



FY 22 Performance Evaluation

FY 23 Performance Plan

for

Bay Area Clean Water Agencies

Professional Services Contract

Executive Director

This performance evaluation covers Fiscal Year 2021/2022 (FY22) for Lorien Fono's contract to provide BACWA with Executive Director Services. The evaluation provides a progress report toward actions identified in the Executive Director performance plan developed at the beginning of FY22, and adds new goals for Fiscal Year 2022/2023 (FY23).

In FY21, BACWA adopted an updated Strategic Plan to guide its budgeting and staffing resource allocation. In the FY22 Performance Plan, special focus areas were organized according to the Goals identified in the Strategic Plan, which are:

- Advocate for regulation based on science
- Foster collaboration and relationship building with regulators and other stakeholders
- Pursue regional, multi-benefit solutions to environmental challenges
- Exemplify service and responsiveness to members and the public
- Practice good governance

The Executive Director performance plan and performance evaluation elements will continue to be organized to respond to the Strategic Plan Goals. Any new elements for FY23 are presented below the table of FY22 Performance Plan Goals.

1. Advocate for regulation based on science

FY 22 Plan	FY 22 Outcome	FY23 Plan
Participate in NMS Steering Committee, Planning Subcommittee, and other relevant groups to ensure science program supports BACWA's policy needs	<ul style="list-style-type: none"> Continued to engage with science team and other stakeholders through NMS structures and informal conversations. 	<ul style="list-style-type: none"> Work with planning subcommittee to develop science communications materials. Work with planning subcommittee to realign NMS resources to respond to algal boom. Participate in statewide discussions on ocean acidification and hypoxia
Work with BACWA's Nutrient Strategy Team to develop practicable key tenets for the 3 rd Watershed Permit	<ul style="list-style-type: none"> Continued to convene NST meetings throughout FY22. Developed update on negotiation status for communication to agencies. 	<ul style="list-style-type: none"> Finalize key tenets and vision for 3rd WSP
Develop certainty on science needs and funding to inform 3 rd WSP and beyond	<ul style="list-style-type: none"> Continued discussions with science team and Water board on how to fund Science Program. 	<ul style="list-style-type: none"> Come to agreement on level of funding for 3rd WSP based on science needs.
Use Regional PFAS study data to advocate for PFAS source control	<ul style="list-style-type: none"> Communicated phase 1 results and phase 2 SAP to legislators and regulators. Provided data to support development of PFAS notification legislation, AB2247. 	<ul style="list-style-type: none"> Communicate results of Phase 2 PFAS Study to members and regulators.
Demonstrate to State Regulators that POTW-led efforts and source control are the best way to address CECs	<ul style="list-style-type: none"> Discussed R2 representative sampling with regulators in the context of microplastic and PFAS studies. 	<ul style="list-style-type: none"> Support CASA in advancing POTW microplastic study. Update BACWA CEC White Paper to show ongoing commitment to

		participate in CECs studies.
Engage membership on major regulatory issues	<ul style="list-style-type: none"> • Worked with RPM to engage membership on: <ul style="list-style-type: none"> ○ Nutrients ○ Toxicity ○ Sea level rise ○ NBS 	<ul style="list-style-type: none"> • Inform membership on effects of summer 2022 algal bloom • Develop Communications initiative that includes communications to members

- **New for FY23:**
 - **Support CASA in developing 2-step process for air toxics monitoring.**
 - **Work with members to develop nutrient load reduction alternatives to propose to the Water Board**
 - **Work with Science team to understand impact of nutrient load reduction alternatives**

2. Foster collaboration and relationship building with regulators and other stakeholders

FY 22 Plan	FY 22 Outcome	FY23 Plan
Establish relationships with regulatory staff and agency board members to maintain a collaborative environment as key staff retire	<ul style="list-style-type: none"> • Met regularly with Water Board staff in formal meetings and informally. • Served as POTW representative to California Water Quality Monitoring Council 	<ul style="list-style-type: none"> • Engage with Air District Board members to advocate for more permit staffing support. • Promote R2 model of collaboration in other areas.
Engage in existing collaborations such as the San Francisco Estuary Partnership and Bay Adapt to bring value to BACWA's members	<ul style="list-style-type: none"> • Worked with SFEP to develop and finalize Estuary Blueprint Actions that affect POTWs 	<ul style="list-style-type: none"> • Continue to nurture partnerships with a focus on targeting funding for regional projects.
Foster collaborative relationship with BAAQMD staff to inform rule development and implementation, and support	<ul style="list-style-type: none"> • Initiated workgroup established at BAAQMD Reg 2 adoption, to facilitate regular 	<ul style="list-style-type: none"> • Continue to meet with BAAQMD staff via workgroup and other relevant initiatives

improvements in permitting procedures	communication with Air BAAQMD staff	<ul style="list-style-type: none"> Update BAAQMD Board on Workgroup progress
Work with Summit Partners on initiatives to further engage regulators in productive planning discussions	<ul style="list-style-type: none"> Planned and participated in two Clean Water Summit partners meetings Planned and moderated Summit Partners advanced treatment workshop 	<ul style="list-style-type: none"> Look for synergies between association groups to get maximum value out of online meetings. Plan advanced treatment workshop follow-up
Complete risk reduction tasks from current Hg/PCB permit and envision future work to comply with the 2022 permit reissuance.	<ul style="list-style-type: none"> Discussed completion of remaining risk reduction grant with CIEA 	<ul style="list-style-type: none"> Complete risk reduction tasks from current permit. Envision updated risk reduction work. Enhance DEJI objectives by collaborating with SFEI and Water Boards.

- **New for FY 23:**
 - **Engage in all CASA committees that address material relevant to BACWA.**

3. Pursue regional, multi-benefit solutions to environmental challenges

FY 22 Plan	FY 22 Outcome	FY23 Plan
Work through BayCAN and other regional initiatives to foster regional climate change planning	<ul style="list-style-type: none"> Continued to participate in BayCAN Participated in Bay Area One Water Network's NBS workshop, and assisted in planning conservation workshop 	<ul style="list-style-type: none"> Work with BAOWN to envision next steps that would be useful to POTW community Support members' fundraising efforts by tying nutrient issues to climate change

<p>Strategize next steps resulting from the two multi-benefit evaluations (recycled water and nature-based solutions) required by the watershed permit.</p>	<ul style="list-style-type: none"> • Used preliminary data from evaluations to forecast nutrient loads in next permit • Provided support letters for grant funding for furthering NBS work at member agencies 	<ul style="list-style-type: none"> • Work with consultants and BACWA community to provide context for communicating the results of the evaluations
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- **New for FY23: Engage with water agency associations to look for alignment to maximize recycled water.**

4. Exemplify service and responsiveness to members and the public

FY 22 Plan	FY 22 Outcome	FY23 Plan
<p>Develop materials for member use to explain technical issues to management and the public, including nutrient management and PFAS</p>	<ul style="list-style-type: none"> • Developed PFAS Phase 1 Fact Sheet • Worked with CASA on the development of PFAS communication material • Began development of “State of the Science” update for nutrients • Updated membership on summer 2020 Algal Bloom 	<ul style="list-style-type: none"> • Develop communications initiative for enhanced communication on wastewater and nutrient issues with members and the public. • Complete “State of the Science” update and other nutrient-related communication materials • Continue to engage on communications on algal bloom
<p>Provide workshops or informational support to help agencies comply with new regulations restricting biosolids beneficial uses</p>	<ul style="list-style-type: none"> • Engaged with BABC on biosolids issues. 	<ul style="list-style-type: none"> • No change
<p>Leverage BACWA’s Projects of Special Benefit for the benefit of the BACWA community</p>	<ul style="list-style-type: none"> • Continued to support BACCWE and BABC. 	<ul style="list-style-type: none"> • Consider transitioning BACWWE to a

	<ul style="list-style-type: none"> • Developed BACC email list as tool for inter-agency communication on chemical supply issues 	<p>BACWA committee.</p> <ul style="list-style-type: none"> • Work with attorneys to develop BACC bid language protect agencies from chemical supply problems.
Incorporate diversity/equity/justice/inclusion into BACWA strategic plan and BACWA's programs	<ul style="list-style-type: none"> • Incorporation into strategic plan completed. 	<ul style="list-style-type: none"> • Look for opportunities to partner with SFEP and other organizations to further DEJI initiatives. • Enhance risk reduction work with focus on DEJI.
Strategically move towards a BACWA future "beyond COVID"	<ul style="list-style-type: none"> • Began holding some in-person/hybrid meetings, such as Annual Meeting and Watershed Permit Workshops. 	<ul style="list-style-type: none"> • Develop long-term strategy for balancing in-person/hybrid and remote meetings, as allowed by Brown Act.

5. Practice good governance

FY 22 Plan	FY 22 Outcome	FY23 Plan
Finalize schedule and begin to update BACWA policies and procedures	<ul style="list-style-type: none"> • Began update of policies with BAP 1.01 – BACWA Representatives 	<ul style="list-style-type: none"> • Update BFP 2.04 Reserve Policy; and develop new BAP 1.10 Communications Policy.
Work with EBMUD to make use of new accounting system	<ul style="list-style-type: none"> • Discussed alternatives with EBMUD to work around loss of data due to new system. 	<ul style="list-style-type: none"> • No change
Support development and retention of BACWA contract staff	<ul style="list-style-type: none"> • Conducted FY22 Performance reviews to discuss goals for contract staff and BACWA. 	<ul style="list-style-type: none"> • No change

<p>Develop and implement criteria to evaluate requests for funding collaborative initiatives</p>	<ul style="list-style-type: none"> • Developed criteria and tested them on requests for BACWA collaborative funding for FY22. Will continue to use criteria for each budget cycle. 	<ul style="list-style-type: none"> • Continue to use criteria when evaluating funding requests.
<p>Update 5-year plan to plan revenues and accommodate costs associated with the current and future watershed permit</p>	<ul style="list-style-type: none"> • 5-year plan updated in January and September 2022. 	<ul style="list-style-type: none"> • Update 5-year plan with new information about future NMS funding levels when available. • Continue to draw down reserves per BACWA reserve policy.