



**SPECIAL MEETING OF THE
BOARD POLICY COMMITTEE**

June 11, 2025

1:30 p.m.

At a different location:

Burlingame Library – Lane Room
480 Primrose Rd, Burlingame, CA 94010

This meeting will not be livestreamed due to technical obstacles.
A recording will be posted on the BAWSCA website following the meeting.

AGENDA

<u>Agenda Item</u>	<u>Presenter</u>	<u>Page#</u>
1. <u>Call To Order, and Roll Call</u> Roster of Committee Members (<i>Attachment</i>)	(Hardy)	Pg 3
2. <u>Comments by Chair</u>	(Hardy)	
3. <u>Consent Calendar</u> A. Approval of Minutes from the April 9, 2025 meeting (<i>Attachment</i>)	(Hardy)	Pg 5
4. <u>Public Comment</u> <i>Members of the public may address the committee on any issues not listed on the agenda that are within the purview of the committee. Comments on matters that are listed on the agenda may be made at the time the committee is considering each item. Each speaker is allowed a maximum of three (3) minutes.</i>	(Hardy)	
5. <u>Reports and Discussions</u> A. BAWSCA's 2021–2023 Drought Report (<i>Attachment</i>) <u>Issue:</u> What are the findings from the 2021-23 Drought Report? <u>Information to Committee:</u> Staff report and oral report. <u>Committee Action Requested:</u> Comments and Questions. B. CEO/General Manager Performance Evaluation Process <u>Issue:</u> Are there any changes to the evaluation process? <u>Information to Committee:</u> Oral Report <u>Committee Action Requested:</u> Comments and Questions.	(Francis) (Chambers)	Pg 19
6. <u>CEO Reports</u> A. 2025 Demand Study Update B. Water Supply Conditions C. FERC/Bay Delta Plan Update D. CEO/General Manager's Letter (<i>Attachment</i>) E. Board Policy Committee Calendar (<i>Attachment</i>) F. Correspondence Packet (<u>Under Separate Cover</u>)	(Smegal)	Pg 21 Pg 23

7. Closed Session

(Schutte)

- A. **Conference with Legal Counsel – Existing Litigation pursuant to**
Paragraph (1) of subdivision (d) of Government Code Section 54956.9
Federal Energy Regulatory Commission Final License Application
Proceedings for Don Pedro Hydroelectric Project, P-2299-082, and La
Grange Hydroelectric Project, P-14581-002.
- B. **Conference with Legal Counsel – Existing Litigation pursuant to**
Paragraph (1) of subdivision (d) of Government Code Section
54956.9 - State Water Board Cases (Third Appellate District Court
Case No. C101232)

8. Report from Closed Session

(Schutte)

9. Comments by Committee Members

(Hardy)

10. Adjournment to the Next Meeting

(Hardy)

August 13, 2025 at Foster City Community Building – Wind Room

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BAY AREA WATER SUPPLY AND CONSERVATION AGENCY

BOARD POLICY COMMITTEE

2025 Committee Roster:

Karen Hardy, City of Santa Clara (Chair)
Leslie Marden Ragsdale, Hillsborough (Vice Chair)
Thomas Chambers, Westborough Water District (BAWSCA Chair)
Darin Duncan, California Water Service Company
Barbara Pierce, City of Redwood City
Ann Schneider, City of Millbrae
Peter Stevenson, City of Burlingame
Louis Vella, Mid-Peninsula Water District (BAWSCA Vice Chair)
Tom Zigterman, Stanford University

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BAY AREA WATER SUPPLY AND CONSERVATION AGENCY
BOARD POLICY COMMITTEE
April, 2025 – 1:30 p.m.

MINUTES

1. **Call to Order:** Committee Chair, Karen Hardy, called the meeting to order at 1:30pm. CEO/General Manager Tom Smegal called the roll. Seven members (7) of the Committee were present at roll call. One member arrived after roll-call. A list of Committee members who were present (8), absent (1), and other attendees is attached.

The Committee took the following actions and discussed the following topics.

2. **Comments by Committee Chair:** Committee Chair Hardy thanked staff and Committee members for their time and service on the Committee as BAWSCA's work in ensuring reliable supply of high-quality water at a fair price continues to be critical to the BAWSCA region.

The meeting is a special meeting due to a different location. Director Vella is participating by teleconference in accordance with the traditional Brown Act Rules. All public comments shall be made in-person at the location publicly announced for the meeting, and committee actions on the agenda items will need a roll call vote. Lastly, Closed Session will be removed from the agenda as there are no new developments to report.

3. **Consent Calendar:**

Director Duncan noted that he was not present at the February 12th meeting, and that the attendance in the minutes should be corrected.

Director Pierce made a motion, seconded by Director Zigterman, that the Committee approve the Minutes of the February 12, 2025 Board Policy Committee meeting with the noted correction.

The motion passed unanimously by roll call vote.

There were no comments from members of the public on the consent calendar.

4. **Public Comments:**

Public comments were provided by Spreck Rosekrans and Dave Warner.

5. **Action Calendar:**

- A. **Proposed FY 2025-26 Work Plan, Results to be Achieved, and Operating Budget:** CEO/General Manager Tom Smegal presented the proposed work plan, results to be achieved and operating budget for FY 2025-26. The proposed workplan and results to be achieved is an iteration of what has been previously discussed with the Board at the January and March meetings, and with the Committee at its February meeting.

The proposed work plan is developed to address the critical issues in the short and long term horizon to achieve BAWSCA's goals. Major items in the work plan include management of the Water Supply Agreement (WSA) with San Francisco to protect the member agencies' financial and water supply interests, administration of the Bonds,

oversight of SFPUC's Water Supply Improvement Program (WSIP), 10-Year Capital Improvement Program (CIP), and Asset Management, engagement in SFPUC's Alternative Water Supply (AWS) Plan, participation in the Bay Delta and FERC proceedings to protect regional water supplies, development of BAWSCA's Strategy 2050, finalization of the updated regional water demand and conservation projections, implement the soon-to-be adopted updated Tier 2 Drought Plan and associated Water Supply Amendment, and implementation of core and subscription conservation programs.

Mr. Smegal noted changes to what was previously presented to the Board. The overall budget is approximately \$70,000 higher than the preliminary budget presented at the March Board meeting due to 3 workplan items.

Work plan item 2b, Regional Water Demand Projections study (Demand Study). There has been a delay in the spending for this work in which \$40K will not be spent in FY 2024-25 but will be added to the budget for FY 2025-26. This does not increase the overall 2-year budget plan for the Demand Study. The potential savings of \$40K in FY 2024-25 will be transferred to the General Reserve at the end of the fiscal year.

Work plan item 4d, Protect Members' Water Supply and Financial Interests in the SFPUC's required 2028 Decisions. The proposed operating budget will include \$35K for activities leading up to 2028.

Work plan item is 4g, Implementation of the 2025 WSA Amendment, in which \$20K is allocated for activities associated with member agencies' approval efforts in FY 2025-26.

Mr. Smegal noted that elements in the work plan were updated, as shown in Table 1, to better reflect the emphasis on affordability in the work plan items in response to feedback received from the Board at the March Board meeting.

The proposed operating budget is \$5.55 million, 1.2% below the FY 2024-25 approved Operating Budget. It fully funds the annual OPEB expense, includes a budget allowance for a 5% adjustment to existing salaries for both COLA and merit-based increases, and reflects a customer cost of \$2.97 per person.

BAWSCA's primary source of funding is member agency assessments, in accordance with AB 2058. The Operating Budget is developed based on four principles:

1. Budget sufficient resources to achieve the desired Work Plan results;
2. Spend only what is needed to achieve the results;
3. Apply incremental and prudent increases in assessments as necessary;
4. Maintain a prudent General Reserve balance within Board guidelines.

To fund the FY 2024-25 Operating Budget, the Board adopted a 9% assessment increase and a transfer from the General Reserve. FY 2024-25 spending is estimated to expend 90-95% of the approved budget. The General Reserve balance is currently at \$1,356,288 which is 24% of the adopted FY 2024-25 Operating Budget.

In November 2024, the Board directed staff to look into ways for BAWSCA to contribute additional funding to pay off BAWSCA's unfunded pension liability faster. In response, staff presented four (4) approaches available to the Board Policy Committee at its February 2025 meeting, in which the Committee discussed whether and how to prepay the outstanding pension obligation of BAWSCA.

Mr. Smegal explained that BAWSCA's Unfunded Accrued Liability (UAL) is currently at \$1.26 million and is estimated to be paid off in 20 years, or by 2045. Of the 4

approaches presented to the Committee in February, the Committee expressed its preference to the option of making Additional Discretionary Payments (ADP). He explained that ADP allows BAWSCA to make additional payments of any amount in any year towards the balance of its UAL.

Based on the Committee's direction to staff in February, staff did an analysis that provides two additional budget funding options for the Board's consideration.

The options include funding an ADP from the General Reserve in an amount of \$66K, targeting the UAL to be paid off in 10 years, by 2035. However, a payment of \$66K would need to be made every year over the 10-year period to pay off the balance that quickly.

The Board can choose to do this as soon as FY 2025-26 by adding \$66K in the operating budget.

Alternatively, the Board can choose to wait until unspent funds from FY 2024-25 are finalized and the General Reserve balance is better known before deciding on an ADP. The Board Policy Committee can evaluate the General Reserve balance at its December 2025 meeting and determine whether making an ADP to reduce BAWSCA's UAL using General Reserve fund is appropriate at that time. The Committee will make a recommendation for the Board's consideration at its meeting in January 2026, if needed.

An analysis of five (5) funding options were presented in a table. Option 1 is a 0% assessment increase that results in a General Reserve balance of 20% of the proposed operating budget.

Option 2 proposes a 2.3% assessment increase. It is the same percentage increase as SFPUC's wholesale water rate increase for FY 2025-26 and is a percentage that is consistent with the 2.08% CPI for staff salaries. It provides an Assessment to Budget ratio of 97%, in which the 3% would be covered by a transfer from the General Reserve.

Option 2 provides two versions, one of which allocates \$66K for an ADP and maintains the General Reserve balance at 21% (Option 2b). The other, (Option 2a) does not allocate \$66K and maintains the General Reserve balance at 22%.

Option 3 proposes a 5.2% assessment increase that provides an assessment to budget ratio of 100%. Option 3 also offers two versions, one of which allocates \$66K for an ADP and maintains the General Reserve balance at 23% (Option 3b). The other, (Option 3a) does not allocate \$66K and maintains a General Reserve balance at 24%.

The Committee is asked to provide its recommendation for the Board to consider the proposed work plan and results to be achieved, operating budget of \$5,547,732; and a funding plan option between 2a and 2b.

Director Schneider asked the extent of BAWSCA's oversight of SFPUC's WSIP, 10-Year CIP, and Asset Management Plan.

Mr. Smegal stated that BAWSCA's interactions with the SFPUC is generally governed by the WSA. Specifically related with the WSIP and capital improvement program, there are explicit steps that are required of San Francisco. There are interactions the SFPUC must have with BAWSCA prior to the Commission's actions, as well as a report to BAWSCA of the Commission's decisions. These specific steps required by the WSA proved effective for both BAWSCA and the SFPUC in the case of the Mountain Tunnel Project, where the initial plan by the SFPUC is to replace the tunnel, but BAWSCA firmly

pushed for a rehabilitation approach instead. This change proved to be time and cost effective for SFPUC and its customers.

In BAWSCA's oversight, Director Schneider asked if examples of where BAWSCA has saved money can be provided, and if there are SFPUC CIP projects identified as crucial as opposed to marginal. Given that BAWSCA member agencies pay 2/3rds of the cost of those projects, BAWSCA should have leverage on what CIP investments should or should not be taken.

Mr. Smegal noted that BAWSCA staff works diligently with BAWSCA's consultants in evaluating project status in the WSIP and projects included in SFPUC's 10-year CIP. BAWSCA staff will follow up to provide the requested information.

Director Zigterman inquired about the efforts associated with work plan item #4d.

Legal Counsel Allison Schutte explained that in the Water Supply Agreement, the ultimate decision on whether or not to make the Cities of San Jose and Santa Clara permanent customers of San Francisco was pushed out to 2028 from 2018. Additionally, the wholesale customers' claim that they are entitled to more water than 184mgd supply assurance is also tied to that date. As the date approaches, discussions on those issues are ongoing and a formal process for the negotiations would need to be established.

Director Schneider asked if the proposed funding option 2a and 2b with a 2.3% assessment increase is coincidentally similar to the SFPUC's wholesale rate increase of 2.3%.

Mr. Smegal explained that Option 2a and 2b were intentionally set up to match SFPUC's percentage increase to provide an option that does not exceed the proposed wholesale rate for FY 2025-26. He clarified that BAWSCA's assessment is 1% of the water cost relative to SFPUC's wholesale rate. Hence, BAWSCA's assessment increase of 2.3% combined with SFPUC wholesale rate increase of 2.3% still results in an overall water cost increase of 2.3%.

Director Pierce noted that member agencies can take BAWSCA's assessment and SFPUC's wholesale rate into consideration when setting their water rate for their customers. She asked how the member agencies are billed for BAWSCA's assessment and the wholesale water rate.

Mr. Smegal stated that with the exception of Cal Water, the agencies are billed separately for their assessment; which comes from BAWSCA, and their wholesale water rate which comes from the SFPUC.

Director Zigterman asked if option 2b would obligate a \$66K ADP in FY 2025-26.

Director Hardy confirmed that option 2b would dedicate \$66K in the operating budget for an ADP. She asked each committee member to state their preference between option 2a and 2b.

Committee members were in agreement that funding plan option 2a made the most sense.

Committee members agreed to:

- maintain a General Reserve balance that is within the guideline range of 20% - 35%
- preserve the flexibility of making an ADP if unspent funds from FY 2024-25 can fund it

- pay down the UAL when financially possible

In response to Chair Hardy's request for insight, Ms. Tang noted that BAWSCA will continue to work closely with CalPERS Actuary to evaluate options sufficient for future consideration by the Board.

Director Schneider asked how would BAWSCA and its General Reserve be impacted in the event of a recession?

Mr. Smegal explained that BAWSCA is not an operational agency, and the potential risk scenarios he sees for BAWSCA is a revenue problem where member agencies are unable to pay their assessments. A major unanticipated expense that comes up can also present an impact. However, he does not see how a recession would relate to either of the risks unless one or more member agencies are unable to pay their assessment.

Ms. Schutte added that a mid-year assessment change is possible, although it has never been done before, and is disfavored. But the agency would not be unable to collect more revenue, if needed. The General Reserve is maintained at a level to cover necessary expenses.

There were no further comments from members of the Committee.

Dave Warner provided public comments.

Director Zigterman made a motion, seconded by Director Chambers, that the Board Policy Committee recommend Board approval of the:

- 1. Proposed Fiscal Year 2025-26 Work Plan and Results to be Achieved;**
- 2. Proposed Operating Budget of \$5,547,732; and**
- 3. Funding plan Option 2a**

The motion passed unanimously by roll call vote.

- B. Approval and Adoption of BAWSCA Pay Schedules for FY 2025-26: Mr. Smegal reported that as a participating agency in CalPERS, BAWSCA is required to approve and adopt pay schedules each fiscal year to comply with CalPERS retirement law.

The pay schedules reflect the annual minimum and maximum salaries for each classification. The pay schedules for FY 2025-26 have been updated to include the CPI increase of 2.08% to stay aligned with the market, and the 1.8% adjustment the Board approved for the senior water resources specialist annual maximum salary.

The Committee is asked to recommend Board adoption of the pay schedules for FY 2025-26. The approved and adopted pay schedules will be posted on BAWSCA's publicly available website and formally transmitted to CalPERS.

Pay schedules will be approved and adopted by the Board again in September following the CEO/General Manager evaluation.

Director Schneider supports approval and adoption of the Pay Schedules for FY 2025-26. She noted that the potential layoffs at the federal level can open up the availability of specialized talents that BAWSCA can consider to fill in salary gaps.

Director Zigterman supports the pay schedules and noted that he will continue to push for salary increase. He also noted that Stanford has been fortunate with their temporary hires of skilled individuals including a CAD drafter and environmental engineer. Should there be a need, he encourages the use of temps to relieve workload without increasing agency staff compensation.

Director Schneider made a motion, seconded by Director Vella, that the committee recommend Board approval and adoption of the Pay Schedules for FY 2025-26.

The motion passed unanimously by roll call vote.

There were no comments from members of the public.

- C. Second Amendment to Hanson Bridgett Professional Services Contract: Mr. Smegal reported that the Committee is asked to make a recommendation for Board approval of a second amendment to the Hanson Bridgett professional services contract to increase its not-to-exceed budget by \$80K.

The original contract approved by the Board for FY 2024-25 was for the amount not-to-exceed \$880K. In June 2024, BAWSCA entered into a separate agreement for specialized services to hire, on BAWSCA's behalf, a professional recruitment firm to assist in the executive search for a new CEO/General.

This second amendment to the agreement results from un-anticipated legal services provided during the year. They include 1) legal support for the extended negotiation of the WSA amendment that was more intensive than expected; 2) legal services related to the publication of BAWSCA's pay schedules as required by CalPERS' preferred format that was discovered during the former CEO's retirement process; 3) support to establish provisions for BAWSCA's former CEO to provide the agency with post-retirement advise and transition assistance; and, 4) setting up BAWSCA's internal programs to comply with the new CEO's contract provisions.

Mr. Smegal noted that the activities associated with CalPERS compliance and executive recruitment were not contemplated in the development of the FY 2024-25 as the former CEO's retirement was unanticipated at the time the budget was set.

The amendment has no impact on the overall budget. The increase can be accommodated by funds allocated to other outside consultants that are available due to short-term changes in scopes during the fiscal year.

The revised total contract amount would be not-to-exceed \$985,000.

Director Pierce expressed her support for the second amendment and commented that the Hanson Bridgett team is a group of highly skilled individuals who provide a level of support that allows BAWSCA to complete its work.

Director Zigterman agreed with Director Pierce and noted that BAWSCA is getting valuable legal support.

Directors Schneider and Chambers expressed their support for the second amendment.

Director Vella asked Mr. Smegal if the funds allocated to other consultants are indeed available to accommodate Hanson Bridgett's cost increase.

Mr. Smegal explained that the budgeting for professional services, particularly in engineering, consider the need for extra support on complications that may arise, which has occurred from time to time in the past. For FY 2024-25, no such complicated matters have happened, and there are several consultant contract allocations that are not completely exhausted that can provide the funds needed for the amendment.

Director Hardy commented that BAWSCA has been very good at streamlining its consultant expenses and ensuring that the public's dollar is money well spent.

Director Zigterman made a motion, seconded by Director Pierce, that the Committee recommend that the Board authorize the CEO/General Manager to amend the professional services contract with Hanson Bridgett by \$80,000 for a total not-to-exceed amount of \$985,000.

There were no further comments from members of the Committee. There were no comments from members of the public.

The motion passed unanimously by roll call vote.

6. Report and Discussion:

- A. BAWSCA's Long-Term Reliable Water Supply Strategy 2050 – Risk Assessment and Scenario Planning: Senior Water Resources Engineer, Negin Ashoori, provided an update on the development of Strategy 2050 including details of the initial tasks that are currently in progress.

In FY 2024-25, BAWSCA's workplan included developing the scope of work for Strategy 2050 which determined the Purpose and Six Objectives:

- The Purpose: *to identify the water supply management needs and opportunities for the BAWSCA region and establish a framework to collectively support water reliability and resilience; and*
- Six Objectives to achieve the Purpose. They align with BAWSCA's goal of ensuring a reliable supply of high-quality water at a fair price in addition to BAWSCA's work to oversee the WSA
 1. *Provide a comprehensive picture of the region's supply and demand management needs and options.*
 2. *Establish a framework for collectively maintaining and improving regional water supply reliability and resilience.*
 3. *Elevate awareness of and support the region's interest in new and emerging regulations that impact water supply and demand management.*
 4. *Expand regional dialogue and collaboration to collectively address common needs.*
 5. *Close the gap on funding needed for water supply resilience and reliability.*
 6. *Support availability of affordable water supplies and demand management strategies to all customers.*

Dr. Ashoori emphasized that the objectives touch upon regional dialogue and collaboration, funding, affordability, regulations and regional water supply reliability.

Ultimately, Strategy 2050 will serve as a roadmap for advancing all 6 objectives. To get there, BAWSCA needs to understand how to quantify the needs, evaluate potential actions moving forward, determine what BAWSCA's role might be, and identify an implementation plan, if needed, 2, 10 or 20 years into the future.

The initial task of developing Strategy 2050 focuses on objective #1 with scenario planning and risk assessment. Scenario planning is a structured approach to envision what a possible future scenario might look like for water supply reliability, identify the key drivers of change (risks), develop plausible narratives for possible futures, and identify and evaluate interventions to support favorable outcomes.

Scenarios are developed by considering multiple combinations of external forces that impact member agencies' ability to meet future needs of their customers. Those forces can be environmental, societal, regulatory and socioeconomic outcomes for water supply reliability.

The goal of scenario planning is to establish how these risks link to the availability of and need for water in the Bay Area. The scenarios will be used to conduct a risk assessment of water supply shortages and help with long-term planning for developing interventions and making investment decisions.

The scenarios are not intended to definitively map out and/or plan specific future projects, but instead serve as a tool to better understand what the future might look like so that we have the tools needed to make decisions.

Appointed Water Management Representatives (WMR) and staff from member agencies were engaged in a planning session held in February to support the development of scenarios. Key local and regional risks or drivers of change were identified and prioritized based on their quantified effects on water supply, impact on water reliability, and degree of uncertainty in occurrence.

Collectively, participants identified over 50 drivers of change and agreed on the top 8 water supply risks with the greatest impact and highest uncertainty of occurrence. They include climate change, changes in drought frequency and intensity, the Bay Delta Plan, State issued supply restrictions, State & Federal infrastructure development, demand changes, affordability, and funding.

The exercise also identified risks that have lower uncertainties or predictable in occurrence but could have a great impact. The top two are aging infrastructure, and water quality issues and related regulations.

Dr. Ashoori noted that the 2025 Demand Study that is currently in progress and anticipated to be completed by end of the fiscal year, will provide demand projections that can identify the impacts of demand changes.

The risks were grouped and broken down based on their patterns and similarities to form scenario assumptions or Primary Factors of Change. These factors established three thematic uncertainties which make up the axes of the scenario matrix:

1. Supply Availability which includes but not limited to drought, climate change, the Bay Delta Plan, and State regulations;
2. Regional Development which includes housing, jobs, and population; and
3. Water Rates/Affordability which ties in the Demand Study and how rates are impacted by demand.

BAWSCA will continue to collaborate with the member agencies and Board throughout the development of Strategy 2050. Outside stakeholders, including NGOs, wastewater entities, and agencies within the Bay Area, will also be engaged to discuss what projects, programs and policies might focus on in the future during the May 20th Strategy 2050 Stakeholder Engagement Event.

The BPC is asked for its feedback on the following questions. Information gathered will be tabulated and presented at the May Board meeting for the full Board's further discussion.

- What major challenges do you foresee for the BAWSCA region over the next 25 years?
- What potential risks or drivers could impact economic growth within the region over the next 25 years?
- What types of data, information, or projections would be most useful to inform relevant regional policy decisions?

Committee members provided the following comments:

Director Shneider – What does sensitivity analysis really mean? Is it the sensitivity for an agency as a supplier and what it has to pay, or the sensitivity of what water customers has to pay; does it factor in the impacts of heatwaves to the water customers and how water use behavior can lead to dry landscapes; therefore increasing fire risks? Does it include wastewater as factor as well as green infrastructure relative to flood control?

Director Ragsdale – The list of risks developed with the WMRs is comprehensive. She sees a challenge in the ability to fund aging water infrastructure with the potential lack in State and Federal grants. Innovation in stormwater capture and water use regulations on housing developments can be ways of pushing conservation.

Director Duncan – Agreed that aging infrastructure is a high priority concern given that a lot of the Bay Area's infrastructure were built after World War II, which by 2050 will be 100 years old.

Director Chambers – Agreed with aging infrastructure. He believes demand management and price elasticity will be contributing challenges because demand drives capital improvement projects which, in turn, drives affordability. He continues to see conservation as key to reduce demands and address water supply issues.

Director Zigterman – Was pleased with the thoroughness of the list and the process of identifying the factors for scenario planning and risk assessment. He noted his ideal outcomes from the scenario planning and risk tolerance:

1. BAWSCA member agencies should be able to collectively provide a non-conservative and representative projection of demand to San Francisco for their wholesale customer water supply planning. In projecting demands, he encouraged an outlook of 10 or 20 years instead of 50, reflect that water growth does not increase at the same rate as population as it did 30 years ago, and factor in the current low water use overall. Water demand is flat-lined and continues to decrease substantially because of the retrofitting that has been done. Toilets no longer use 5 gallons per flush, it uses one. Additionally, there is a changed behavior and mindset on water use efficiency despite the wet years. These factors should be built in the demand projection for it to be realistic.
2. Identify the BAWSCA region's risk tolerance. Does the region really need San Francisco to assure normal year water supply in the 4th, 6th or 8th year of drought? Do member agencies want to incur the costs of building infrastructure for improbable events to have assurance? Or is the region able to tolerate a little more risk to avoid the costs?
3. Storage should be considered. Has increasing storage been fully evaluated instead of building new infrastructure and alternative supplies? Would the amount of water released during wet years, if calculated, could compensate for the 10%-20% water use reduction during drought? Local ground water wells are valuable in storing water from wet years and providing supplies in dry years. Balancing local alternatives instead of building a whole new infrastructure system may prove worthy. Finding storage can be a way to buffer the 3rd, 4th, 5th drought year and decrease the cutbacks projected in Urban Water Management Plans in order to balance housing and population growth with water supply.

If member agencies can provide San Francisco a demand projection as well as a risk tolerance, it will help relieve the pressure on San Francisco to assure that the region does not fall short of water. He agrees that aging infrastructure throughout the region is the highest risk, but he believes the bottom line is what do we want to tell San Francisco about the reality of our water supply. He looks forward to the Board discussion in May.

Director Pierce – There are 2 levels of infrastructure; Water infrastructure that San Francisco and member agencies have and operate, and the public infrastructure that is built into the homes and properties in our communities that also needs to be replaced at some point. How would communication be coordinated and what would it take to bring those two levels together? She is pleased with the efforts to date and looks forward to the Board discussion in May.

Director Vella –BAWSCA's goal is ensuring reliable supply of high-quality water at a fair price. He believes that the biggest challenge for BAWSCA is

price/affordability. The region's supply reliability has gone through severe droughts and wet years and history will repeat itself. The region's population has been programmed to conserve and do with less water. Collective efforts have achieved and should be able to maintain the high-quality of supply for the region. The challenge will be how BAWSCA can hold San Francisco to keep the prices down especially for the smaller agencies whose budgets goes mostly to water purchase.

Director Hardy – Noted that water is easy to store but hard to move. Supply reliability is an essential focus because high quality and affordability will not matter if there is no supply. The aging infrastructure across the region is a high priority because they were built around the same time and can potentially present a risk of a collective breakdown. Conservation remains a critical effort to continue and expand when possible. She noted that there is a fixed infrastructure cost to operate the regional water system that will always be there. Looking at all possible risks to the system to find issues and address them is critical as well as continuing to track the average household and CII usage to determine the reality of the region's collective water usage.

Feedback received from Committee members will be incorporated as part of the information that will be provided to the Board on the scenario planning and evaluation of water supply reliability. The planning session at the May Board meeting will be an opportunity to engage the technical consultants with the Board to shape the long-term strategy for a sustainable water supply in the BAWSCA region. The planning session topic will align with the key milestones in the Strategy 2050 development.

Public comments were provided by Dave Warner and Spreck Rosekrans.

7. CEO Reports:

- A. Water Supply Conditions: Mr. Smegal reported the water supply and system storage are in excellent condition. Precipitation at Hetch Hetchy is normal with the weather systems that occurred in February and March. Bay Area precipitation is close to the 12-month median, and snowpack is similarly in an average state. Having three relatively normal years has been positive for the system. Demand is tracking well.
- B. Water Supply Amendment/Tier 2 Drought Plan Update: Mr. Smegal reported that BAWSCA and SFPUC staff are very close to finalizing the WSA amendment for submittal to the Commission for their consideration at the May 13th Commission meeting. Following Commission action, member agency governing bodies will be asked to adopt the WSA amendment and new Tier 2 Plan.

BAWSCA staff will continue to work with and be available to the member agencies on this process and will keep the Board informed.

8. Closed Session: Closed Session was removed from the agenda.

9. Report from Closed Session: N/A.

10. Comments by Committee Members: There were no further comments from members of the Committee.

11. Adjournment: The meeting was adjourned at 3:32pm. The next meeting is June 11, 2025 in a location to be announced.

Respectfully submitted,

Thomas Smegal, CEO/General Manager

TS/le

Attachments: 1) Attendance Roster

Bay Area Water Supply and Conservation Agency

Board Policy Committee Meeting Attendance Roster

Agency	Director	Apr. 9, 2025	Feb. 12, 2025	Dec. 11, 2024	Oct. 9, 2024	Aug. 14, 2024	Jun. 12, 2024
Santa Clara	Hardy, Karen (C)	✓	✓	✓	✓	MEETING CANCELLED	✓
Hillsborough	Ragsdale, Leslie (VC)	✓	✓	✓	✓		✓
Westborough	Chambers, Tom	✓	✓	✓	✓		✓
CalWater	Duncan, Darin	✓		✓	✓		✓
Redwood City	Pierce, Barbara	✓	✓	✓	☎		✓
Millbrae	Schneider, Ann	✓	✓	☎	✓		✓
Burlingame	Stevenson, Peter			n/a	n/a		n/a
MPWD	Vella, Lou	✓	✓	✓	✓		☎
Stanford	Zigterman, Tom	✓	✓	✓			✓

✓: present

☎ : Teleconference

April 9, 2025 Meeting Attendance (*In-Person*)

BAWSCA Staff:

Tom Smegal	CEO/General Manager	Allison Schutte	Legal Counsel, Hanson Bridgett
Tom Francis	Water Resources Manager		
Christina Tang	Finance Manager		
Danielle McPherson	Sr. Water Resources Analyst		
Negin Ashoori	Sr. Water Resources Engineer		
Kyle Ramey	Water Resources Analyst		
Lourdes Enriquez	Asst. to the CEO/General Manager		
Deborah Grimes	Office Manager		

Public Attendees:

Alison Kastama	SFPUC
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BAY AREA WATER SUPPLY AND CONSERVATION AGENCY

BOARD POLICY COMMITTEE MEETING

Agenda Title: **BAWSCA's 2021-2023 Drought Report**

Summary:

Beginning in the spring of 2024, BAWSCA began the preparation of the 2021-23 Drought Report (Report) to document activities and efforts taken by BAWSCA, its member agencies, and local and state government entities in response to the 2021-2023 Drought. The Report is now complete. This memorandum provides a summary of the work performed to develop the 2021-2023 Drought Report along with key findings aimed at assisting BAWSCA and its agencies to better prepare for future droughts.

Recommendation:

This item is for information and discussion purposes only.

Discussion:

In 2017, BAWSCA produced a drought report describing the 2014-2017 Drought and the actions taken by BAWSCA member agencies and several other entities including the State of California (State), SFPUC, and Santa Clara Valley Water District (Valley Water). Additionally, the drought report documented BAWSCA agencies' local drought response actions, fiscal implications, water quality concerns during the drought, water use reduction attained, lessons learned, and potential activities for consideration in responding to future droughts. The report was well received and proved to be a highly useful reference.

When the 2021-2023 Drought ended, BAWSCA recognized the importance of creating a similar report to again document the efforts taken by entities during the 2021-2023 Drought, review the functionality of programs enacted during the Drought, and serve as a reference document to assist in decision making processes during future droughts.

Following the Board's authorization on March 21, 2024, BAWSCA conducted a competitive consultant selection process and selected EKI Water & Environment, Inc. to assist with the preparation of the Report.

The 2021-2023 Drought Report shows that BAWSCA and its agencies faced new challenges in comparison to the 2014-17 Drought, including:

- Varying effectiveness of drought actions across the region.
- Overall, less reduction in water use compared to what was observed during the 2014-17 Drought.
- Differing shortage levels for agencies with multiple water supply sources, resulting in different drought response needs amongst the agencies.
- Complexities associated with the timing of San Francisco Public Utilities Commission's (SFPUC's) shortage declaration and associated implementation of the Tier 2 Drought Allocation Plan for the first time since its adoption.
- "Messaging fatigue" associated with back-to-back droughts and the Coronavirus (COVID-19) pandemic and associated impacts on drought response.

The 2021-2023 Drought Report expands upon the process used to prepare the 2014-2017 Drought Report. Beyond documentation of the actions taken by governmental bodies, it now does a more complete job of evaluating the drought actions (e.g., the State and wholesaler shortage declarations and Drought Response Measures (DRMs) taken by each of the BAWSCA member agencies. Similar to the 2014-2017 Drought Report, it makes findings and shares key lessons learned.

Findings and Key Lessons Learned

1. The Tier 1 and Tier 2 drought allocation plans were triggered for the first time during the 2021-2023 Drought. The development of the updated Tier 2 Plan was informed by this experience.
2. The joint Regional Media Campaign launched by BAWSCA and SFPUC had significant awareness among Member Agencies. The BAWSCA website also played a crucial role in outreach, especially for smaller BAWSCA Agencies with limited resources.
3. Effective communication led by BAWSCA was instrumental in maintaining consistent messaging and reaching conservation goals. Recommendations for how to enhance regular drought coordination and communication have been forwarded to the team preparing Strategy 2050.
4. Water savings during the 2021-2023 Drought were notably lower (7.8%) than that achieved during the 2014-2017 Drought (22%). Contributing factors included demand hardening, drought messaging fatigue, and the effects of COVID-19 on water use patterns. This finding must be considered when water use reduction calls are made during future droughts.
5. Member Agencies that did not formally enact their Water Shortage Contingency Plans (WSCPs) but still followed regional DRMs achieved an average of 9% reduction in water use. This suggests that consistent regional messaging and the enactment of DRMs can be effective even in the absence of formal local action.
6. Some BAWSCA Agencies experienced water quality issues similar to those that occurred during the 2014-17 Drought, primarily due to increased water age in their respective distribution systems and associated nitrification. Mitigation strategies such as tank mixing and targeted system flushing proved essential to address those problems.
7. Although Advanced Metering Infrastructure (AMI) provided high-resolution consumption data, agencies found that they had limited access to raw datasets and inadequate transfer mechanisms in place with their respective AMI vendors. This poses challenges such that advanced analysis of DRM effectiveness is not possible. BAWSCA Agencies were advised to approach their vendors to make required changes to the existing or future AMI vendor contracts, if possible, to better enable analysis to take place during or following future droughts.



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MEMORANDUM

TO: BAWSCA Board of Directors
FROM: Tom Smegal, CEO/General Manager
DATE: June 6, 2025
SUBJECT: Chief Executive Officer/General Manager's Letter

Strategy 2050 Update:

The development of Strategy 2050 continues to move forward. Ongoing engagement with the Water Management Representatives (WMRs) and the Board of Directors remains essential to maintaining momentum, providing opportunities for meaningful input throughout the process.

In response to feedback received during the May Board meeting, the Strategy 2050 team is currently revisiting the primary planning scenarios and refining the scope of work. A detailed explanation of these updates will be provided at the July Board meeting. Following this, the team will initiate modeling to assess potential water supply shortfalls under a range of hydrologic conditions for each scenario. The results will inform regional planning needs and help evaluate the reliability benefits of potential projects and actions (P&As).

As part of the Strategy 2050 stakeholder engagement efforts, BAWSCA hosted a One Water Roundtable on May 20th. This event brought together over 40 participants, including representatives from BAWSCA member agencies, wastewater agencies, county governments, environmental and business organizations, and community-based nonprofits. The session aimed to foster collaboration on projects, policies, and programs that could benefit the entire BAWSCA region. BAWSCA will continue to host additional stakeholder engagement events throughout the development of Strategy 2050 to ensure broad participation and input.

BAWSCA Conservation Report:

Each year, BAWSCA produces an annual conservation report which highlights each of BAWSCA's core and subscription-based conservation programs. BAWSCA recently completed the Annual Conservation Report for FY 2023-24, which will be posted on the BAWSCA website.

As documented in the report, participation in the BAWSCA Regional Water Conservation Program in FY 2023-24 largely remained the same compared to FY 2022-23. Using this report as a guide, BAWSCA will continue to adjust the type and number of conservation measures that it offers to match the needs of its member agencies and their customers.

New Tier 2 Drought Allocation Plan and WSA Amendment Update

SFPUC adopted the Water Supply Agreement (WSA) amendment on May 13th. So far, one BAWSCA member agency has adopted the WSA amendment and updated Tier 2 Plan, with 11 more agencies planning to adopt both by the end of the fiscal year. The remaining member agencies have indicated their intention to bring the WSA amendment and Tier 2 Plan to their governing bodies before the end of October.

BAWSCA staff and legal counsel are available to meet one-on-one with member agency staff, legal counsel, and/or elected officials. These meetings are intended to answer any questions and provide all necessary information to ensure the successful adoption of the WSA amendment and Tier 2 Plan.

Wholesale Customer Representation in SFPUC Citizen's Advisory Committee (CAC)

On May 2, 2025, Tom Smegal was announced as San Francisco Mayor Daniel Lurie's appointee on the SFPUC's Citizens' Advisory Committee (CAC).

The CAC provides recommendations to San Francisco Public Utilities Commission (SFPUC) General Manager, SFPUC Commissioners, and the San Francisco Board of Supervisors regarding SFPUC's long-term strategic, financial and capital improvement plans, in accordance with San Francisco's Administrative Code ([Admin Code 5.140-142](#)).

The CAC is comprised of 17 appointees. Four (4) members are appointed by the Mayor with one representing the wholesale customers of SFPUC. Mayoral appointees also include a member who represents the San Francisco water users, a City resident who demonstrates knowledge of engineering or financial management, and a member who represents a regional or statewide environmental organization.

Thirteen members are appointed by the San Francisco Board of Supervisors, two of which are appointed by the President of the Board. Each member must be a resident of a supervisory district and must demonstrate one or more of the following qualifications: represent a community, business, environmental, or environmental justice organization, or have demonstrated knowledge, skill or experience in a field related to public utilities, environmental justice or environmental science.

The CAC Chair appoints members to one of three subcommittees: Water, Wastewater, and Power. Tom Smegal has been appointed to the Water Subcommittee.

The Full CAC meets on the 3rd Tuesday of every month at 5:30pm at SFPUC headquarters. The Water Subcommittee meets on the 4th Tuesday of every month at 5:30pm.

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Board Policy Committee

Policy Calendar Through April 2026

Meeting Date	Purpose	Issue or Topic
August 2025	R&D R	BAWSCA's Strategy 2050 2025 Demand Study
October 2025	D&A R&D	Annual Review & Consideration of BAWSCA's Statement of Investment Policy BAWSCA's Strategy 2050
December 2025	D&A D&A R&D R&D	Mid Year 2025-26 Work Plan, Budget and General Reserve Review Proposed FY 2026-27 Bond Surcharges Review of 2026-27 Work Plan and Budget Planning Process BAWSCA's Strategy 2050
February 2026	R&A R&D R R	Compliance with AB 2561, new law effective January 1, 2025 Presentation of Preliminary FY2026-27 Work Plan Review of Water Supply Forecast Review of Regular Consultant Rates
April 2026	D&A R	Consideration of Proposed FY 2026-27 Work Plan and Operating Budget Review of Water Supply Forecast

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