

Resource Alignment Report

April 17, 2012
Agenda Item 5

State Water Resources Control Board
Office of Research , Planning, and Performance

Purpose

- Describe the link between fees collected and expenditures; and
- Align Water Board resources, priorities, and workload outputs.

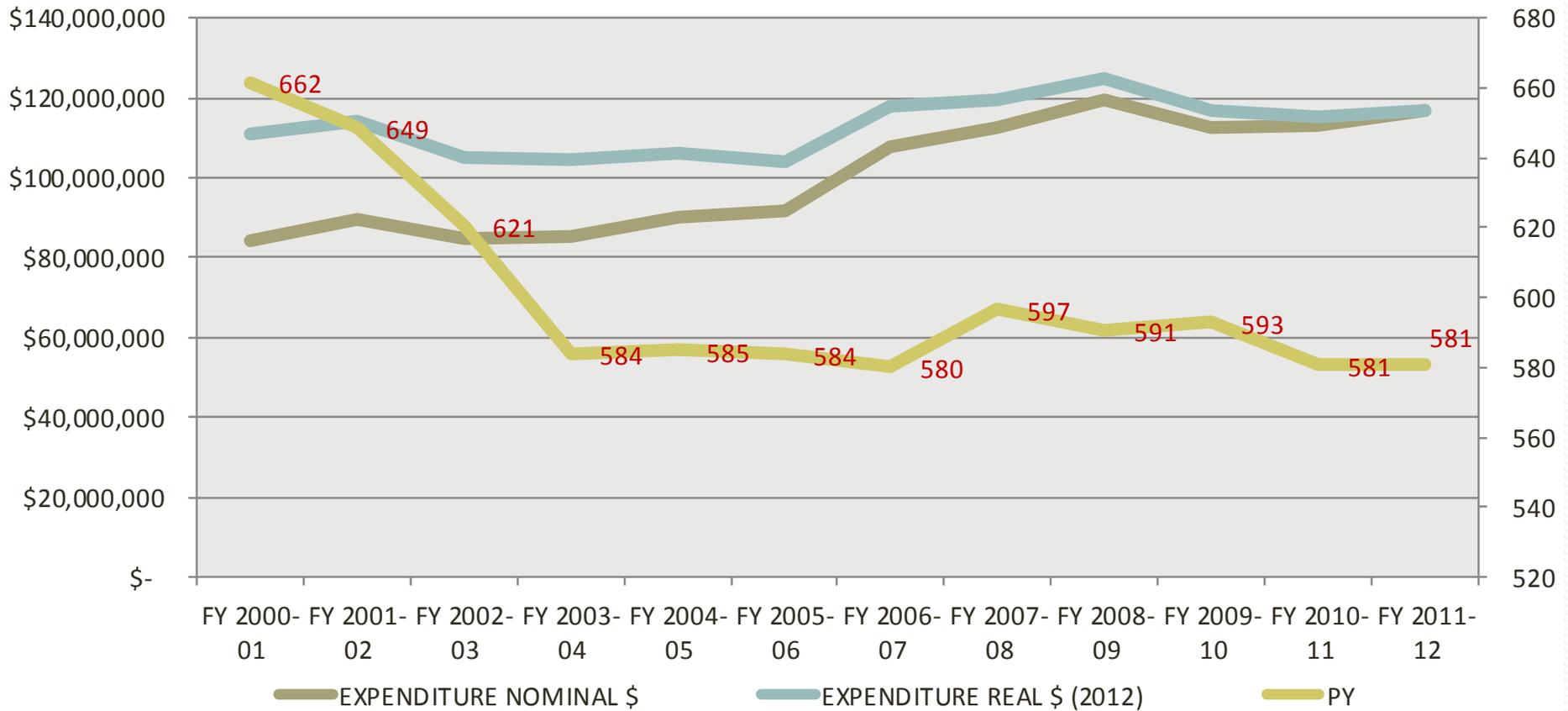
Report Content

1. Sources and uses of revenues for programs funded by the Waste Discharge Permit Fund
2. Water Board priority setting and constraints to aligning priorities with expenditures
3. A systematic approach to set performance targets based on available resources and priorities

WDPF Programs

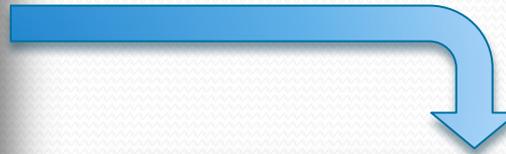
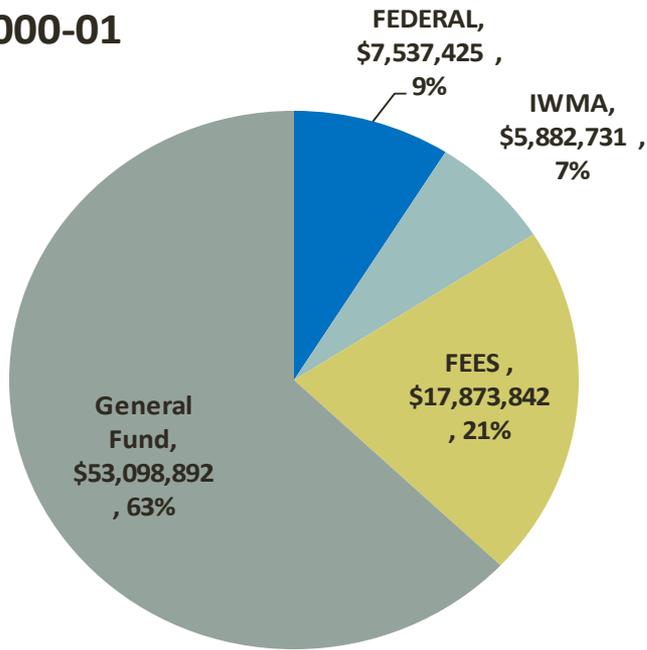
- NPDES Wastewater
- Total Maximum Daily Load (TMDL)
- NPDES Stormwater
- Waste Discharge Requirements (WDR)
- Land Disposal
- Basin Planning
- Enforcement Coordination
- Timber Harvest
- Surface Water Ambient Monitoring Program (SWAMP)
- 401 Certification/Wetlands
- Confined Animal Feeding Operations (CAFO)
- Irrigated Lands (ILRP)
- Groundwater Ambient Monitoring Program (GAMA)

Key Finding: Modest growth in WDPF program expenditures with declines in staffing

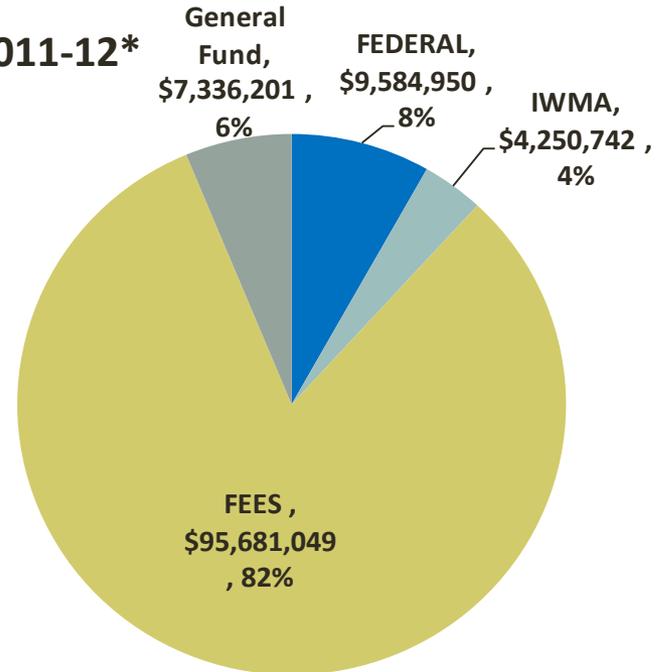


Key Finding: Program funding is dramatically shifting from the general fund to fees

FY 2000-01

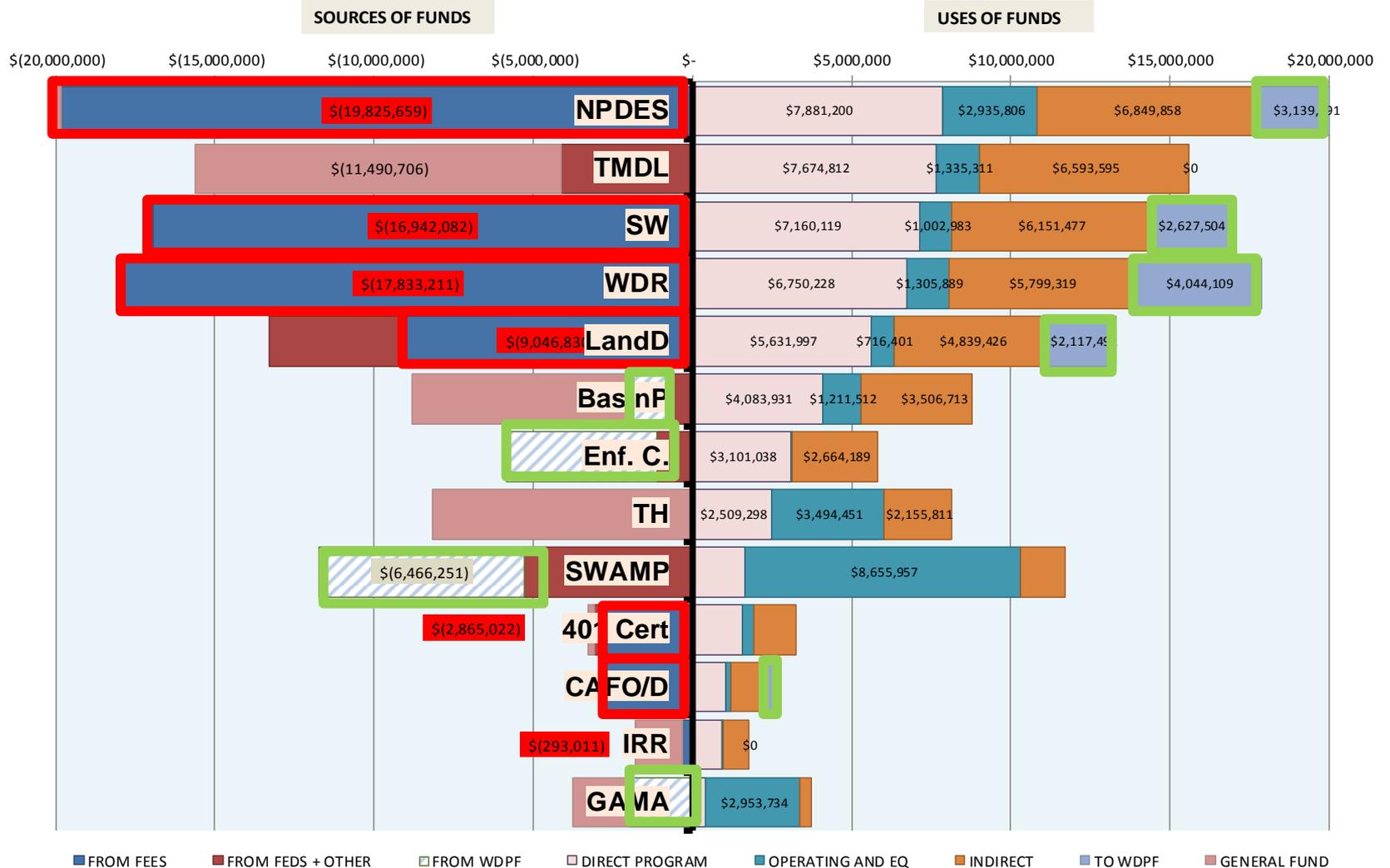


FY 2011-12*

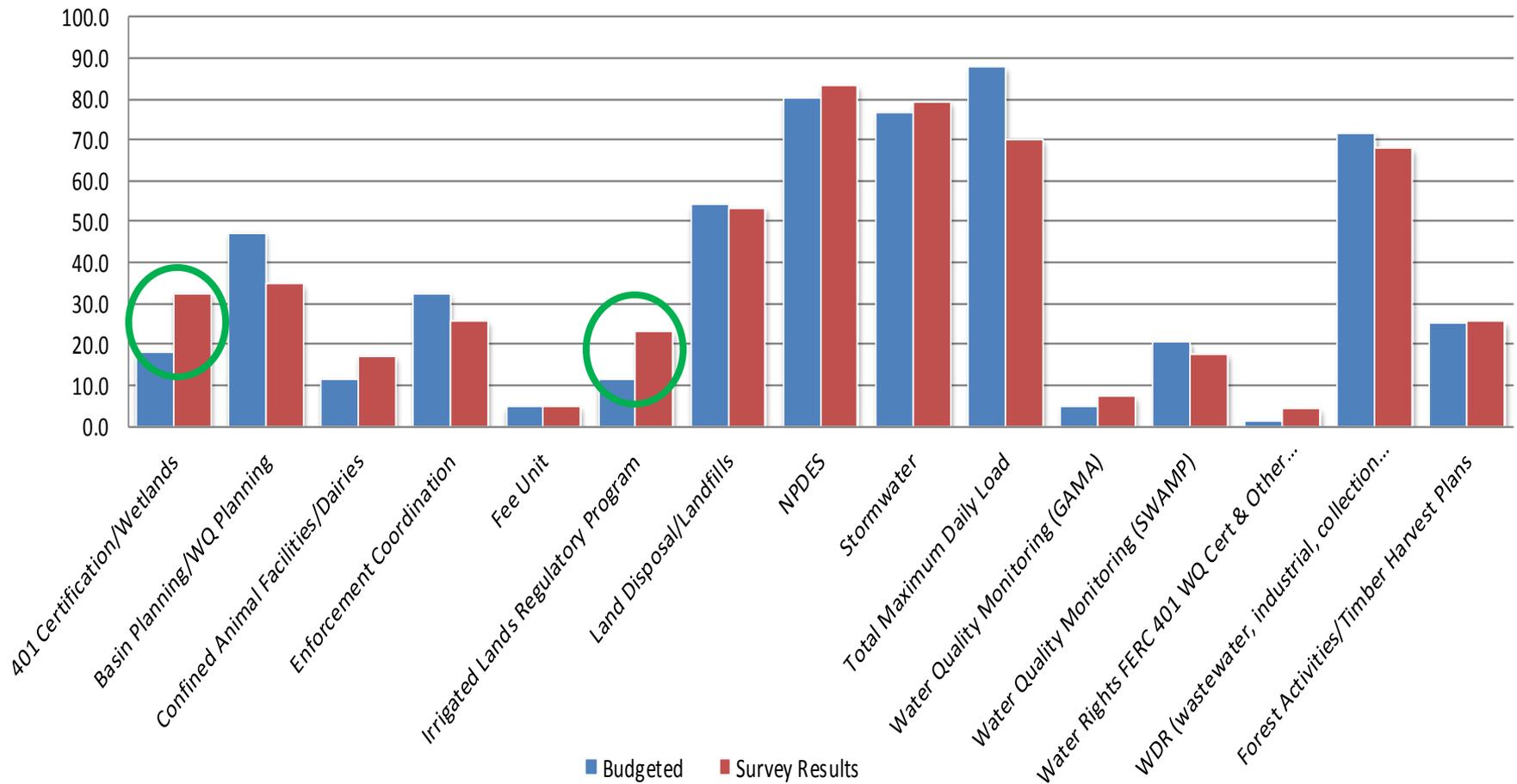


*Projected expenditures

Key Finding: Resource allocations generally align with funding sources



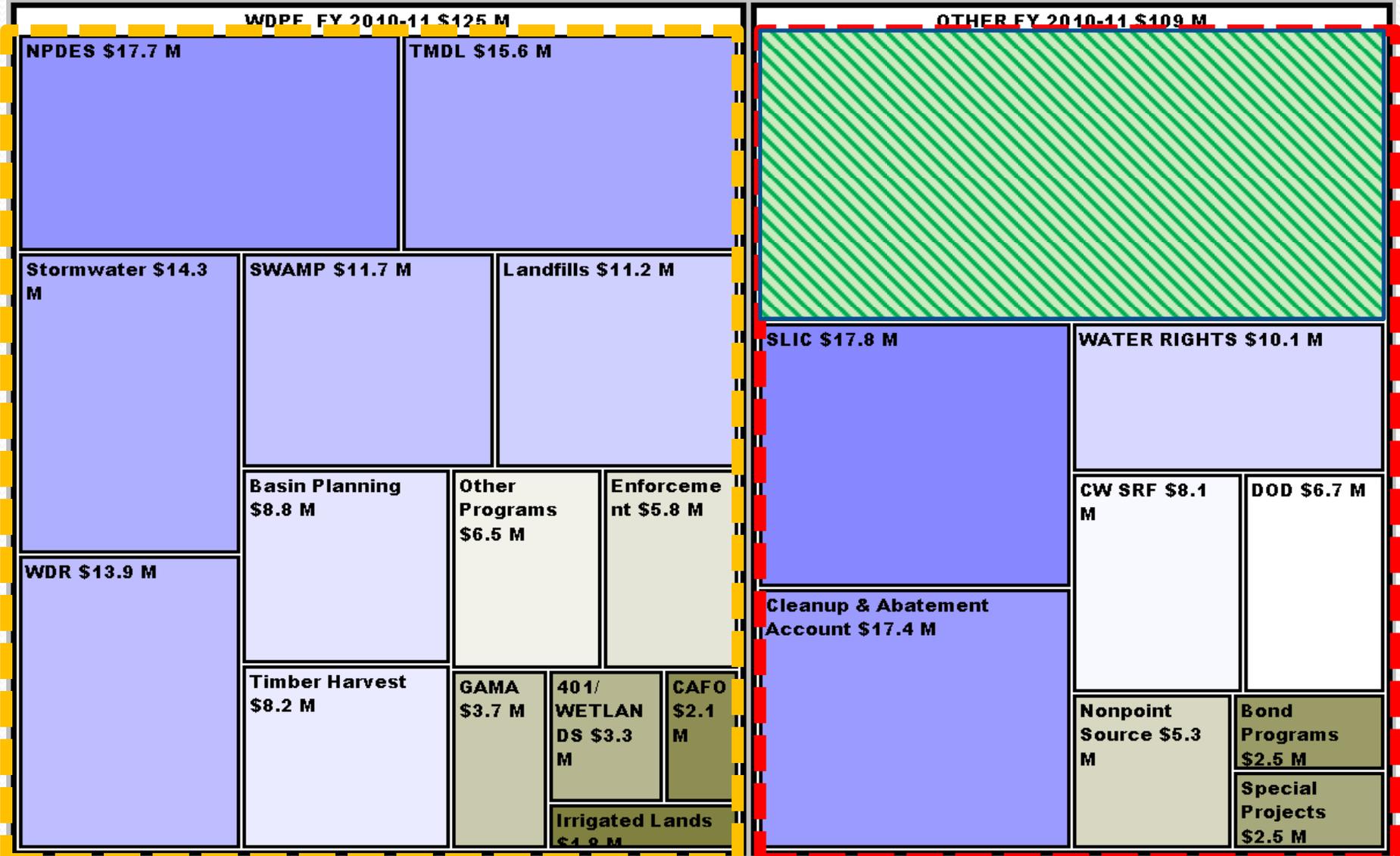
Key Finding: Resources used in the Irrigated Lands and 401 WQ Cert programs may exceed revenues



Water Board priorities are established by:

- Allocating resources to programs;
- Allocating resources to activities within programs;
- State and Regional Boards (priority projects); and
- Legislative mandates

Program Expenditures



Tools and methods for setting priorities

- Strategic Plan
- SWAMP and GAMA Data
- Integrated Report (CWA Section 303(d) List / 305(b) Report)
- Board Direction
- Annual Accomplishments Report
- Triennial Review
- 106 Workplan (US EPA)

Priority-setting mechanisms could be enhanced to allow for more holistic priority-setting and funding decisions across programs.

Priority Setting Constraints

- Overall reduction in staffing resources and some programs may already be underfunded
- Certain funds are earmarked
- Need to align revenues with expenditures
- Legislative priorities may result in a redirection of resources from existing priorities

The end result is that our resource allocation mix may not always reflect the most important water quality or water allocation concerns.

Target Setting

(aligning resources with priorities and outputs)

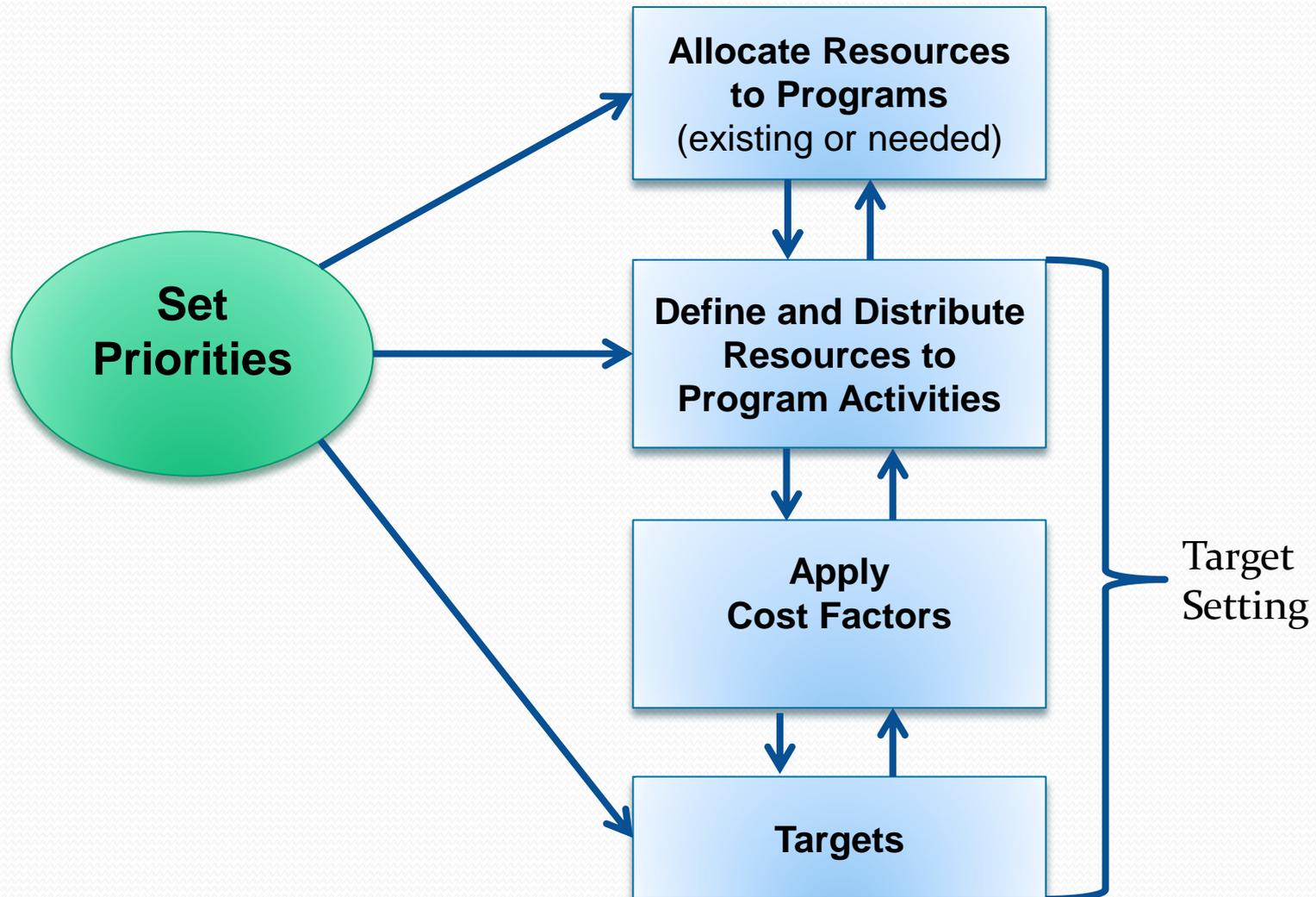
A systematic method for setting performance targets based on available resources and priorities, starting with four programs:

- 1) NPDES Wastewater;
- 2) NPDES Stormwater;
- 3) Waste Discharge to Land; and
- 4) Irrigated Lands.

Target Setting Approach

- Provide flexibility to align targets with priorities
- Based on a uniform approach and standardized cost factors
- Allow comparable results across the state
- Outputs/targets based on actual allocation of resources
- Recognize that certain tasks or functions will not fit established cost factors, but account for these tasks

Target Setting Approach



Cost Factors

- Based on professional judgment of the roundtable participants (i.e., staff experts)
- Validated using information from:
 1. The 2000 Needs Assessment
 2. US EPA contractor costs for developing NPDES permits and conducting inspections

The unit cost factors developed as part of this report should be viewed as a starting point and will be revised over time.

Possible Next Steps

- Finalize Phase 1 Report
- Expand target setting methods to additional programs
- Engage stakeholders to help identify potential opportunities to increase efficiencies and reduce compliance costs
- Others?