAWPA from a California Department of Water Resources Proposition 84 Planning grant and to some degree by federal funding from the U. S. Bureau of Reclamation.

The remaining 65% of the new SAWPA Strategic Plan will need to be accomplished using available resources and consulting services. Source of funding for the staff or consulting support is also a major concern. As indicated previously, even with the implementation of proposed work performance efficiencies, additional staff or consulting services are necessary to make up for the three additional staff recommended by the SAWPA consultant, Salvador Lopez, to complete the Strategic Plan. This is considered the primary constraint to effectively accomplishing the plan by FYE 2015.

Engineering and Operations

To address the completion of the new SAWPA Strategic Plan by FYE 2015, a goal was established to complete the strategic plan as much as possible using the budgeted staff positions. Based on the immediate necessity for the grant administrator position, a new part-time or FTE shared position with the Planning Department is advised which cannot be addressed through efficiencies of just this department. However, the consultant's recommendation to add another

FTE to support the Engineering and Operations Department may need to be addressed in other ways. The additional workload can be accomplished by the following three actions:

1. Implement efficiencies;
2. Utilize Administrative Services Department staff to implement/manage simple E&O tasks (cross-training of staff); and
3. Defer other Inland Empire Brine Line activities that are of a lower priority (shift task priorities).

Information Systems and Technology (IT)

To address the completion of the new SAWPA Strategic Plan by FYE 2015, a goal was established to seek to complete the strategic plan as much as possible with the existing staff. IT currently is staffed by three full-time positions and one intern, along with several IT consultants manage the technology infrastructure of SAWPA. Many of these technologies will provide support to the goals laid out in the Strategic Plan. Web presence technology including social media, Geographical Information Systems (GIS), and advanced communication capabilities will directly support the Plan.

Several proposed solutions have a direct impact on the IT Department on whether we have the staff resources to help provide support for the plan. Solutions such as adding a project manager to the staff would free up our GIS Project Manager, who currently manages the Proposition 84 project, to focus on delivering GIS functionality to the Plan. Other Strategies such as streamlining efficiencies have a large impact on IT staff time since most of these efficiencies are based on technology that has yet to be implemented. This was not included in the Strategic Plan hours and has yet to be prioritized. The prioritization determines when the impact to IT staff occurs.

In order to cover short-term resource deficiencies, the IT Department would either outsource the work to consultants or bring in project based interns. Either of these solutions does not completely eliminate the work load from the IT Department since both the consultant and the intern must be managed.

Legal

To achieve SAWPA's goal of achieving efficiency by bringing Legal Counsel in-house, it is essential that legal services and the other tasks with which counsel is involved be performed as efficiently as possible. One significant challenge is that the work associated with general counsel is often reactive to circumstances or to the actions of others and is difficult to manage. For example, the current pace of SAWPA's activity in maintenance and repair of the Inland Empire Brine Line naturally creates numerous legal issues, but then other requirements are added by extreme weather, line breaks, spills, disputes with bidders or contractors, and litigation and potential litigation.

When general counsel services are provided by a retained firm, the firm offers efficiencies (library costs spread over multiple clients; the ability to tap into the experiences of a number of attorneys) and flexibility (several attorneys can be active during a busy period, and then work for other clients at other times). SAWPA's in-house counsel must identify other ways of

achieving similar efficiencies in order to ensure that enough time is available to complete the tasks identified in the Strategic Plan.

Funds have been budgeted for outside counsel for certain legal tasks, particularly litigation. However, it is not envisioned that significant additional funds will be used to achieve the Strategic Plan tasks for which legal staff is the lead. SAWPA does have relationships with consultants and partners that relate to the Strategic Plan tasks for which legal staff is the lead, and these relationships will need to be used effectively.

Administrative Services

The Administrative Services Department's additional workload in support of the strategic plan initiatives/tasks will be highly prioritized and weaved into our ongoing daily activities. Working with the department heads and project managers, we will implement as many of the streamlining efficiencies as possible and appropriate.

Finance

The Finance Department's additional workload in support of the strategic plan initiatives/tasks will be highly prioritized and weaved into our ongoing daily activities. Working with the department heads and project managers, we will implement as many of the streamlining efficiencies as possible and appropriate.

To deal with the previously defined constraints, a series of solutions are proposed that will allow the new SAWPA Strategic Plan to conceivably be accomplished within its defined time period.

Labor

- 1. Add new FTE employee as originally planned and budgeted.** Under the existing FYE 2012 and 2013 SAWPA budgets, a new project manager position is defined to support the Proposition 84 IRWM Implementation grant administration. This position is essential to serve as the key staff contact at SAWPA to work with DWR staff in ensuring contract compliance and appropriate deliverables. Funding for this grant administration is available under the Round 1 Proposition 84 Implementation grant in the amount of \$666,000. It was anticipated that the grant administration would be applied over the construction term of the 13 projects defined under Proposition 84, Round 1, approximately four to five years. It is anticipated that if the new job position was filled with a project manager/planner, perhaps this position could take on the dual role of both grant administration, as well as planning functions. It is recognized that grant administration for the Proposition 84 Implementation funding could not be legally applied to non-grant administration functions. However, there are some SAWPA Strategic Plan strategies that may be considered as important tools that could potentially enhance the efficiency and streamlining of the grant administrative functions of the overall Proposition 84 IRWM grant administration. Further, for tasks that are not related to Proposition 84 IRWM grant administration, sufficient funding under Proposition 84 Planning grant exists that could be applied to this new position that address OWOW Plan 2.0 tasks that are also covered in total or in part by the new SAWPA Strategic Plan. The only downside to this approach is that the Proposition 84 Planning grant funds to support the planning functions of the position would only be available for the first two years and not the four to five years of the implementation grant administration. This solution consequently may not be sustainable.

If the constraint of insufficient funding for the new position beyond the next two years is a barrier to moving forward with the hiring of the new project manager/planner position, it is recommended that a part-time grant administrator be hired as soon as possible to serve as the main DWR contact for the Proposition 84 IRWM Implementation grant administration. This position would be somewhat similar to the previous Proposition 50 temporary grant administrator hire with the exception that some project site inspection and verification experience would be helpful based on our recent experience with administering Proposition 50.

- 2. Consulting Services.** In addition to staff resources, outside consulting support should be considered as an important supplement to accomplish the new SAWPA Strategic Plan. The value of using consulting services is that there may be Strategic Plan work tasks that are more specialized in nature or may be beyond the skill set of the SAWPA staff which can be more efficiently and effectively accomplished by consultants. An example of this is in the development of Information Technology tools planned as part of the OWOW Plan 2.0 where an experienced Flex programming consultant could be brought in to support certain task functions. In this way, staff resources are better devoted to tasks that they can perform more efficiently without having to invest valuable labor time on a steep learning curve. This approach will be particularly valuable for specific OWOW planned tasks in developing water quality outreach

tools, watershed assessment/report card, GIS performance tracking tool on IRWM implementation projects, and website design, many of which are related to goals defined in the Strategic Plan. Further, consulting support has been budgeted and is expected in FYE 2012 and 2013 for the detailed feasibility analysis expected for the 5-10 system-wide project/programs that arise from the Master Craftsmen concept paper.

The use of consulting support to supplement staff for the remaining 65% of the Strategic Plan that is not covered by OWOW can also occur and is encouraged. ***The biggest challenge though is funding.*** For FYE 2014 and 2015, funding sources other than what is provided by the SAWPA member agencies has not been identified. Staff anticipates taking full advantage of every opportunity to pursue outside grant opportunities to help support staff and consulting needs. If successful, resources to complete Strategic Plan by FYE 2015 could occur.

3. **Utilizing Member Agencies' Staffs.** Member agencies' staffs might augment SAWPA resources by working on specific tasks in the Strategic Plan. This approach is only suitable if an employee could be temporarily assigned to SAWPA and actually works at SAWPA for a period of time necessary to achieve the indentified tasks. The concern is that a less structured approach would create management challenges that would erode the efficiency to be gained.
4. **Hiring additional student interns, unpaid or paid w/o benefits.** The use of student interns could help support existing staff with the accomplishment of many of the SAWPA strategic plan goals and free up higher level planning staff from more routine and basic planning functions. SAWPA's past history with student interns has generally been very positive with internships being extended to high performing students. Currently, SAWPA uses student interns in most departments under a paid low wage, non-benefit status. Hiring more unpaid students may produce positive results to extend available resources, however, some legal restrictions may occur with unpaid student interns based on recent consultation with SAWPA's legal counsel. Due to the minimal funding impact, if additional student interns are hired, staff recommends that they be added under a paid status to avoid potential legal and auditing concerns. Securing adequate work spaces for additional interns may be a concern but may possibly be addressed through "double bunking" of work stations.
5. **Cross-training of Staff.** The training of staff among departments could enhance efficiency and fill in temporary gaps between non-regular workloads and available resources. For example, if labor shortfall arises in one department, the employee or intern from another department can be temporarily lent to the other department for use on a temporary basis.

Work Performance

6. **Streamlining Efficiencies.** In October 2011, SAWPA department heads were asked to provide a list of work performance efficiencies that could be implemented to address additional tasks of the Strategic Plan without additional labor hours. The Planning Department prepared a list of 15 work performance efficiency measures. Other departments also submitted at least three work performance efficiency measures. This overall list was prioritized and evaluated by SAWPA department managers and the General Manager and is shown as Appendix B.

These organizational efficiencies are expected to impact the IT Department and those hours are not reflected on the workload charts. These organizational efficiencies are expected to free up

only about 10-15% of the Department's workloads but still well short of the higher percentage needed to make-up for additional full-time staff as recommended by the Strategic Plan consultant.

- 7. Expansion of Building Workspace.** While hiring new employees is one of the options available, SAWPA has only limited space available to house additional employees. One option might be to lease a portable office trailer. These trailers come in all sizes and can be set up quickly in the existing parking lot, and depending on size, may only take up a limited number of parking spaces. Portable office spaces can be used for a limited time or can become a permanent structure. While there are many costs involved in leasing/purchasing the portable office space, if the Agency needed to expand permanently, it would be a cheaper solution than relocating.
- 8. Shift or Defer Tasks Priorities.** By shifting or deferring some of the lower priority tasks or tasks that are less defined into later years of the strategic plan horizon, workloads and funding for projects can be better matched. The priority of the Strategic Plan goals, for this purpose, has been established by the General Manager (*) as follows:

*	Strategic Plan Goal Number / Goal	Weighting Priorities
1	6) Facilitate incorporation of water resources management in land use planning	25%
2	7) Be a resource for compliance with AB32 (greenhouse gas regulations) and reducing its impact on member agencies	18%
3	3) Achieve salt balance and ensure continued cost-effective and reliable operation of the brine line	14%
4	9) Build public understanding and support for watershed sustainability	14%
5	8) Secure external funding for the watershed to support accomplishing watershed goals	14%
6	4) Balance water supply needs with natural habitat protection	7%
7	1) Achieve optimal use of local water supplies and reduce reliance on imported water	4%
8	2) Improve water quality	4%

ADDITIONAL STUDY

To fully address the implications of the workplan for the strategic plan to the organization, an additional study is recommended to evaluate the financial impact of the Strategic Plan workplan activities. Some of the strategic plan goals and work tasks associated with them have an outside source of funding while others do not. The overall impact on SAWPA for the next five years

could be significant if some workplan tasks with no funding are prioritized over workplan tasks with outside funding. A separate study is recommended to evaluate this in the near future.

SUMMARY

In summary, every effort will be made to assure that the Strategic Plan priority goals are addressed with ongoing responsibilities. However, details of future staff resources for FYE 2014 and 2015 have not been defined and with the completion of the OWOW Plan 2.0 by 2013, existing staff resources will be more readily available to apply to the remaining Strategic Plan tasks.

Again, one of the primary constraints to this approach is that source of funding to implement some of these additional tasks has not been clearly defined.

APPENDICES

Appendix A – Work Tasks

Appendix B - Streamlining Efficiencies

Appendix C – SAWPA Organizational Chart

SAWPA Strategic Plan Goals and Strategies	Lead Dept for Goal	Anticipated Completion Date	Tasks	Status	
GOAL 1 - LOCAL SUPPLIES					
<u>Strategy 1.1 - Advance and coordinate regional projects</u>					
1.1 Identify projects under Pillar Group	Planning	Q4 2012	Complete 100% under Task 2.3.1 of OWOW 2.0	Done	
1.2 Prepare OWOW 2.0 and identify projects	Planning	Q3 2013	Complete 100% under Task 2.3.1 of OWOW 2.0		
1.3 Facilitate construction of feasible projects	Engineering	Q4 2015			
<u>Strategy 1.2 - Develop watershed-wide plans</u>					
1.1 Create forum under Pillar Group	Planning	Q2 2012	Complete 100% under Tasks 2.3.1 and 4.2 of OWOW 2.0		
1.2 Assure OWOW 2.0 reflects regional optimization	Planning	Q3 2013	Complete 100% under Tasks 2.3.1 and 4.2 of OWOW 2.0		
1.3 Develop regional policy on conjunctive use	Planning	Q2 2012	1. Compile agreements on ongoing conjunctive use programs in SAW		
		Q2 2013	2. Determine barriers to regional conjunctive use program		
		Q2 2014	3. Develop framework for regional approach		
		Q4 2015	4. Prepare policy and outline of regional conjunctive use program		
1.4 Facilitate implementation of conjunctive use opportunities	Engineering	Q4 2015			
1.5 Develop MOU with ACOE for stormwater mgmt	Planning	Q2 2013	1. Complete 5% under Task 4.6 of OWOW 2.0 - Establish dialogue	Done	
		Q4 2013	2. Determine common terms; projects; programs of mutual interest		
		Q2 2014	3. Prepare draft MOU with ACOE for stormwater mgt		
		Q4 2014	4. Final MOU with ACOE for stormwater management		
1.6 Facilitate implementation of watershed plans	Engineering	Q4 2015			
<u>Strategy 1.3 - Support initiatives to enhanceflexibility/reliability</u>					
1.1 Create forum under Pillar Group	Planning	Q4 2011	Complete 100% under Tasks 2.3.1 and 4 of OWOW 2.0		
1.2 Assure OWOW 2.0 reflects water system reliability	Planning	Q3 2013	Complete 100% under Tasks 2.3.1 and 4 of OWOW 2.0		
1.3 Facilitate implementation of recommendations	Engineering	Q4 2015			
GOAL 2 - WATER QUALITY					
<u>Strategy 2.1 - Regional approach to TMDL</u>					
1.1 Prioritize upcoming issues to anticipate taskforce needs	Planning	Q1 2013	1. Complete 10% under Task 4.3 of OWOW 2.0		
		Q3 2013	2. Obtain feedback from Reg Bd on upcoming issues		
		Q2 2014	3. Prepare list of future task forces and plan assistance to form		
1.2 Prepare business case to create new task forces	Planning	Q2 2015	1. Prepare white paper for business case for continued TF support		
1.3 Facilitate TMDL taskforces (including ongoing TF's)	Planning	Q2 2015	1. Continue support for existing and future TMDL Task Forces		
<u>Strategy 2.2 - Coordinate watershed-wide monitoring</u>					
1.1 Explore feasibility and determine support for program	Planning	Q3 2014	1. Complete 5% under Task 4.3.2 of OWOW 2.0; Determine MS4 interest		
1.2 Identify key questions to be addressed by program	Planning	Q4 2014	2. Reinitiate workgroup meeting to determine scope and interest		
1.3 Develop implementation strategy	Planning	Q1 2015	3. Develop workplan and QAPP if needed		
1.4 Assist in implementation	Planning	Q2 2015	4. Develop TF agreement for regional monitoring program		
<u>Strategy 2.3 - Develop strategy for water quality trading</u>					
1.1 Explore feasibility with regulatory agencies	Planning	Q3 2013	1. Complete 5% under Task 4.3 of OWOW 2.0; use TMDL TF as template		
1.2 Develop strategy	Planning	Q2 2014	2. Investigate how wq trading program can be applied to other TMDL		
1.3 Assist in implementation	Planning	Q4 2014	3. Determine feasibility of watershed wide program		
		Q1 2015	4. Develop agreement to implement on watershed wide basis		
		Q2 2015	5. Administer program for all parties involved		
<u>Strategy 2.4 - New stormwater quality standards</u>					
1.1 Support Regional Board in adopting new standards	Planning	Q4 2011	To be completed by Dec. 2011		
<u>Strategy 2.5 - Emergent constituents sampling</u>					
1.1 Update sampling list and develop website	Planning	Q2 2012	Update occurs annually; website dev is ongoing under EC Task Force		
1.1 Update sampling list as need and maintain website	IT	Q3 2012			
GOAL 3 - SALT BALANCE					
<u>Strategy 3.1 Support watershed-wide activities</u>					
1.1 Implement recommendations of 2010 Salinity Mgmt Plan	Engineering	Q4 2013	Phase II, Phase I on-going now		
1.2 Create forum under Pillar Group	Planning	Q1 2014	1. Complete 20% under Task 4.3 of OWOW 2.0;		
		Q2 2014	2. Ongoing So Cal Salinity Coalition, BMP TF and Imported Water Recharge all support salt forums		
1.3 Continue Red Team efforts to confirm flow projections	Engineering	Q2 2013			
1.4 Update Salinity Management Plan	Engineering	Q4 2013			
<u>Strategy 3.2. Investigate alternatives to convey future brine</u>					
1.1. Evaluate future brine conveyance alternatives	Engineering	Q2 2013			
1.2 Launch program to investigate brine management	Engineering	Q4 2013			
1.3 Implement brine conveyance/mgmt recommendations	Engineering	Q4 2014			
<u>Strategy 3.3 Address brine line rehab needs</u>					
1.1 Implement brine line CIP plan	Engineering	Q4 2012	Ongoing, evaluate Reach V needs		
1.2 Rehabilitate reaches IV-A and IV-B	Engineering	Q2 2013			
1.3 Continue inspection and repair	Engineering	Q4 2013			
1.4 Implement brine line relocation efforts in OC	Engineering	Q1 2014			
1.5 Identify & implement add'l rehab needs	Engineering	Q4 2013			
<u>Strategy 3.4 Market the Brine Line to maximize flows</u>					
1.1 Prepare business plan to incorporate new users	Engineering	Q4 2013	Combine with 3.6.1		
1.2 Refine marketing plan	Engineering	Q2 2014			
1.3 Implement marketing plan	Engineering	Q4 2014			
<u>Strategy 3.5 Develop solutions to O&M cost due to solids</u>					
1.1 Confirm mechanism of scales/solids formation	Engineering	Q4 2012			
1.2 Implement recommendations	Engineering	Q4 2013			
1.3 Optimize operation to reduce cost	Engineering	Q4 2015			
<u>Strategy 3.6 Revise financial strategies and capacity ownership</u>					
1.1 Develop Capacity Management Plan	Engineering	Q4 2013	Combine with 3.4.1		
1.2 Resolve issues with OCSD	Management				

SAWPA Strategic Plan Goals and Strategies	Lead Dept for Goal	Anticipated Completion Date	Tasks	Status
GOAL 4 - HABITAT PROTECTION				
Strategy 4.1 Develop mechanism for mitigation opportunities				
1.1 Develop framework & business case for mitigation banking	Planning	Q3 2013 Q1 2014 Q2 2014	1. Complete 10% under Tasks 4.7 and 4.8 of OWOW 2.0; initiate dialogue 2. Complete remaining 90% as white paper	
1.2 Support implementation of mitigation banking	Planning	Q2 2014 Q4 2014 Q1 2015 Q2 2015	1. Complete 5% under Tasks 4.7 and 4.8 of OWOW 2.0; initiate dialogue 2. Conduct multiple discussion mtgs with interested parties 3. Prepare draft MOU for mitigation banking 4. Prepare final MOU for mitigation banking	
1.3 Support regional multispecies conservation plan	Planning	Q3 2013 Q1 2014 Q3 2014 Q1 2015 Q2 2015	1. Complete 5% under Tasks 4.7 and 4.8 of OWOW 2.0; initiate dialogue 2. Evaluate past successful multi-species habitat conservation plans 3. Determine where gaps in watershed exist and interested parties/need 4. Develop draft agreement to creation of regional plan 5. Develop final agreement to create multi-species habitat cons plan	
1.4 Develop framework for regional permit in riparian corridor	Planning	Q1 2014 Q3 2014 Q1 2015	1. Conduct meetings with permitting agencies regarding regional approach 2. Determine interest by stakeholders in regional permit approach 3. Assist regulatory agencies in drafting regional permit	
1.5 Support implementation of regional permit	Planning	Q2 2015	4. Finalize regional permit and support administration	
Strategy 4.2 Facilitate opportunities for habitat/species regional mgmt				
1.1 Develop model that incorporates mitigation in project development	Planning	Q2 2013 Q3 2013 Q4 2013 Q1 2014	1. Complete 5% under Tasks 4.7 and 4.8 of OWOW 2.0; initiate dialogue 2. Discuss cost effectiveness w/developers and regulatory agencies 3. Develop framework for mitigation set-aside as part of project dev. 4. Prepare draft model for regional mitigation through project dev.	
1.2 Advocate regulation based on ecosystem functions	Planning	Q4 2013 Q1 2014 Q2 2014 Q3 2014	1. Prepare and gather maps reflecting ecosystem functions. 2. Meet with regulators to discuss ecosystems functions approach. 3. Determine if environmental rep would support 4. Draft framework similar to habitat plan to address regulations differently	
1.3 Support implementation	Planning	Q4 2014 Q1 2015 Q2 2015	5. Execute draft agreement to use ecosystem approach. 6. Finalize agreement to regulate using ecosystem approach 7. Provide support as administrator of program to implement	
Strategy 4.3 Support removal of invasive species				
1.1 Develop metrics to equate species removal to water supply	Planning	Q1 2014 Q2 2014 Q3 2014	1. Complete 5% under Tasks 4.7 and 4.8 of OWOW 2.0; gather data 2. Update arundo removal water offset and research other plant species 3. Prepare report of water savings metrics through inv. species removal	
1.2 Promote removal of invasives and habitat restoration in public lands	Planning	Q3 2014 Q4 2014 Q1 2015	1. Complete 5% under Tasks 4.7 and 4.8 of OWOW 2.0; initiate dialogue 2. Use previous report to support meetings with water agencies 3. Determine if financial support for removal programs is available	
1.3 Support ongoing invasives removal programs	Planning	Q2 2015	4. Continue and expand support to exist programs for invasive removals	
Strategy 4.4. Solutions to manage waterways to protect all beneficial uses				
1.1 Develop approach to quantify impacts of impaired hydrology	Planning	Q1 2015 Q2 2015	1. Define a list of factors impairing hydrology 2. Prepare an analysis of how impacts to be addressed	
GOAL 5 - BUILD PUBLIC UNDERSTANDING				
Strategy 5.1 - Coordinate legislative and advocacy efforts				
1.1 Educate elected officials through OWOW Conference	Planning	Q3 2013	Complete 100% under Task 2.1 of OWOW 2.0	
1.2 Expand collaborative advocacy process	Planning	Q3 2013 Q3 2014	1. Complete 20% under Tasks 2.4 and 2.5 of OWOW 2.0 2. Evaluate ways that stakeholders can be advocates for regional programs	
1.3 Coordinate with non-traditional stakeholder groups	Planning	Q3 2013 Q3 2014 Q4 2014	1. Complete 20% under Tasks 2.4 and 2.5 of OWOW 2.0 2. Compile a list of non-traditional stakeholders 3. Contact to determine interest in joining together on common interests	
Strategy 5.2 - Develop consistent message in water issues				
1.1 Work with member agencies' IPOs to identify themes/messages	Planning	Q3 2013 Q3 2014	1. Complete 5% under Tasks 2.4 and 2.5 of OWOW 2.0 2. Through EC work, expand collaboration and consistent message w/IPOs	
1.2 Develop watershed-specific documents	Planning	Q3 2013 Q3 2014	1. Complete 5% under Tasks 2.4 and 2.5 of OWOW 2.0 2. Utilize outreach tools of EC to support watershed wide documents	
Strategy 5.3 - Publish demonstration of economic value of sustainability				
1.1 Identify local resources to collaborate on developing info	Planning	Q3 2013 Q3 2014	1. Complete 5% under Tasks 2.5 and 2.6 of OWOW 2.0 2. Review work of economic analysis of outside consultant	
1.2 Framework & analysis to assess economic value	Planning	Q3 2013 Q2 2014 Q3 2014	1. Complete 5% under Tasks 2.5 and 2.6 of OWOW 2.0 2. Determine additional expertise needed to assess economic value 3. Develop scope of assessment and hire consultant/univ to do analysis	
1.3 Collaborate with UCR on economic evaluation	Planning	Q4 2014	4. Conduct meetings with univ/consultant to coordinate and review	
1.4 Publish information	Planning	Q2 2015	5. Prepare Draft and Final Report for sharing to others	
Strategy 5.4 Establish repository of information on water quality				
1.1 Identify tools of interest to stakeholders	IT	Q2 2012		
1.2 Develop internet portal to make information available	IT	Q4 2012		
Strategy 5.5 Foster and brand a watershed identity				
1.1 Work with member agencies' IPOs to identify themes/messages	Planning	Q3 2014	Complete 10% under Task 2.4 of OWOW 2.0	
1.2 Use newsletter and other means to focus on watershed issues	Planning	Q3 2014	Complete 10% under Task 2.4 of OWOW 2.0	
1.3 Implement branding documents	Planning	Q2 2015	1. Review recommendations of SAWPA Branding work 2. Determine what items can be done in-house and by others 3. Evaluate resources needed to implement 4. Once resources are obtained, implement priority recommendations	
1.4 Conduct watershed sustainability report card	Planning	Q3 2013	Complete 100% under Task 6.2 of OWOW 2.0	
GOAL 6 - INCORPORATE WATER RESOURCES IN LAND USE PLANNING				
Strategy 6.1 Highlight interrelationships between land use planning & water				
1.1 Prepare forum for communication w land use planning agencies	Planning	Q3 2013	Complete 100% under Task 4.5 of OWOW 2.0	
1.2 Emphasize incorporation of water resources in general plans	Planning	Q3 2013	Complete 100% under Task 4.5 of OWOW 2.0	
1.3 Support development of GIS tools	IT	Q3 2013		
Strategy 6.2 - Promote regional approach to stormwater permit compliance				
1.1 Initiate conversation with regulators and permittees to develop basis	Legal	Q1 2012		
1.2 Develop business case and strategy for collaboration	Legal	Q3 2012	Collaborate with SoCal Water Comm Stormwater Task Force	

SAWPA Strategic Plan Goals and Strategies	Lead Dept for Goal	Anticipated Completion Date	Tasks	Status
1.3 Develop policies for accounting for water efficient design- 1.4 Develop approach to credit stormwater capture and use 1.5 Develop model to incentivize stormwater capture	Legal Legal Legal	Q4 2012 Q4 2012 Q2 2013	Collaborate with DWR CWP 2013 Update, Land Use RMS Pilot Project Collaborate with DWR CWP 2013 Update, Land Use RMS Pilot Project Collaborate with DWR CWP 2013 Update, Land Use RMS Pilot Project	
<u>Strategy 6.3 - Coordinate with land use agencies to resolve issues</u>				
1.1 Identify strategies and develop framework for cooperation 1.2 Develop policies for accounting for water efficient design-	Legal Legal	Q2 2012 Q4 2012	Collaborate with SoCal Water Comm Stormwater Task Force Collaborate with DWR CWP 2013 Update, Land Use RMS Pilot Project	
GOAL 7 - BE A RESOURCE FOR AB32 COMPLIANCE				
<u>Strategy 7.1 - Coordinate development of climate action plan</u>				
1.1 Develop understanding of how regional approach will benefit watershed 1.2 Discuss need for climate action plan and determine objectives 1.3 Develop participation & governance for plan 1.4 Sponsor development of action plan	Planning Planning Planning Planning	Q1 2014 Q2 2015 Q2 2015 Q2 2015	1. Complete 10% under Task 4.9 of OWOW 2.0, by BOR climate change tasks 2. Determine need and interest in climate action plan 3. Determine who may be interested in involved in plan development 4. Seek support by interested parties to fund and implement plan dev.	
<u>Strategy 7.2 - Identify opportunities for multi-agency cooperation in mitigation/adptation</u>				
1.1 Identify regional opportunities for implementation of measures 1.3 Develop participation & governance for plan 1.4 Support implementation of opportunities	Planning Planning Planning	Q2 2014 Q2 2015 Q2 2015	1. Complete 50% under Task 4.9 of OWOW 2.0, by BOR climate change tasks 2. Determine if new implementation projects/programs result from OWOW 3. Determine interested parties and governance of implementation 4. Evaluate how project can be implemented, SAWPA?	
GOAL 8 - SECURE EXTERNAL FUNDING FOR THE WATERSHED				
<u>Strategy 8.1 - Leverage OWOW Plan to increase region's clout</u>				
1.1 Update OWOW every two years (coordination) 1.2 Identify opportunities for funding OWOW Plan update 1.3 Develop strategy to increase regional local funding 1.4 Secure Prop 84 funding for the watershed	Planning Planning Planning Planning	Q3 2013 Q4 2013 Q3 2013 Q3 2013 Q4 2013 Q3 2012 Q2 2013	1. Complete 100% under Task 2 of OWOW 2.0 2. Apply for future OWOW Planning grant funds, if available 1. Complete 100% under Task 5.1 of OWOW 2.0 1. Complete 25% under Task 5 of OWOW 2.0; evaluate past plans for local regional funding 2. Develop report on feasibility of local regional funding 1. Complete 5% under Task 5 of OWOW 2.0; explore new approaches 2. Complete remaining work through grant application.	
<u>Strategy 8.2 - Influence state and federal legislation to increase funding</u>				
1.1. Encourage joint legislative outreach for funding bills 1.2 Provide active support to 2012 Water Bond 1.3 Explore feasibility of fee-based funding for water management	Planning Planning Planning	Q2 2012 Q1 2012 Q1 2012 Q2 2012 Q3 2014 Q3 2014 Q4 2014	Ongoing annually 1. Solicit support of water industry to delay 2012 Water Bond to 2014 2. If unsuccessful in obtaining 2/3 majority leg support, lead effort to pass 2012 Water Bond 3. Prepare video, handout and ppt at every opportunity for support 1. Complete 5% under Task 5.2 of OWOW 2.0; review past local fee based funding investigative efforts 2. Prepare pros and cons of fee based funding for water resource projects similar to LA Prop O 3. Prepare feasibility study defining how a fee based funding approach can be accomplished include constraints and strategies to overcome challenges.	
<u>Strategy 8.3 Explore new funding opportunities</u>				
1.1 Identify and explore new potential funding sources 1.2 Expand brine line marketing opportunities to new customers	Planning Planning	Q2 2012 Q3 2013 Q2 2015	1. Complete 25% under Tasks 5.1 and 5.2 of OWOW 2.0 2. Complete remaining 75% through economic benefit evaluation by finance consultant and review results of Strategy 8.2 on fee based funding 1. Evaluate success of past outreach efforts 2. Expand brine line opportunities through most effective outreach efforts	

APPENDIX B – STREAMLINING EFFICIENCIES

Planning

- 1) Hire budgeted Proposition 84 IRWM administrator/planner position as soon as possible to improve work performance and efficiency for all.
- 2) Develop in-house training and expertise for conflict management and resolution to decrease high-priced consultant use. Utilize available grant funding to support consultant contracts for necessary expertise that cannot be as efficiently done in-house e.g. flex design experts for IT needs, watershed assessment/report card, system-wide project/program feasibility studies for OWOW Plan 2.0 etc.
- 3) Consultant contracts for necessary expertise that cannot be as efficiently done in-house e.g. flex design experts for IT needs, watershed assessment/report card, system-wide project/program feasibility studies for OWOW Plan 2.0 etc.

Engineering and Operations

- 4) For recurring work, extend duration of service contracts to at least 2 years with option for 3rd year. Reduces staff time to complete RFQ process. Current contracts are 1 to 2 years in duration.
- 5) Use GIS tools to store Brine Line data, create work orders, schedule recurring work, and track problem areas. This effort is being coordinated with WMWD new CMMS system.
- 6) Use one Admin staff as a part-time PM to administer RFQ process in spring 2012 and administer/manage simple projects for completion.

Information Systems and Technology

- 7) Use “Dropbox” instead of FTP for file transfer. Dropbox integrates the desktop, I Pad and mobile (Androids only) when file sharing. The only limit is that each user or client must sign up for an account. The account is free
- 8) Use “Touchdown” app on Droid phones to integrate tasks on Outlook and Droids. This app integrates the Droid and Outlook.
- 9) Integrate GIS and OnBase documents. This will allow documents to be associated spatially.
- 10) Be able to check out notebooks and projectors through Outlook. This will allow us to track who has what.
- 11) Connect event calendar to meeting rooms. Currently, we have to make sure we make an appointment in two places so that the events calendar and the meeting room calendars sync.

Legal

- 12) All outside legal tasks to have an associated budget agreed upon by outside counsel. Look for opportunities for lump sum task-based payment. One way to ensure efficiency is to control costs, relative to the ends to be achieved. For all matters for which outside counsel is required, Executive Counsel will ensure that legal service providers are working under a budget. Executive Counsel will explore opportunities for beneficial billing methods, such as lump sum task-based payments, that could save money. Executive Counsel will continuously monitor legal matters being handled by outside counsel to ensure that the costs SAWPA is incurring make sense considering dispute. These practices will ensure that sufficient funds are available to allow outside counsel to address all appropriate matters so that Executive Counsel has time available to address Strategic Plan tasks.
- 13) Improve productivity (or reporting of productivity) of State lobbying contract. There are a number of Strategic Plan tasks that legal staff may be in able to assist with, even while not being the lead, such as the tasks under Goal 5. Keeping in mind that efficiency can be improved either by lowering costs or by increasing productivity, Executive Counsel will work with the General Manager and SAWPA's legislative advocates to seek ways to improve the effectiveness of existing lobbying efforts to help achieve Strategic Plan goals.
- 14) Establish supporting relationships with member agencies' counsel to shorten research time on routine issues. In order to create efficiencies similar to a law firm, Executive Counsel will form strong collaborative relationships with the general counsels of SAWPA's member agencies. The member agencies share an interest in SAWPA being efficient, and for almost all general counsel matters there is no conflict of interest issue in conferring. Member agency counsel would not be asked to provide legal services, of course, but because of their diverse experience, and the library of reference materials and work product they possess, could significantly shorten SAWPA's work time on normal general counsel activities.
- 15) Look for opportunities to streamline business processes during review of all agency policies during the next year. A legal task planned for FY2012 is to conduct a systematic legal review of existing SAWPA policies. During this review, Executive Counsel will seek opportunities to streamline SAWPA's business practices in order to facilitate accomplishment of Strategic Plan tasks. At the same time, however, the review of existing policies is also a task that could be reprioritized or spread out over a longer time to even out the legal workload during the next four years.

Administrative Services

- 16) Admin support in task force meetings:
 - Assess the need for admin support (i.e., recording/taking minutes).
 - Prepare "action" notes (a one-page recap of decisions) vs. meeting notes and possibly save recording to supplement the notes.
 - Reduce hard copy paper reproduction at all meetings by loading documents into USB drive or laptop to be shown via projector at out-of-house meetings. Use projector to show agenda/meeting handouts etc. in-house as well. Utilize meeting table "signage" at meeting agenda table with just one copy and the signage, "Previously emailed copies".

- Project Managers could require as part of work/scope that consultants to bring enough copies to meetings rather than last minute rush to copy for staff to make them. Consultants should give us 24 hours notice. Better yet, require that they be sent ahead of time electronically.

17) Assess utilizing e-sigs on various accounting processes (i.e., request for work orders, work orders, request for purchase orders, purchase orders, procurement forms etc.).

Finance

18) Electronic time sheets for a two-week period.

19) Do blanket purchase orders for Staples and others and eliminate a purchase order for each purchase.

20) Received electronic AP invoices and sent electronic AR invoices.

Additional

21) Use two-year purchase orders/task orders etc. to coincide with budget.
(Karen will need to update Procurement Policy; staff to start in the new year)

22) An Agenda for every meeting to stay focused and on track and send out prior to meeting time.
(Agenda/materials should be included in email appointment reminder when booking)

23) Make the Outlook Events calendar function properly in booking meetings/rooms. (Dean to fix)

24) Re-evaluate what is performed “in-house” versus by contract re brine line.

25) Post documents for member agency use using On-Base re brine line.

26) Red Team Initiative - hauled waste – streamline/coordinate activities of Collection Stations. LWH permits being issued by SAWPA. Standard permit application forms in use for LWH permits and Generator Permits. A single LWH permit can be used at any of 4 Collection Stations. Pending: use of alternate Collection Station during emergency or planned shutdown for M&R – requires Member Agency changes to Ordinances.

27) Marketing – working to publicize Brine Line to bring new customers. Increased flows reduce cost per MG. Working to streamline new customer process – Corona Resource Recovery is test case.

28) Video conferencing – technically feasible?

29) On-line reports and data – posting information reducing requests for information.
(Dean/Patti – discuss records retrieval - K/Common)

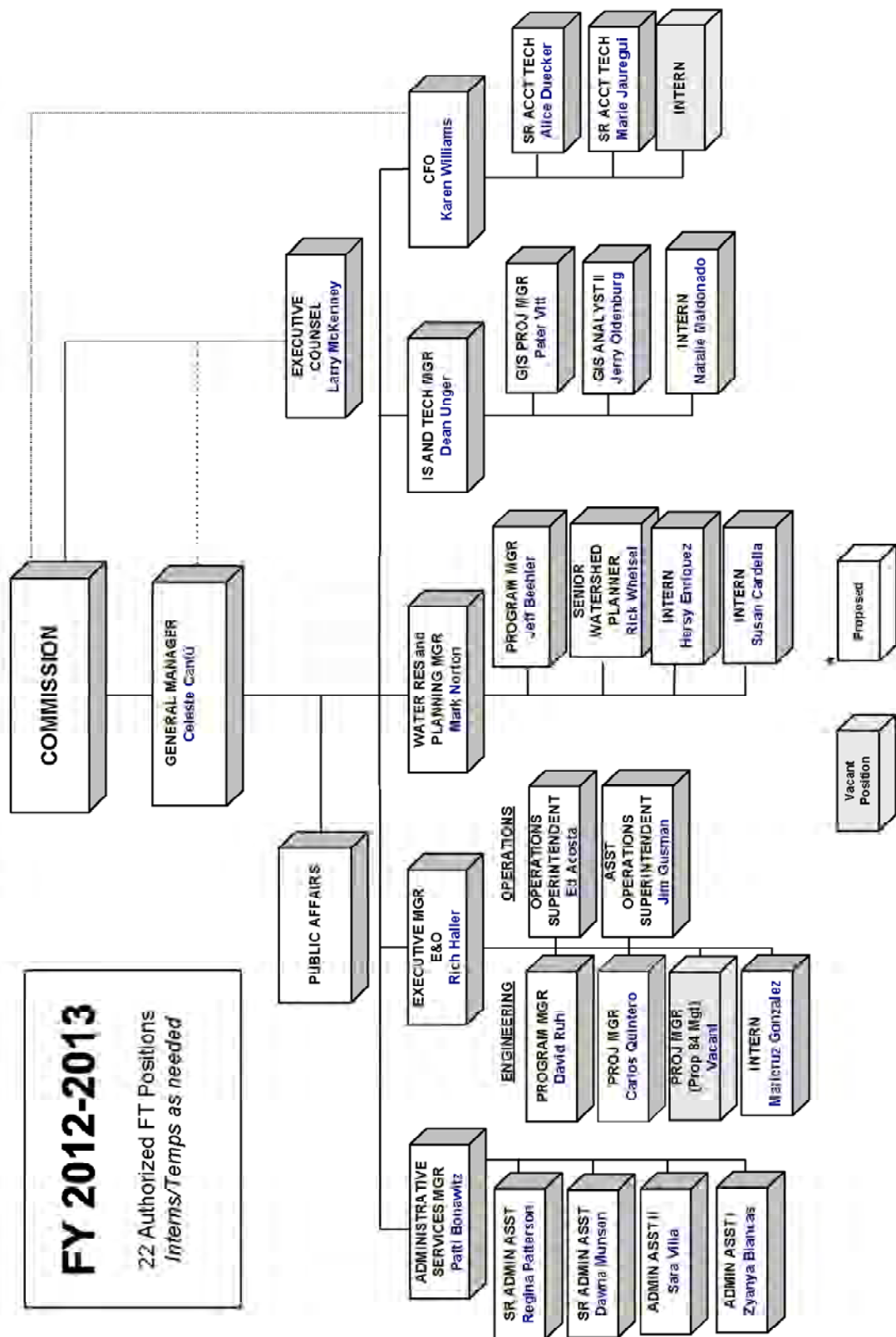
- 30) Reduce some Task Force meeting notes to action items, work tasks, and decisions if acceptable by Task Force to relieve admin staff of recording/taking minutes and attending meetings. (Dean/Patti - discuss minute taking app)
- 31) Reduce hard copy paper reproduction for task force meetings by loading all documents on a USB drive or laptop and show by projector at out of house meetings. Use projector to show agenda and meeting handouts. (Dean/Patti to further discuss)
- 32) Maximize use of planning interns and low-cost admin staff for more tasks particularly with OWOW Plan 2.0 task deliverables.
- 33) Reassess current projects and initiatives relative to strategic plan. Reduce or eliminate efforts on those that aren't consistent. For example, does the Trail project provide any real benefit to SAWPA? At one time, it was a chance for senior management/ elected to interact with others from the watershed and pitch integrated projects. Still true? (Mark to reassess after workplan)
- 34) Encourage task force agencies to print their own copies, if desired and bring to meetings. Encourage task force agencies to receive any task force deliverables in electronic format only to avoid hard copy processing.
- 35) Streamline Commission packet agenda prep with an electronic only version. Print version of that can be given as a public copy. No agenda packets for senior staff and possibly Commission. Senior staff can print out relevant sections as appropriate and review electronic copies.
- 36) When producing routine communication items such as agendas, announcements, etc., eliminate sending back reviews to original author and allow document to be modified as needed as it rises from project manager, to dept head, to admin reviewer, to general manager. This techniques to similar to news article review approaches used at newspapers and is described as an "up and out" approach.
- 37) Regular SAWPA staff meetings - short and with an agenda- to make sure staff is up to date and not working cross purposes. And also it's an opportunity to regularly reinforce the "consultant" mentality.
- 38) Add roundtable report component to Dept. Manager's Meeting that is strictly limited to a 10 min report per dept of primary interest to other depts.
- 39) Centralize calendar and posting meeting information in ONE place using ONE format.
- 40) Create an electronic bulletin board (as part of SAWPA web-page) as a complement to SAWPA calendar to announce/list each department's current projects and on-going activities of significance... to enhance internal communication.
- 41) Regular SAWPA staff meetings – short and with an agenda - to make sure staff is up-to- date and not working cross purposes. And, also it's an opportunity to regularly reinforce the "consultant" mentality.

- 42) Record all Xeroxing efforts that exceed 100 pages in one Xeroxing session and assign to specific SAWPA Acct Fund/Projects to assure proper accounting of hard copy costs to specific projects with the goal to reduce hard copy costs.

Already in the Works!

- 43) On-line as-built drawings – required by engineers and contractors working in close proximity to the Brine Line. Has significantly reduced the number of written requests for paper copies of drawings, especially requests that result in “no-conflict” responses from SAWPA
- 44) Created web-based posting of customer information for the renewal of permits, costs including a “cost calculator” and copies of Ordinance No. 5 and all Resolutions.
- 45) Created web-based “potential customer” page with often requested data.

SAWPA ORGANIZATION CHART



Strategic Plan

June 30, 2011

DRAFT

OUR VISION

SAWPA's vision is a sustainable Santa Ana River Watershed that provides clean and reliable water resources for a vibrant economy and high quality of life for all, while maintaining healthy ecosystems and open space opportunities.

A successful SAWPA provides value to its member agencies and to the watershed as a whole by facilitating collaboration across boundaries to address common goals and tackle problems that are larger than any individual entity.

OUR MISSION

SAWPA strives to make the Santa Ana River Watershed sustainable through fact-based planning and informed decision-making, regional and multijurisdictional coordination, and the innovative development of policies, programs and projects. Our mission is accomplished through a number of specific functions:

- Maintaining peace in the watershed
- Facilitating conflict resolution through collaborative processes
- Preparing an integrated watershed-wide water management plan that provides a unified vision for the watershed
- Operating the Inland Empire Brine Line to convey salt out of the watershed and support economic development
- Developing water-related initiatives, particularly those that require the participation of several entities
- Identifying, pursuing, securing and administering supplemental funds for the watershed
- Influencing legislation for the benefit of the watershed

OUR VALUES

Our strategy and day-to-day operations are guided by values strongly held by our member agencies, management and staff:

Leadership – in the development and advancement of a vision and plan for a sustainable watershed, and in the incorporation of new paradigms for water and watershed planning

Collaboration and cooperation – among member agencies and other stakeholders in the watershed toward the formulation and implementation of solutions to watershed-wide, multi-jurisdictional problems

Creativity – in the pursuit of new approaches to watershed planning, the use of new technologies, and the enhancement of a new water ethic in the watershed

Fact-based decision-making – to identify neutral and transparent solutions that maximize the benefit to the entire watershed

Respect – for all voices and perspectives in the watershed to develop sound solutions and maximize consensus building

Transparency, integrity and professionalism – to maintain the respect and trust of our partners, and to attract and retain talented and committed individuals to our organization

GOALS

Achieve optimal use of local water supplies and reduce reliance on imported water

Improve water quality

Achieve salt balance and ensure continued cost-effective and reliable operation of the brine line

Balance water supply needs with natural habitat protection

STRATEGIES

- Advance and coordinate regional projects/programs to achieve OWOW goals for desalination, water reuse, water use efficiency, groundwater recharge/conjunctive use and stormwater capture and recharge
- Develop watershed-wide strategies and plans for desalination, water reuse, water use efficiency, groundwater recharge/conjunctive use and stormwater capture and recharge
- Support and coordinate multi-agency initiatives that enhance the flexibility and reliability of water supply systems

- Administer and support regional approaches to conform with TMDLs and Basin Plan requirements
- Coordinate watershed-wide monitoring program aimed at reducing compliance costs
- Develop strategy and market basis for water quality trading
- Promote establishing new stormwater quality standards and pathogen indicators to allocate resources more efficiently
- Support emerging constituents (ECs) sampling program and explore public outreach program for ECs and other constituents of public concern

- Support salinity management efforts and coordinate watershed-wide salt management activities
- Investigate alternatives for conveying future brine flows and alternative discharge points, including brine concentration
- Address brine line rehabilitation and relocation needs
- Market the brine line to maximize flows from industry and other users
- Develop solutions to minimize O&M costs of brine line due to solids formation and scaling
- Revise financial strategies and ownership of capacity to eliminate idle capacity

- Develop mechanism to provide mitigation opportunities for ongoing operational activities and new construction projects in areas occupied by endangered or threatened species, or in other sensitive areas
- Facilitate opportunities for regional management of species and habitat
- Support removal of invasive plant species by identifying and prioritizing target species, and by securing funding for removal and habitat maintenance efforts
- Promote solutions to manage waterways to protect all beneficial uses, including management of sediment and soft-bottom channels

GOALS

Build public understanding and support for watershed sustainability

Facilitate incorporation of water resources management in land use planning

Be a resource for compliance with AB32 (greenhouse gas regulations) and reducing its impact on member agencies

Secure external funding for the watershed to support accomplishing watershed goals

STRATEGIES

- Coordinate legislative and advocacy efforts on key watershed issues
- Develop consistent message in water issues for use by agencies in the watershed
- Publish information demonstrating the economic value to the watershed of sustainable water resources practices and regional collaboration
- Establish a repository of information on water quality to assist agencies in analysis and decision-making
- Help foster and brand a unique Santa Ana River watershed identity

- Highlight to land-use agencies the interrelationship between land use planning and water resources and provide information to support decision-making
- Promote regional approach to stormwater permit compliance that effectively integrates water supply and integrated regional water management opportunities
- Coordinate with land use agencies to resolve issues and avoid disputes associated with water management activities

- Coordinate the development of a climate action plan that addresses GHG mitigation and adaptation to climate change providing compliance on a regional scale
- Identify opportunities for multi-agency cooperation in the development and implementation of GHG mitigation and adaptation actions

- Leverage OWOW Plan and future updates to increase the clout of the region in securing funding
- Influence state and federal legislation to increase funding for the region
- Explore new funding opportunities, such as private sector and foundations

Action Plan

Goal 1 – Achieve optimal use of local water supplies and reduce reliance on imported water

STRATEGIES

Advance and coordinate regional projects/programs to achieve OWOW goals for desalination, water reuse, water use efficiency, groundwater recharge/conjunctive use and stormwater capture and recharge

Develop watershed-wide strategies and plans for desalination, water reuse, water use efficiency, groundwater recharge/conjunctive use and stormwater capture and recharge

Support and coordinate multi-agency initiatives that enhance the flexibility and reliability of water supply systems

Action (due date)

- Create forum under Pillar Group and other relevant parties for the identification of multi-beneficial regional projects and programs; identify projects/programs to be advanced and define role for SAWPA (December 2011); continue efforts during 2014
 - Prepare OWOW 2.0 in a way that proactively identifies more multi-regional and multi-benefit projects/programs (June 2012)
 - Facilitate or construct projects deemed to be feasible (June 2015)
-
- Create forum under Pillar Group and other relevant parties to identify needed watershed-wide plans and strategies; identify plans to be advanced and define role for SAWPA (June 2012); continue efforts during 2013
 - Assure that OWOW 2.0 reflects regional optimization of water resources; identify specific actions and define role for SAWPA (December 2011); continue feasibility analysis through 2013
 - Develop framework for regional policy on conjunctive use (June 2012) Prepare draft regional policy (June 2014)
 - Develop MOU with Army Corps of Engineers for stormwater management and use within the Santa Ana River watershed (June 2014)
-
- Create forum under Pillar Group to identify and advance specific multi-benefit regional projects and programs to address systems reliability and flexibility; identify projects to be advanced and define role for SAWPA (June 2012); continue efforts during 2013
 - Assure that OWOW 2.0 reflects water system reliability and flexibility; identify specific actions and define role for SAWPA (June 2013); continue feasibility planning and/or implementation through 2015

Goal 2 – Improve water quality

STRATEGIES

Administer and support regional approaches to conform with TMDLs and Basin Plan requirements

Coordinate watershed-wide monitoring program aimed at reducing compliance costs

Develop strategy and market basis for water quality trading

Promote new stormwater quality standards and pathogen indicators to allocate resources more efficiently

Support emerging constituents sampling program and explore public outreach program

Action (due date)

- Prioritize upcoming TMDLs, regulatory implementation and water quality issues to anticipate future task force needs; develop specific action plan for SAWPA (June 2012)
 - Prepare business case to create new task forces to address priority issues (number to be defined based on prioritization exercise) (June 2014)
 - Provide facilitation to TMDL task force to achieve interim compliance targets and create new task forces identified and authorized (June 2015)
-
- Explore feasibility and determine support for regional surface water quality monitoring program workplan development with relevant regulatory agencies and interested permittees (December 2011)
 - Identify key questions to be addressed by program (June 2012)
 - Develop implementation strategy (June 2013)
-
- Explore feasibility with relevant regulatory agencies and develop conceptual framework with Lake Elsinore and Canyon Lake TMDL as pilot program (June 2012); consider lessons learned from Newport Bay TMDL program
-
- Support Regional Board Basin Plan adoption of new standards and indicators, and explore additional tributaries to propose for delisting as REC bodies (June 2012)
-
- Update emerging constituents sampling list and promote website to make factual information available (June 2012)

Goal 3 – Achieve salt balance and ensure continued cost-effective and reliable operation of the brine line (1/2)

STRATEGIES

Action (due date)

Support salinity management efforts and coordinate watershed-wide salt management activities

- Implement recommendations of 2010 Salinity Management Plan (June 2012)
- Create forum under Pillar Group and other relevant parties to identify salt management projects and programs; identify initiatives to be advanced and define role for SAWPA (December 2011); continue efforts during 2012
- Continue Red Team efforts to confirm flow projections and make capacity available to those who need it

Investigate alternatives for conveying future brine flows, including brine concentration and alternative discharge points

- Evaluate feasibility of future conveyance alternatives such as brine line to Salton Sea option (October 2012)
- Launch participatory program among member agencies and others to investigate brine management activities, including brine concentration (March 2012)

Address brine line rehabilitation and relocation needs

- Implement brine line 20-year CIP: (continuous)
- Rehabilitate reaches IV-A and IV-B (December 2012)
- Continue inspection and repair of pipe and access structures (continuing through 2011 and 2012)
- Implement brine line relocation efforts in Orange County (ongoing OCFCD project) (continuing through 2011 and 2012)

Goal 3 – Achieve salt balance and ensure continued cost-effective and reliable operation of the brine line (2/2)

STRATEGIES

Market the brine line to maximize flows from industry and other users

Action (due date)

- Prepare business plan for the incorporation of new users (e.g. costs vs rates and revenues) (March 2012)
- Refine marketing plan (March 2012) and continue implementation

Develop solutions to minimize O&M cost of brine line due to solids formation and scaling

- Confirm mechanisms of scale and solids formation, identify methods to control, and consider merits of implementation (December 2011)
- Implement recommendations of study (through 2012)
- Optimize system operations to reduce costs (June 2012)

Revise financial strategies and ownership of capacity to eliminate idle capacity

- Develop Capacity Management Plan, a strategy to make capacity available to new customers while ensuring capacity is available to all investors when needed (June 2012)
- Resolve issues with OCSD (December 2012)

Goal 4 – Balance water supply needs with natural habitat protection

STRATEGIES

Action (due date)

Develop mechanism to provide mitigation opportunities for ongoing operational activities and new construction projects

- Develop framework and business case for mitigation banking within the watershed (June 2012)
- Quantify benefits and advance support for regional multispecies conservation plans (June 2013)
- Develop framework for regional permits for those with operations within the riparian corridors (June 2015)

Facilitate opportunities for regional management of species and habitat

- Develop a model that incorporates mitigation as part of project development process (June 2014)
- Advocate for integrated regulatory structures based on ecosystem function and quantify benefits in terms of cost and time savings (June 2015)

Support removal of invasive plant species by identifying and prioritizing target species, and by securing funding for removal and habitat maintenance efforts

- Develop metrics for equating invasive species removal and habitat restoration to surface and groundwater supply (March 2015)
- Promote removal of invasive species and habitat restoration on public lands as means to develop local water supply (June 2012)
- Support ongoing invasive plant removal program by SAWA and others using proceeds from SAWPA banking program (annually)

Promote solutions to manage waterways to protect all beneficial uses, including management of sediment and soft-bottom channels

- Develop approach to quantify impacts of impaired hydrology and single benefit management on operation of Santa Ana river (June 2015)

Goal 5 – Build public understanding and support for watershed sustainability

STRATEGIES

Action (due date)

Coordinate legislative and advocacy efforts on key watershed issues

- Educate elected officials and staff through participation and attendance to OWOW Conference (annually)
- Expand on success of current collaborative advocacy process (June 2012)
- Identify and coordinate with stakeholder groups outside the traditional water/flood arena (June 2012)
- Work with member agency Public Information Officers and Legislative Directors to identify common themes and messages and draft publications that can be used by them (June 2012)
- Develop watershed –specific documents for use in state and federal efforts (June 2012)

Develop consistent message in water issues for use by agencies in the watershed

- Identify local resources, such as COGs, business and trade advocacy groups, economic development agencies, and the Urban Land Institute to collaborate with in developing this information (December 2011)
- Develop framework to assess economic value and conduct analysis (June 2012)
- Publish information (June 2013)
- Collaborate with the Water Science and Policy Center at U.C. Riverside on economic evaluation of watershed management initiatives (June 2012)

Publish information demonstrating the economic value to the watershed of sustainable water resources practices and regional collaboration

- Identify tools of interest to stakeholders through watershed (June 2013)
- Use GIS to develop internet portal to make water resources information easily accessible to agencies and the public (June 2013, update annually)

Establish a repository of information on water quality to assist agencies in analysis and decision-making

- Work with member agency PIOs and Legislative Dir to identify common themes and messages (June 2012)
- Use newsletter and other means to focus on watershed issues (annually)
- Implement branding document (June 2014)
- Conduct watershed sustainability report card under OWOW 2.0 (June 2013)

Help foster and brand a unique Santa Ana River watershed identity

Goal 6 – Facilitate incorporation of water resources management in land use planning

STRATEGIES

Action (due date)

Highlight to land-use agencies the interrelationship between land use planning and water resources and provide information to support decision-making

- Create forum for communication between water and land use agencies (December 2011)
- Prepare materials emphasizing the case for incorporation of water resources considerations in general plans (June 2013)
- Support development of GIS tools that account for recharge and water production areas, functional floodplains, and opportunity sites for aquatic habitat and recreation (June 2012)

Promote regional approach to stormwater permit compliance that effectively integrates water supply and integrated regional water management opportunities

- Initiate conversations with regulators and permittees to develop basis for regional approach to implementing the requirements of the Watershed Action Plans and for LID implementation. (October 2011)
- Develop business case and strategy for collaboration (October 2012)
- Develop policies and technical basis for accounting for water efficient design in a development's water supply assessment (December 2014)
- Develop approach within Water Supply Assessments to give credit for stormwater capture and use that goes beyond minimum MS4 compliance (June 2014)
- Develop model to incentivize water capture beyond stormwater compliance such as credit toward "will serve" letter for example (June 2014)

Coordinate with land use agencies to resolve issues and avoid disputes associated with water management activities

- Identify strategies and develop framework for collaboration (June 2013)
- Develop policies and technical basis for accounting for water efficient design in a development's water supply assessment (June 2014)

Goal 7 – Be a resource for compliance with AB32 (greenhouse gas regulations) and reducing its impact on member agencies

STRATEGIES

Action (due date)

Coordinate the development of a climate action plan that addresses GHG mitigation and adaptation to climate change providing compliance on a regional scale

- Develop understanding of how regional approach will benefit the watershed and increase local control (December 2011)
- Using info developed under OWOW Pillar, discuss need for the regional climate action plan and determine plan objectives (June 2014)
- Develop participation, resource pooling and governance for regional climate action plan (June 2015)

Identify opportunities for multi-agency cooperation in the development and implementation of GHG mitigation and adaptation actions

- Using info developed under OWOW Pillar, identify regional opportunities for implementation measures of mitigation and adaptation (June 2014)
- Develop participation, resource pooling and governance for the development of specific projects to meet regulatory greenhouse gas reductions (June 2015)

Goal 8 – Secure external funding for the watershed to support accomplishing other watershed goals

STRATEGIES

Action (due date)

Leverage OWOW Plan and future updates to increase the clout of the region in securing funding

- Update OWOW Plan every 2 years to reassess watershed needs and pursue funding (Next update by June 2012)
- Identify opportunities for funding of OWOW Plan updates and project/program implementation beyond Prop 84 (December 2011)
- Develop strategy to increase regional local funding from other stakeholders, such as stormwater entities who benefit from OWOW planning and project/program implementation (October 2011)

Influence state and federal legislation to increase funding for the region

- Encourage joint legislative outreach for State and Federal bills that provide additional funding for IRWM planning and project implementation (Continued every year)
- Provide active support to 2012 Water Bond to support water infrastructure in watershed (Continued 2011-2012)
- Explore feasibility of fee-based funding for 21st century water management, and move forward to advocate if supported (June 2012)

Explore new funding opportunities, such as private sector and foundations

- Identify and explore new potential sources of funding (March 2012)
- Expand Inland Empire Brine Line marketing opportunities to add additional customers and spread fixed costs (March 2012)

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

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.

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

	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
5.	Track the implementation of identified solution(s) resulting from each Roundtable.	SAWPA	4,5	C	80	10	70
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

	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
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
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

	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
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
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

	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
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

	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
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
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

	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
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
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

	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
24.	Prepare all Roundtable formation Agreements, Funding Agreements, Consultant Agreements, Task Orders and Amendments	SAWPA	1,4,5	A	160	160	0
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

	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
29.	Prepare grant applications to supplement project/ program funding	SAWPA	1,4,5,6	C	460	100	360
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

	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
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
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 

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

	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
9.	Manage funding through dedicated, interest bearing accounts.	SAWPA	6	A	40	40	0
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

	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
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
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

	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
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
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

	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
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 

	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 – MASs, 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 MASs, 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, run scenarios.	SAWPA	6	A	312	312	0
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					18,408	14,360	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 Strategic Plan RFP

Commission Meeting
Karen Williams
General Manager
October 7, 2025

Recommendation

That the Commission authorize staff to issue a Request for Proposal (RFP) for Strategic Plan Development.

Background

- SAWPA last adopted a strategic plan in 2011, and it was updated in 2016
- Significant changes since then:
 - New Commission leadership
 - Evolving water management challenges and regional priorities
- Need: a comprehensive redevelopment of the Strategic Plan, not just an update

Purpose of the RFP

- Engage member agencies, stakeholders, and staff to set shared goals
- Reaffirm or refine Mission, Vision, and Values
- Identify strategic priorities, goals, and measurable outcomes
- Provide an actionable roadmap for SAWPA's three business lines

Inland Empire Brine Line

One Water One Watershed
(OWOW)

Roundtables

Scope of Work - Highlights

- 1. Project kickoff & workplan**
- 2. Situational analysis (SWOT, regional trends)**
- 3. Stakeholder engagement (Commission, GMs, staff, partners)**
- 4. Vision, Mission, Values review**
- 5. Strategic goal & priority setting**
- 6. Implementation & monitoring framework**
- 7. Draft & Final Plan preparation**

Deliverables

- 1. Work plan & schedule**
- 2. Situational analysis report**
- 3. Engagement summary**
- 4. Draft/refined Vision, Mission, Values**
- 5. Draft strategic goal & objectives**
- 6. Implementation/monitoring framework**
- 7. Final Strategi Plan (PDF + editable)**
- 8. Presentation decks**

Proposed Schedule

- RFP Issuance: **October 7, 2025**
- Questions due: **October 28**
- Responses due: **November 17**
- Interviews (if needed): **December 1**
- **Commission award consideration: December 16**

Evaluation Criteria

- Experience & qualifications
- Understanding of needs & approach
- Cost appropriateness
- Value & quality of proposed services

Recommendation

That the Commission authorize staff to issue a Request for Proposal (RFP) for Strategic Plan Development.

Questions?

Thank You

Karen Williams
Santa Ana Watershed Project Authority
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COMMISSION MEMORANDUM NO. 2025.73

DATE: October 7, 2025

TO: SAWPA Commission

SUBJECT: SAWPA 50th Anniversary Celebration – Proposed Projects

PREPARED BY: Karen Williams, General Manager

RECOMMENDATION

That the Commission authorize staff to move forward with planning and implementation of commemorative activities for SAWPA's 50th Anniversary in 2025, including production of a video, a commemorative book/e-book, and a celebratory luncheon, SAWPA's 50th Anniversary logo, and provide feedback on additional potential celebration elements.

DISCUSSION

The year 2025 marks the 50th Anniversary of the Santa Ana Watershed Project Authority (SAWPA). This milestone provides a unique opportunity to honor five decades of regional collaboration, recognize key accomplishments, and inspire future efforts to protect and enhance the Santa Ana River watershed.

Staff is proposing the following activities:

1. **Commemorative Book & E-Book**
 - A full-color, coffee-table style book chronicling SAWPA's history from the 1969 Santa Ana River Judgment through 50 years of projects and partnerships.
 - Includes a downloadable e-book version to broaden public access.
 - Draft outline attached.
2. **Anniversary Video (10–15 minutes)**
 - Professionally produced video highlighting SAWPA's formation, key milestones, and future vision.
 - Will feature archival images, project footage, and interviews with Commissioners, staff, and partners.
 - Draft script attached.
3. **50th Anniversary Luncheon/Other**
 - A celebratory gathering for Commissioners, member agency staff, and key watershed stakeholders.
 - Luncheon would feature the premiere of the anniversary video and distribution of the commemorative book.
4. **Additional Celebration Elements (to be explored)**
 - 50th Anniversary SAWPA logo
 - Possible community or public outreach activities.
 - Challenge coin.
 - Installation of a commemorative plaque or other lasting tribute.

TIMELINE

Due to the late start in planning, staff proposes the following **accelerated schedule**:

Milestone	Target Date
Commission direction on concept	October 2025
Finalize book/video content & vendors	October 2025
Production and design	October - December
Printing and video completion	November - December
Luncheon and public release	December - January

NEXT STEPS

Upon receiving Commission feedback, staff will:

- Begin vendor outreach for book design/printing and video production.
- Collect archival materials, photographs, and interviews.
- Return to the Commission with cost estimates and a refined celebration plan.

CONCLUSION

SAWPA's 50th anniversary is a significant opportunity to celebrate a legacy of watershed collaboration and to share our story with regional partners and the public. Staff recommends proceeding with the proposed commemorative projects and luncheon and seeks Commission input on additional activities.

RESOURCE IMPACTS

Preliminary cost estimates will be developed after Commission direction and solicitation of vendor proposals. Staff anticipates bringing a detailed budget and funding strategy to the Commission for approval in the coming months.

Attachments:

1. 50th Anniversary SAWPA logo examples
2. Draft Video Script
3. Draft Book Outline
4. Presentation

Proposed Anniversary Logo - **Full Version**

Option C



Option D



Proposed Anniversary Logo - **Simplified Version**

Option C



Option D



SAWPA 50th Anniversary Video Script

(Approx. 10–15 minutes)

Opening (0:00 – 1:00)

[Visuals]

- Archival footage of the Santa Ana River in the 1960s—flood events, polluted stretches, and booming development.
- Black-and-white newspaper headlines: “Santa Ana River Water Rights Dispute,” “Court Issues Landmark Judgment.”
- Slow aerial shot of the river today, clean and flowing.

Narrator (voiceover):

“Fifty years ago, the Santa Ana River faced growing demands and mounting pollution. In 1969, a landmark court judgment set in motion a new era of cooperation across Southern California. Out of that ruling, the Santa Ana Watershed Project Authority—SAWPA—was born to unite the watershed and protect its future.”

1969–1970s | The Beginning (*Timeline Segment 1*)

**[Timeline Graphic appears: “1969–1979” with key milestones sliding in]*

- **1969** – Santa Ana River Judgment establishes a basin-wide water rights framework.
- **1972** – SAWPA officially formed by five member agencies.

Narrator:

“In the 1970s, SAWPA’s founders laid the groundwork for regional water management, uniting San Bernardino, Riverside, and Orange counties behind a single mission: protect water quality, secure supply, and plan for growth.”

Commissioner Clip #1 (optional):

“SAWPA began as a simple idea—that collaboration could accomplish what no single agency could do alone.”

1980s | Building Critical Infrastructure (*Timeline Segment 2*)

[Visuals]

- Early Brine Line construction footage.
- Archival engineering drawings and first industrial tie-ins.
- **Key Project: Inland Empire Brine Line** – Designed and constructed to safely convey salty wastewater to the ocean, protecting groundwater and enabling water recycling.
- **Groundwater Desalters** – Early planning for desalters to treat salty groundwater.

Narrator:

“The 1980s brought action. SAWPA spearheaded the Inland Empire Brine Line, a regional pipeline that protects drinking water supplies by removing salty discharges from industry. This innovation opened the door for groundwater desalters and recycling projects that still serve millions today.”

Commissioner Clip #2:

“The Brine Line was a turning point. It allowed industry to thrive while safeguarding the watershed.”

1990s | Regional Partnerships & Water Quality (*Timeline Segment 3*)

[Visuals]

- Construction shots of Riverside projects and treatment plants.
- **Key Project: Western Riverside County Regional Wastewater Authority (WRCWRA)** – SAWPA assisted in planning and funding.
- **Key Project: Rapid Infiltration & Extraction Facility (RIX)** – Innovative treatment system protecting the Santa Ana River and downstream supplies.
- **Expanded Groundwater Desalters** – Chino Basin, Arlington, and others.

Narrator:

“In the 1990s, SAWPA expanded its reach, supporting the creation of the Western Riverside County Regional Wastewater Authority and the award-winning RIX facility. These projects improved water quality for millions and demonstrated that innovation and partnership go hand in hand.”

2000s | Securing Funding & Integrated Planning (*Timeline Segment 4*)

[Visuals]

- Footage of Prop 13 and Prop 84 grant announcements, community celebrations, project ribbon-cuttings.
- **State & Federal Grants** – Proposition 13 (2000) and Proposition 84 (2006) brought millions in funding for watershed restoration, stormwater capture, and habitat projects.
- **Groundwater Desalters Expansion** – Chino Desalter Phase II and others.
- **Brine Line Upgrades** – Increasing capacity and reliability.

Narrator:

“The 2000s marked a new era of investment. With state funding from Proposition 13 and Proposition 84, SAWPA directed hundreds of millions of dollars into watershed projects—expanding desalters, restoring habitat, and improving water supply reliability.”

Commissioner Clip #3:

“These grants allowed us to tackle projects that benefit every corner of the watershed.”

2010s | One Water, One Watershed (OWOW) (*Timeline Segment 5*)

[Visuals]

- Drone shots of the Santa Ana River Trail, community outreach meetings, cleanups.
- Images of restored wetlands and stormwater capture basins.
- **Key Initiative: One Water One Watershed (OWOW)** – A collaborative planning process bringing together cities, agencies, tribes, environmental groups, and residents.
- **Integrated Regional Water Management (IRWM)** – Dozens of multi-benefit projects funded through OWOW.

Narrator:

“In the 2010s, SAWPA launched One Water One Watershed—OWOW—a bold planning effort that brought together hundreds of partners to plan, fund, and implement projects that improve water quality, capture stormwater, and restore vital habitat.”

Commissioner Clip #4:

“OWOW shows that when everyone has a voice, the entire watershed benefits.”

2020s | Resilience and the Next 50 Years (*Timeline Segment 6*)

[Visuals]

- Modern Brine Line operations, drought-response projects, climate adaptation planning.
- Children exploring the river, advanced water recycling technology.
- **Climate Resilience Projects** – Drought adaptation, recycled water expansion, stormwater capture.
- **Continued Grant Programs** – Funding green infrastructure and disadvantaged community projects.

Narrator:

“Today, SAWPA is preparing for the challenges of climate change, drought, and population growth. From advanced water recycling to stormwater capture and nature-based solutions, SAWPA continues to protect the Santa Ana River for generations to come.”

Commissioner Roundtable (optional):

A montage of Commissioners offering one-sentence visions

“Collaboration.”

“Innovation.”

“Resilience.”

“A thriving watershed for the next fifty years.”

Closing (12:00 – 14:00)

[Visuals]

- Sweeping sunset drone shot of the Santa Ana River flowing to the Pacific.
- SAWPA 50th Anniversary logo animation.

Narrator:

“From a court judgment in 1969 to a thriving watershed in 2025, the Santa Ana Watershed Project Authority stands as a model of regional collaboration. Together, we’ve built the projects, forged the partnerships, and inspired the next generation to protect this priceless resource. Here’s to the next fifty years of innovation and stewardship.”

On-Screen Text:

“SAWPA: 50 Years of Protecting the Santa Ana River”

www.sawpa.gov

Production Notes

✓ **Timeline Graphic:** A horizontal animated timeline runs throughout, with key dates and project names appearing as each decade is introduced.

✓ **Commissioner Roles:**

- Introduce decades or highlight specific projects (e.g., Brine Line, OWOW, Grants).
- Share one-sentence “future vision” at the end.

✓ **Visual Assets Needed:**

- Historic photos of Brine Line construction.
- RIX facility and WRCWRA footage.
- Grant-funded project before/after photos.
- Drone footage of the river and restored habitats.

General Tips for Commissioners

- **Length:** Aim for 2–3 sentences (about 20 seconds).
- **Tone:** Warm, celebratory, forward-looking.
- **Perspective:** Speak as a regional leader (“we,” “our agencies”) rather than a technical narrator.
- **Personalize:** Commissioners can adapt to their agency’s specific role or memory.

Talking Points by Project / Era

1. Formation & 1969 Judgment (Intro / 1970s)

“The 1969 Santa Ana River Judgment was the spark that made SAWPA possible. It showed that our communities could come together, set aside boundaries, and manage the watershed as one. That spirit of cooperation is still at the heart of everything we do today.”

2. Inland Empire Brine Line (1980s)

“The Brine Line changed the game for water quality. By safely removing salty discharges from industry, we protected our drinking water and made groundwater desalting and water recycling possible. It remains one of the most important pieces of infrastructure in the Inland Empire.”

(Optional add-on for agencies with industrial areas)

“It’s the quiet workhorse of our watershed—out of sight, but essential for economic growth and clean water.”

3. Groundwater Desalters (1980s–1990s)

“SAWPA’s early planning for desalters allowed cities across the watershed to turn previously unusable, salty groundwater into a reliable supply. These projects provide drinking water for hundreds of thousands of people every day.”

4. WRCWRA – Western Riverside County Regional Wastewater Authority (1990s)

“The creation of WRCWRA showed how agencies can pool their resources to build wastewater solutions that protect the river and serve growing communities. It’s a great example of regional cooperation at work.”

5. RIX – Rapid Infiltration & Extraction Facility (1990s)

“The RIX facility is a model of innovation. It treats wastewater to exceptionally high standards before it recharges our groundwater and flows to the Santa Ana River, protecting people and wildlife downstream.”

6. Proposition 13 & 84 Grants (2000s)

“Through state bond funding like Propositions 13 and 84, SAWPA has directed hundreds of millions of dollars into local projects—everything from habitat restoration to stormwater capture—benefiting every community in the watershed.”

7. One Water One Watershed (OWOW) (2010s)

“OWOW is all about partnership. Cities, tribes, environmental groups, and residents came together to plan the watershed’s future. The result is dozens of projects that improve water quality, capture stormwater, and restore natural habitats.”

8. Present & Future (2020s and Beyond)

“Today we face new challenges—climate change, drought, and population growth—but SAWPA’s mission remains the same: to protect this river and the people who depend on it. Together, we’re planning for the next fifty years of clean, reliable water.”

Suggested Role Placement in the Video

Project / Era	Suggested Commissioner(s)	Approx. Segment Time
Formation & Judgment	Chair or Senior Commissioner	1:00–2:00
Brine Line	Commissioner from industrial/Brine Line-heavy service area	2:30–4:00
Desalters	Commissioner from agency operating a desalter	4:00–5:00
WRCWRA / RIX	Western Riverside representatives	5:00–6:00
Prop 13/84 Grants	Commissioner with strong grant project history	6:00–7:30
OWOW	Chair or agency involved in IRWM planning	7:30–9:30
Future Vision	All Commissioners (one-word montage)	12:00–13:30

Production Notes

✓ **Timeline Graphic:** A horizontal animated timeline runs throughout, with key dates and project names appearing as each decade is introduced.

✓ **Commissioner Roles:**

- Introduce decades or highlight specific projects (e.g., Brine Line, OWOW, Grants).
- Share one-sentence “future vision” at the end.

✓ **Visual Assets Needed:**

- Historic photos of Brine Line construction.
- RIX facility and WRCWRA footage.
- Grant-funded project before/after photos.
- Drone footage of the river and restored habitats.

General Tips for Commissioners

- **Length:** Aim for 2–3 sentences (about 20 seconds).
 - **Tone:** Warm, celebratory, forward-looking.
 - **Perspective:** Speak as a regional leader (“we,” “our agencies”) rather than a technical narrator.
 - **Personalize:** Commissioners can adapt to their agency’s specific role or memory.
-

Talking Points by Project / Era

1. Formation & 1969 Judgment (Intro / 1970s)

“The 1969 Santa Ana River Judgment was the spark that made SAWPA possible. It showed that our communities could come together, set aside boundaries, and manage the watershed as one. That spirit of cooperation is still at the heart of everything we do today.”

2. Inland Empire Brine Line (1980s)

“The Brine Line changed the game for water quality. By safely removing salty discharges from industry, we protected our drinking water and made groundwater desalting and water recycling possible. It remains one of the most important pieces of infrastructure in the Inland Empire.”

(Optional add-on for agencies with industrial areas)

“It’s the quiet workhorse of our watershed—out of sight, but essential for economic growth and clean water.”

3. Groundwater Desalters (1980s–1990s)

“SAWPA’s early planning for desalters allowed cities across the watershed to turn previously unusable, salty groundwater into a reliable supply. These projects provide drinking water for hundreds of thousands of people every day.”

4. WRCWRA – Western Riverside County Regional Wastewater Authority (1990s)

“The creation of WRCWRA showed how agencies can pool their resources to build wastewater solutions that protect the river and serve growing communities. It’s a great example of regional cooperation at work.”

5. RIX – Rapid Infiltration & Extraction Facility (1990s)

“The RIX facility is a model of innovation. It treats wastewater to exceptionally high standards before it recharges our groundwater and flows to the Santa Ana River, protecting people and wildlife downstream.”

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“Through state bond funding like Propositions 13 and 84, SAWPA has directed hundreds of millions of dollars into local projects—everything from habitat restoration to stormwater capture—benefiting every community in the watershed.”

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Suggested Role Placement in the Video

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OWOW	Chair or agency involved in IRWM planning	7:30–9:30
Future Vision	All Commissioners (one-word montage)	12:00–13:30

Optional Closing Montage

Each Commissioner offers **one inspiring word** (“Collaboration,” “Innovation,” “Resilience,” “Partnership,” etc.) to create a dynamic final sequence.



SAWPA 50th Anniversary Video – Producer’s Cue Sheet

(Approx. 10–15 minutes total)

Segment 1 – Origins (1969–1970s)

Runtime: 1:00–2:30

Speaker: Chair or Senior Commissioner

Talking Point: Formation & 1969 Judgment

“The 1969 Santa Ana River Judgment was the spark that made SAWPA possible...”

Visuals / B-Roll:

- Archival photos of the 1969 court judgment, early SAWPA documents.
 - Old maps of the Santa Ana River watershed.
 - Slow pan over historical newspaper headlines.
- On-Screen Graphics:** Timeline start (“1969 Judgment → SAWPA Formed 1972”).

Segment 2 – Building the Brine Line (1980s)

Runtime: 2:30–4:00

Speaker: Commissioner from a Brine Line service area (e.g., Inland Empire Utility).

Talking Point: Importance of the Brine Line.

“The Brine Line changed the game for water quality...”

Visuals / B-Roll:

- Archival footage/photos of Brine Line construction and early operation.
- Industrial tie-ins, maintenance crews, aerial of pipeline route.

Graphics: Timeline marker (“1980s – Inland Empire Brine Line”).

Segment 3 – Groundwater Desalters (Late 1980s–1990s)

Runtime: 4:00–5:00

Speaker: Commissioner from an agency operating a desalter.

Talking Point: Turning salty groundwater into supply.

“SAWPA’s early planning for desalters allowed cities to turn salty groundwater into a reliable supply...”

Visuals / B-Roll:

- Footage of Chino Basin or Arlington Desalter facilities.
- Operators sampling water, pipes and treatment systems.

Graphics: Timeline marker (“1980s–1990s – Desalters”).

Segment 4 – Regional Partnerships: WRCWRA & RIX (1990s)

Runtime: 5:00–6:00

Speaker: Western Riverside Commissioner.

Talking Point: Cooperative wastewater solutions.

“The creation of WRCWRA and the RIX facility showed how agencies can pool their resources...”

Visuals / B-Roll:

- RIX treatment ponds, infiltration basins, wetlands.
 - Riverside wastewater facility operations.
- Graphics:** Timeline marker (“1990s – WRCWRA & RIX”).
-

Segment 5 – State Grants & Growth (2000s)

Runtime: 6:00–7:30

Speaker: Commissioner with strong grant project history.

Talking Point: Prop 13 & Prop 84 funding.

“Through state bond funding like Propositions 13 and 84, SAWPA has directed hundreds of millions of dollars into local projects...”

Visuals / B-Roll:

- Footage from grant-funded project groundbreakings, ribbon-cuttings, and habitat restorations.
 - Before/after comparisons of project sites.
- Graphics:** Timeline marker (“2000s – Prop 13 & 84 Grants”).
-

Segment 6 – One Water One Watershed (2010s)

Runtime: 7:30–9:30

Speaker: Chair or key OWOW participant.

Talking Point: Collaborative watershed planning.

“OWOW is all about partnership...”

Visuals / B-Roll:

- OWOW planning meetings, community workshops.
 - Stormwater capture basins, restored wetlands, educational programs.
- Graphics:** Timeline marker (“2010s – OWOW Integrated Planning”).

Segment 7 – Today & Future (2020s and Beyond)

Runtime: 9:30–12:00

Speaker(s): Multiple Commissioners (roundtable or montage).

Talking Points: Climate resilience, next 50 years.

“Today we face new challenges—climate change, drought, and population growth...”

Visuals / B-Roll:

- Drone shots of Santa Ana River Trail, current Brine Line operations, recycled water facilities.
- Children exploring river trails, climate adaptation projects.

Graphics: Timeline marker (“2020s – Climate Resilience”).

Closing Montage

Runtime: 12:00–14:00

Speakers: All Commissioners (one-word or one-sentence vision each).

Example: “Collaboration.” “Innovation.” “Resilience.” “Partnership.”

Visuals / B-Roll:

- Sunset drone shots of the Santa Ana River flowing to the Pacific.
- SAWPA 50th Anniversary logo animation.

On-Screen Text:

“SAWPA: 50 Years of Protecting the Santa Ana River”

www.sawpa.org

Additional Production Guidance

- **Filming Locations:**
 - SAWPA boardroom (for Commissioner interviews).
 - Brine Line facility, desalters, RIX site, OWOW project sites.
 - Santa Ana River scenic spots for openers/closers.
 - **Interview Style:** Mid-shot (chest up), natural light or soft key light, neutral background with subtle SAWPA branding.
 - **Timeline Graphic:** Persistent lower-third or animated bar appearing at the start of each segment to reinforce decade progression.
-

SAWPA 50th Anniversary Video – Shot List

General Filming Tips

- **Aspect Ratio:** 16:9 (4K preferred for cropping flexibility).
 - **Style:** Clean, modern, steady shots with slow camera movement.
 - **Lighting:** Natural daylight where possible; use soft key lighting for interviews.
 - **B-Roll Priority:** Capture more footage than needed (long pans, close-ups, environmental shots) for transitions.
-

1. Opening & Origins (1969–1970s)

Purpose: Set historical tone and introduce the watershed.

Shot Type	Description	Notes
Drone (high-altitude)	Sweeping aerial of the Santa Ana River at sunrise or sunset	Establishing shot for intro
Drone (medium-altitude)	Tracking along riverbanks showing current healthy flow	Contrast with archival footage
Static photo pans	Slow Ken Burns-style pans of 1960s/70s archival photos, maps, and newspaper headlines	Add subtle sepia filter
Close-up	SAWPA founding documents on a table, slowly racked focus	Use for narration about the 1969 Judgment

2. Brine Line Construction & Operations (1980s)

Shot Type	Description	Notes
Ground gimbal	Walk-through of a Brine Line access vault or valve site	Show scale and infrastructure
Drone tracking	Follow the pipeline corridor where visible (if access allowed)	Visualize hidden system
Close-up	Maintenance crew opening a manhole or checking gauges	Add ambient sound of equipment
Wide static	Industrial tie-in facility exterior	Ideal for lower-third project ID

3. Groundwater Desalters

Shot Type	Description	Notes
Wide interior	Inside a desalter plant showing treatment vessels	Slow dolly or slider move
Close-up	Operator sampling water or reading control panel	Good for narration on turning salty water into supply
Macro	Droplets or clean water pouring into a sampling bottle	Symbolic clean water imagery

4. WRCWRA & RIX Facilities (1990s)

Shot Type	Description	Notes
Drone	Overhead of RIX infiltration basins or wetlands	Highlight natural treatment process
Ground gimbal	Walkway across infiltration ponds at golden hour	Add reflection of sky in water
Close-up	Flowing water entering/outflowing from treatment channels	Pair with Commissioner quote

5. Grant-Funded Projects (Prop 13 & 84)

Shot Type	Description	Notes
Wide	Habitat restoration site with native plants and wildlife	Ideal for narration about state funding
Drone	Stormwater capture basin or green infrastructure	Circle or reveal shot
Close-up	Project signage noting Prop 13 or 84 funding	Use as a graphic overlay transition

6. One Water One Watershed (OWOW)

Shot Type	Description	Notes
Medium	Community workshop with diverse participants	Capture candid discussions
Close-up	Hands marking watershed map or sticky notes on planning board	Adds human element
Wide	Stormwater capture site with children or volunteers during cleanup	Shows multi-benefit outcomes

7. Present & Future (2020s)

Shot Type	Description	Notes
Drone	Santa Ana River Trail with bikers or walkers	Represents recreation & public access
Wide	Advanced water recycling facility (if available)	Show technology and resilience
Close-up	Modern sensors or control screens	Tie to climate adaptation

8. Commissioner Interviews

Shot Type	Description	Notes
Medium interview	Chest-up shot of each Commissioner in SAWPA boardroom or agency-relevant backdrop	Subtle SAWPA branding in background
Over-shoulder	Commissioner reviewing project map or photos	Adds context
Cutaways	Commissioners listening, nodding, smiling	Useful for editing transitions

9. Closing Sequence

Shot Type	Description	Notes
Drone	Sunset aerial of river flowing to the Pacific	Final emotional moment
Wide static	Children playing near a restored riverbank	Symbol of future generations
Macro	Rippling water reflecting sunset light	Overlay SAWPA 50th Anniversary logo



Timeline Graphic Integration

- **Animated Horizontal Timeline:** Overlay at the bottom of frame, progressing decade by decade as each new segment begins.
- **Date/Project Pop-ups:** Quick fades (e.g., “1980s – Inland Empire Brine Line”) timed to Commissioner soundbites.



Audio Notes

- Capture **natural ambient sound** at river, treatment plants, and workshops for texture.
- Record **clean room tone** at each location for seamless audio editing.
- Consider **soft instrumental music bed** that builds subtly with each decade.

This shot list provides a **menu of visuals** to pair with the Commissioner quotes and narration, ensuring editors have plenty of material for pacing, transitions, and timeline effects.

SAWPA 50th Anniversary Book

Shot Type	Description	Notes
Wide interior	Inside a desalter plant showing treatment vessels	Slow dolly or slider move
Close-up	Operator sampling water or reading control panel	Good for narration on turning salty water into supply
Macro	Droplets or clean water pouring into a sampling bottle	Symbolic clean water imagery

Concept & Purpose

A coffee-table-style book that **tells the story of SAWPA's first 50 years**—from the 1969 judgment to today—through **archival photos, project highlights, Commissioner quotes, and a decade-by-decade timeline**.

It can be distributed at the anniversary celebration, member agency meetings, and community events, and made available as both a printed edition and a downloadable PDF/e-book.

Recommended Book Format

Feature	Recommendation
Size	9x12" or 8.5x11" landscape – allows strong photography and timelines
Length	60–80 pages for a coffee-table feel, or 32–48 pages for a budget-friendly booklet
Binding	Hardcover (for keepsake) or perfect-bound softcover for wider distribution
Style	Clean, modern design with large photos, full-bleed spreads, and short, accessible text
Versions	Printed edition + interactive PDF (downloadable from SAWPA website)

Suggested Chapter / Section Outline

(Parallels the video for consistency while allowing more depth)

1. Foreword & Dedication

- Message from the SAWPA Commission Chair and/or General Manager.

- One-page dedication to past Commissioners, staff, and partners.

2. Timeline Overview (Fold-out or Gatefold if Possible)

- A **full visual timeline** running from **1969–2025**, highlighting major milestones and key projects.
- Use call-out boxes for each decade.

3. Origins (1969–1970s)

- The 1969 Santa Ana River Judgment.
- Founding of SAWPA (1972).
- Early cooperative agreements.

4. 1980s – Building the Brine Line

- Engineering challenges and photos of construction.
- First industrial tie-ins.
- Early groundwater management planning.

5. 1990s – Partnerships & Innovation

- WRCWRA formation and RIX Facility.
- Groundwater desalters (Chino, Arlington).
- Commissioner reflections on growth.

6. 2000s – Securing Funding

- Proposition 13 and 84 grants.
- Habitat restoration and stormwater projects.
- Brine Line upgrades.

7. 2010s – One Water One Watershed (OWOW)

- Photos of planning workshops and community engagement.
- Profiles of key multi-benefit projects funded through OWOW.

8. 2020s – Resilience & the Future

- Climate change adaptation, drought response.
- New technologies and community programs.

9. Voices of SAWPA

- Short quotes from Commissioners, staff, partner agencies, and community members.
- “What SAWPA means to me” vignettes.

10. Looking Ahead

- A forward-looking essay or Q&A with current Commissioners about the next 50 years.
-

Visual & Design Elements

- **Then & Now Photo Spreads:** Pair historic shots with present-day drone images of the same locations.
 - **Project Spotlights:** One-page features for Brine Line, OWOW, WRCWRA, RIX, desalters, key grant projects.
 - **Maps & Diagrams:** Watershed map, Brine Line route, project locations.
 - **Pull Quotes & Sidebars:** Commissioner and community reflections for a personal touch.
-

Content Development Tips

1. **Leverage Existing Material:** Repurpose narration and Commissioner quotes from the video to maintain consistency.
 2. **Archival Research:** Gather old photos, engineering drawings, meeting notes, and newspaper clippings.
 3. **Storytelling:** Keep paragraphs short and conversational. Use captions to add technical details without overwhelming readers.
 4. **Photo Quality:** Aim for high-resolution images (300 dpi for print). Use drone photography for dramatic “present day” contrasts.
-

Production Timeline (Sample)

Phase	Timeframe
Content gathering (photos, quotes, archival materials)	4–6 weeks
Writing & editing	4 weeks
Design & layout	6–8 weeks

Phase	Timeframe
Proofing & print production	4 weeks
Total time to print	~4–5 months

Budget & Printing Considerations

- **Print Run:** Start with ~250–500 copies for member agencies, partners, and dignitaries.
 - **Printing:** Use a printer experienced with photo-heavy coffee table books (offset or high-end digital).
 - **Cost Estimate:** \$15–\$30 per book depending on length, binding, and print quantity.
-

Digital Version Ideas

- **Interactive PDF** with clickable project maps and embedded videos (link to anniversary video or Brine Line clips).
 - **Flipbook Viewer** on SAWPA’s website for easy online reading.
 - QR codes within the book linking to videos or project pages.
-

Next Steps

1. **Form a Content Team:** Assign leads for writing, photo research, design, and Commissioner outreach.
2. **Create a Master Timeline Spreadsheet:** Align decades, projects, key dates, and photo needs.
3. **Gather Commissioner Quotes:** Use the same talking points prepared for the video to create sidebars and pull quotes.
4. **Select a Designer/Publisher:** Look for firms with experience in municipal or environmental anniversary books.

Sample Table of Contents

Foreword & Dedication

A welcome message from the SAWPA Commission Chair and General Manager, honoring the visionaries and partners who shaped 50 years of watershed collaboration.

Chapter 1 – Origins: The 1969 Judgment and the Birth of SAWPA

The Santa Ana River Judgment sets the stage for regional cooperation.
Early agreements, first Board meetings, and the shared vision for a sustainable watershed.

Chapter 2 – The 1970s: Laying the Groundwork

Formation of SAWPA (1972), initial planning efforts, and the first cooperative programs.

Chapter 3 – The 1980s: Engineering Solutions

The Inland Empire Brine Line takes shape, solving salinity and wastewater challenges.
Pioneering water quality monitoring and groundwater basin management.

Chapter 4 – The 1990s: Partnerships & Innovation

Creation of the Western Riverside County Regional Wastewater Authority (WRCWRA).
Launch of the Rapid Infiltration & Extraction (RIX) Facility.
Early groundwater desalters reduce salt intrusion.

Chapter 5 – The 2000s: Securing the Future

Proposition 13 & 84 grants fund multi-benefit restoration projects.
Brine Line expansion and advanced water reuse pilots.

Chapter 6 – The 2010s: One Water One Watershed (OWOW)

Collaborative watershed planning empowers local agencies and communities.
Drought resilience and climate adaptation projects.

Chapter 7 – The 2020s: Resilience and Renewal

New technologies, habitat restoration, and emerging challenges in a changing climate.
Looking ahead to the next 50 years.

Chapter 8 – Voices of SAWPA

Reflections from past and current Commissioners, staff, and community partners.

Appendices

Full 50-Year Timeline • Project Map • Awards & Recognition • Member Agency Profiles



Sample Chapter Excerpt

(Draft narrative for Chapter 3: The 1980s – Engineering Solutions)

The 1980s – Engineering Solutions

The 1980s were a decade of bold action for SAWPA. Rapid growth across the Santa Ana Watershed demanded an equally rapid response to increasing salt levels in groundwater and surface supplies. Farmers, cities, and industries all depended on a long-term solution to protect water quality—and SAWPA delivered.

The Inland Empire Brine Line

The flagship project of the decade was the **Inland Empire Brine Line**, a 73-mile regional pipeline designed to safely convey high-salinity wastewater to the Pacific Ocean for treatment and disposal.

Before the Brine Line, industries had limited options for managing salty byproducts, threatening the watershed’s precious drinking water supplies. Through a remarkable partnership among SAWPA’s member agencies and regional industries, the Brine Line became a reality—a model of cooperative engineering that continues to serve the region today.

“The Brine Line remains one of the most significant infrastructure achievements in Southern California water management,”

— **Commissioner [Name]**, SAWPA Board Member

Monitoring and Modeling

Alongside construction, SAWPA invested in **advanced water quality monitoring** and hydrologic modeling. These efforts allowed agencies to forecast salinity trends, giving decision-makers the data they needed to manage groundwater basins more effectively.

Legacy of Collaboration

By the close of the decade, the Brine Line and SAWPA’s technical programs had secured a reliable, long-term path to protect the watershed—laying the groundwork for future innovations like desalters, reclaimed water projects, and regional stormwater capture.



Design Notes for This Chapter

- **Photos:** Construction crews laying Brine Line pipes, aerial images of the pipeline route, historic maps of the Santa Ana River.
- **Timeline Sidebar:** 1981 – Brine Line design approved • 1985 – First industrial tie-in • 1989 – Brine Line reaches Orange County.
- **Pull Quotes:** Commissioner reflections on the engineering challenges and community impact.

Sample Chapter Excerpt

(Draft narrative for Chapter 6: The 2010s – One Water One Watershed)

The 2010s – One Water, One Vision

By the 2010s, the Santa Ana Watershed faced new pressures: recurring droughts, changing climate patterns, and a growing population. SAWPA responded with a bold initiative that would redefine regional planning: **One Water One Watershed (OWOW)**.

Thinking Beyond Boundaries

Launched in 2010, OWOW embraced a simple but transformative idea—**treat the entire watershed as a single, connected system**. Cities, water districts, flood agencies, and environmental groups came together to craft a shared roadmap for water supply reliability, quality protection, and natural habitat restoration.

Through workshops, community forums, and technical studies, OWOW produced a living plan that guided hundreds of projects across the watershed. Instead of isolated efforts, agencies began to align flood control, stormwater capture, groundwater recharge, and habitat restoration into integrated, multi-benefit projects.

“OWOW helped us move from competition to collaboration. It changed how the Santa Ana Watershed works together.”

— **Commissioner [Name]**, SAWPA Board Member

Grant Funding for Regional Impact

OWOW also opened the door to significant **state funding opportunities**. SAWPA successfully secured **Proposition 13 and Proposition 84 grants**, bringing tens of millions of dollars into the region.

These funds supported projects such as:

- **Arlington and Chino Desalters** – Removing salts and protecting drinking water supplies.
- **Habitat Restoration in the Upper Santa Ana River** – Enhancing fish passage and riparian corridors.
- **Stormwater Capture and Reuse Projects** – Reducing pollution while boosting local water supplies.

Each grant leveraged local dollars, multiplying the impact of every investment and ensuring that communities across the watershed shared in the benefits.

Resilience for a Changing Climate

The OWOW decade left a legacy of **flexibility and innovation**. As California faced some of its driest years on record, OWOW-funded projects captured stormwater during rare wet periods, recharged groundwater, and improved drought resilience. These investments continue to safeguard the region’s water future.



Timeline Sidebar

Year	Milestone
2010	OWOW Plan adopted by SAWPA Commission
2011	First round of Proposition 84 IRWM Implementation grants awarded
2014	Major drought accelerates multi-benefit project development
2018	OWOW 2.0 Plan update expands climate adaptation strategies



Design & Visual Suggestions

- **Photos:** Community workshops, habitat restoration sites, stormwater capture basins, desalters in operation.
- **Graphics:** Map of OWOW-funded projects with color-coded categories (supply, quality, habitat).
- **Pull Quote Box:** “Proposition 84 funding allowed us to implement projects that protect both people and ecosystems.”

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SAWPA 50th Anniversary **Celebrating Five Decades of** **Watershed Collaboration**

Karen Williams, General Manager

October 7, 2025

Purpose

- **Celebrate SAWPA's 50-year legacy**
- **Honor key achievements**
- **Share a vision for the future**

Key Components

- **Commemorative Book & E-Book (history, timeline, photos)**
- **Anniversary Video (10-15 min, archival & interviews)**
- **Luncheon Event (video premier, book distribution)**
- **SAWPA 50th Anniversary Logo**
- **Other celebration ideas (plaque, outreach)**



Commemorative Book

- **Chapter 1 – Foreward & Dedication**
- **Chapter 2 – Timeline Overview**
- **Chapter 3 – Origins (1969 – 1970's)**
- **Chapter 4 – 1980s Building the Brine Line**
- **Chapter 5 – 1990s Partnerships & Innovation**
- **Chapter 6 – 2000s Securing Funding**
- **Chapter 7 – 2010s One Water One Watershed (OWOW)**
- **Chapter 8 – 2020s Resilience & the Future**
- **Chapter 9 - Voices of SAWPA**
- **Chapter 10 – Looking Ahead**

Anniversary Video

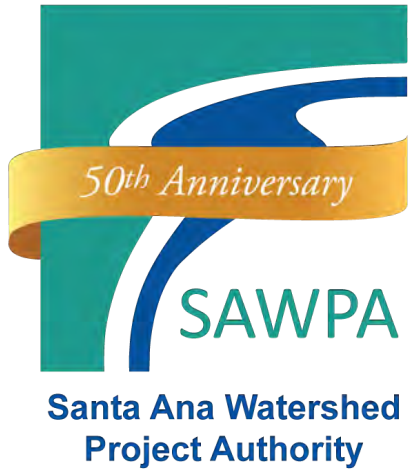
- **Opening**
- **1969 – 1970s The Beginning (Segment 1)**
- **1980s Building Critical Infrastructure (Segment 2)**
- **1990s Regional Partnerships & Water Quality (Segment 3)**
- **2000s Securing Funding & Integrated Planning (Segment 4)**
- **2010s One Water, One Watershed (OWOW) (Segment 5)**
- **2020s Resilience and the Next 50 Years (Segment 6)**
- **Closing**

Luncheon & Celebration

- **Audience: Commissioners, member agencies, stakeholders**
- **Possible venues and event elements**

50th Anniversary Logo

A



C



B



D



Proposed Timeline

Milestone	Target Date
Commission direction on concept	October 2025
Finalize book/video content & vendors	October 2025
Production and design	October – December
Printing and video completion	November – December
Luncheon and public release	December or January

Budget & Next Steps

- **Vendor selection & cost estimates forthcoming**
- **Staff requests Commission direction to proceed**

Call to Action

- **Commission Direction Requested**
 - **Approve concept**
 - **Authorize staff to develop detailed budget and schedule**

50TH ANNIVERSARY SAWPA



Questions

Karen Williams
General Manager

kwilliams@sawpa.gov



SAWPA Communications Report

Date: October 7, 2025
To: Commission
From: Emily Fuentes, Senior Communications Specialist
Subject: **Communications Highlights**

Communications

- Staff created more digital tools for the CARP (Climate Adaptation and Resilience Plan) survey including a short video reel and social media posts for the Community Based Organizations (CBOs) to use during outreach.
- Staff hosted the Fall All-Hands Meeting for staff, a time for team-building and updates to help staff prepare for the upcoming quarter.
- Staff introduced the first round of updated templates for all departments to use, including PowerPoint, Letterhead, and Memo agendas.
- Staff planned and executed the first “Brunch and Learn” for staff, a staff development event. This Brunch and Learn focused on “Effective Presentations”, giving staff the tips and tools needed to present in an effective and time efficient way.
- Staff worked with the Associate Project Manager and UCR to host the second CAP (Community Action Panel) meeting for CARP.
- Staff attended and tabled a booth at a RivCo event on 9/28 to share about CARP and encourage participants to take the CARP survey.
- Staff worked with staff from Admin Services and IT to test into a more secure zoom meeting system for future Brown Act Meetings.
- Updates were posted to the Authority’s social media channels. Follow SAWPA on social media:
 - Instagram: https://www.instagram.com/sawpa_water/
 - LinkedIn: <http://www.linkedin.com/company/santa-ana-watershed-project-authority>
 - YouTube: <https://www.youtube.com/@SAWPATUBE>