



# CACHUMA CONSERVATION RELEASE BOARD BOARD OF DIRECTORS

## SPECIAL MEETING AGENDA

**Goleta Water District  
Board Conference Room  
4699 Hollister Avenue  
Goleta, CA 93110**

City of Santa Barbara (Kristen Sneddon, Pres.)

Goleta Water District (Lauren Hanson, Dir.)

Montecito Water District (Tobe Plough, V. Pres.)

**April 10, 2026  
2:00 PM**

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Members of the Cachuma Conservation Release Board (CCRB) Board of Directors (Board) intend to attend this meeting in person, absent an exception allowed under the Brown Act. It is the practice of CCRB to also present its meetings using Zoom videoconferencing as an accommodation to staff and members of the public. Members of the public may attend the meeting in person or participate by Zoom. CCRB cannot guarantee that Zoom will function or that all discussions of the Board can be heard on Zoom. Therefore, members of the public are advised to attend in person if they wish to ensure they can observe the meeting. The remote conferencing link for Zoom is as follows:

**Join by videoconference:**

<https://us06web.zoom.us/j/82352253557>

**Join by conference call:**

Dial 1.669.900.6833

Enter mtg. ID: 823 5225 3557#

### **CALL TO ORDER AND ROLL CALL OF BOARD MEMBERS**

#### **PUBLIC COMMENT PERIOD**

Any member of the public may address the Board on any subject within the jurisdiction of the Board. The President of the Board will determine the total time for public comments. The Board is not responsible for the content or accuracy of statements made by members of the public, and no action will be taken by the Board on any Public Comment item. Those observing the meeting by video may comment during the designated public comment period using the “raise hand” feature of the video software. Commenters will be required to unmute their microphone when commenting. Those participating by telephone may comment during the designated public comment period by pressing \*9 on the keypad to indicate such interest. Commenters will be prompted to press \*6 to unmute their telephone when called upon to speak. CCRB will use best efforts to swiftly resolve requests for reasonable modifications or accommodations for individuals with disabilities, consistent with the Americans with Disabilities Act, and will resolve any doubt whatsoever in favor of accessibility.

## **CONSENT AGENDA**

Matters listed here comprise a consent agenda that may be acted upon by a single roll call vote of the Board.

### **CA-1) Meeting Minutes**

Approval of minutes of the Board of Directors' March 5, 2026 meeting.

### **CA-2) Unaudited Interim Financial Report for the Period Ending February 28, 2026**

Receive and file an unaudited interim financial report for the period ending February 28, 2026.

## **REGULAR AGENDA**

### **RA-1) State Water Board Order and Federal Consultation Process Update**

Receive a status update regarding State Water Resources Control Board Water Rights Order 2019-0148 and the Consultation process underway with the U.S. Bureau of Reclamation and National Marine Fisheries Service. (Est. time: 5 minutes)

### **RA-2) Fiscal Year 2026/2027 (FY27) Draft Budget**

Consider and potentially approve a draft FY27 budget for CCRB. Provide direction for modifications, if any, and circulation of a Board-approved proposed budget to Member Agencies for their approval. (Est. time: 60 minutes)

### **RA-3) Executive Director's Report**

This item is reserved for the Executive Director to update and potentially seek informal feedback from the Board and general public regarding issues within the Executive Director's authority. This is for informational items only; no decisions will be made, and no Board action will be taken. (Est. time: 5 min.)

## **CLOSED SESSION AGENDA**

### **Conference with Legal Counsel – Existing and Anticipated Litigation**

- Government Code section 54956.9(d)(1) (Existing case: City of Solvang Petition to Change Water Rights Permit 15878 before the State Water Resources Control Board Administrative Hearing Office)
- Government Code section 54956.9(d)(4) (Anticipated litigation: two potential cases).

**Reconvene in open session and report on any actions taken in closed session pursuant to Government Code Sec. 54957.1.**

### **RA-4) Directors' Requests for Agenda Items for Future Board Meetings**

**RA-5) Set the Next CCRB Meeting for 2:00 pm Friday, May 7, 2026, location TBD; and Adjourn**

## **NOTICE TO PUBLIC**

**Americans with Disabilities Act:** In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Cachuma Conservation Release Board representative ([pcantle@ccrb-board.org](mailto:pcantle@ccrb-board.org)) at least 48 hours prior to the meeting to enable the Board to make reasonable arrangements.

[This Agenda was posted to the CCRB website and delivered in accordance with Sections 54954.1 and 54956 of the Government Code.]

**MINUTES OF A MEETING**  
**of the**  
**CACHUMA CONSERVATION RELEASE BOARD**  
**Held at the City of Santa Barbara Water Resources Conference Room**

**March 5, 2026, 2:00 pm**

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**CALL TO ORDER, ROLL CALL**

The meeting was called to order at 2:03 pm by President Kristen Sneddon. Those attending the meeting were:

**Directors Present:**

Kristen Sneddon	City of Santa Barbara
Tobe Plough	Montecito Water District
Lauren Hanson	Goleta Water District

**Also Present:**

Ryan Drake	Joshua Haggmark
Dakota Corey	Dana Hoffenberg
Nick Turner	Peter Cantle
Scott Shapiro	Ali Taghavi
Joel Mulder	Brian Van Lienden

**PUBLIC COMMENT**

No one from the general public attended or sought to comment.

**CONSENT AGENDA**

Director Plough moved, and Director Hanson seconded approval of the Consent Agenda. The motion passed 3-0 by roll call vote.

**REGULAR AGENDA**

**RA-1, Executive Director's Report.** Director Cantle noted that comments had been received from all three CCRB Member Agencies' staff on draft Biological Assessment chapter 5, which is under review in the federal Consultation process.

**CLOSED SESSION**

The board went into closed session at 2:05 pm. The board came out of closed session at 4:02 pm with no reportable actions

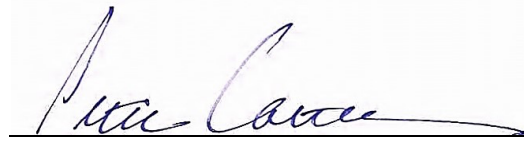
**REGULAR AGENDA – CONT.**

**RA-3, Agenda Items for Future Board Meetings.** Cantle noted that the next meeting would include consideration of a draft budget for FY2026/2027.

**RA-4, Confirm Next Meeting(s) and Adjourn.** The next meeting of the CCRB board was set for 2 pm Friday, April 10, 2026 at the Goleta Water District.

President Sneddon then adjourned the meeting at 4:06 pm.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Pete Cantle", written over a horizontal line.

Secretary to the Board



Cachuma Conservation  
Release Board  
**Board of Directors**

City of Santa Barbara  
Goleta Water District  
Montecito Water District

**For Agenda Of:** April 10, 2026  
**Estimated Time:** (Consent)  
**Continued Item:** No  
**If Yes, date from:**

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**TO:** Board Members  
**FROM:** Peter Cantle, Executive Director  
**SUBJECT:** CA-2: Unaudited Interim Financial Report for Period Ending February 28, 2026

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**Legal Concurrence**

As to form: N/A

**Recommended Actions**

Receive and file an unaudited interim Financial Report for the period ending February 28, 2026.

**Discussion**

The Board of Directors approves the CCRB budget each fiscal year. Upon subsequent approval by each Member Agency's governing body, it becomes CCRB's operating budget for the fiscal year beginning July 1. Through the fiscal year, the Board receives monthly unaudited financial reports to compare fiscal performance against the adopted budget. This report addresses the period ending February 28, 2026.

**Fiscal Analysis**

CCRB's approved FY25/26 budget is \$1,455,000.00. CCRB Member Agencies are billed quarterly for their pro-rata contributions to the approved budget. Total income through February 28, 2026 was \$1,091,250.00, reflecting receipt of first-quarter, second-quarter and third-quarter payments from each Member Agency. Total expenditures of \$343,908.69 through February 28, 2026 reflect costs incurred for legal, technical, management and administrative services. Given current cash on hand and anticipated expenditures through the end of the fiscal year, it is unlikely that fourth-quarter contributions from Member Agencies will be requested.

**Attachments**

Attachment 1: Unaudited Interim Financial Report for the period ending February 28, 2026

**Authored by**

Peter Cantle, Executive Director

**ATTACHMENT 1**

**UNAUDITED INTERIM FINANCIAL REPORT FOR THE  
PERIOD ENDING FEBRUARY 28, 2026**

**Cachuma Conservation Release Board**  
**Statement of Revenue and Expense- Budget vs. Actual**  
**July 2025 through February 2026**

	Jul '25 - Feb 26	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>4200 · Income</b>	1,091,250.00	1,455,000.00	-363,750.00	75.0%
<b>Total Income</b>	1,091,250.00	1,455,000.00	-363,750.00	75.0%
<b>Expense</b>				
<b>5050 · Office Lease</b>	4,174.50	5,000.00	-825.50	83.5%
<b>5100 · Audit</b>	14,000.00	15,000.00	-1,000.00	93.3%
<b>5200 · Liability Insurance</b>	1,850.38	7,000.00	-5,149.62	26.4%
<b>5301 · Managers Salary</b>				
5301.01 · Managers Gross Wages	127,500.00			
5301.02 · Employer Tax Expense	9,148.29			
5301 · Managers Salary - Other	0.00	210,000.00	-210,000.00	0.0%
<b>Total 5301 · Managers Salary</b>	136,648.29	210,000.00	-73,351.71	65.1%
<b>5304 · Administrative Support</b>	4,484.33	16,000.00	-11,515.67	28.0%
<b>5312 · Misc Admin Expense</b>	2,097.96	4,000.00	-1,902.04	52.4%
<b>5313 · Communications/Computer</b>	2,113.03	8,000.00	-5,886.97	26.4%
<b>5316 · Admin Fixed Assets</b>	0.00	4,000.00	-4,000.00	0.0%
<b>5330 · Admin Travel Expense</b>	0.00	4,000.00	-4,000.00	0.0%
<b>5331 · Travel Federal &amp; State Meetings</b>	0.00	12,000.00	-12,000.00	0.0%
<b>5332 · Transportation</b>	0.00	1,000.00	-1,000.00	0.0%
<b>6500 · Contingency</b>	0.00	51,000.00	-51,000.00	0.0%
<b>7000 · Legal</b>	8,937.50	75,000.00	-66,062.50	11.9%
<b>7001 · BO Reconsultation Legal Support</b>	86,628.75	447,000.00	-360,371.25	19.4%
<b>7002 · SWRCB Water Rights</b>	82,973.95	501,000.00	-418,026.05	16.6%
<b>7100 · SWRCB Support</b>				
7200 · SWRCB Proceedings Support	0.00	44,000.00	-44,000.00	0.0%
<b>Total 7100 · SWRCB Support</b>	0.00	44,000.00	-44,000.00	0.0%
<b>7500 · Hydrologic Technical Support</b>	0.00	51,000.00	-51,000.00	0.0%
<b>Total Expense</b>	343,908.69	1,455,000.00	-1,111,091.31	23.6%
<b>Net Ordinary Income</b>	747,341.31	0.00	747,341.31	100.0%
<b>Net Income</b>	747,341.31	0.00	747,341.31	100.0%

2:22 PM

03/05/26

**Cachuma Conservation Release Board**  
**Reconciliation Summary**  
1020 · CWB - Chkg #7204, Period Ending 02/28/2026

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	<u>Feb 28, 26</u>
<b>Beginning Balance</b>	462,803.45
<b>Cleared Transactions</b>	
Checks and Payments - 9 items	-37,575.99
Deposits and Credits - 3 items	363,750.00
	<u>326,174.01</u>
<b>Cleared Balance</b>	<b>788,977.46</b>
<b>Register Balance as of 02/28/2026</b>	788,977.46
<b>New Transactions</b>	
Checks and Payments - 8 items	-55,636.61
	<u>-55,636.61</u>
<b>Ending Balance</b>	<b>733,340.85</b>



OK  
Mar 13, 2026

**Cachuma Conservation Release Board**  
**Reconciliation Detail**  
**1020 · CWB - Chkg #7204, Period Ending 02/28/2026**

Type	Date	Num	Name	Clr	Amount	Balance
<b>Beginning Balance</b>						462,803.45
<b>Cleared Transactions</b>						
<b>Checks and Payments - 9 items</b>						
Bill Pmt -Check	01/26/2026		Downey Brand Attor...	X	-19,317.50	-19,317.50
Bill Pmt -Check	01/26/2026		AccountabilityPlus, Inc	X	-450.54	-19,768.04
Bill Pmt -Check	01/26/2026		Peter Cattle	X	-253.70	-20,021.74
Bill Pmt -Check	01/26/2026		CIO Solutions LP	X	-25.00	-20,046.74
Check	01/30/2026		CalPERS 457 Plan	X	-1,167.31	-21,214.05
General Journal	02/04/2026			X	-7,244.71	-28,458.76
Check	02/06/2026		CalPERS 457 Plan	X	-942.31	-29,401.07
General Journal	02/18/2026			X	-7,232.61	-36,633.68
Check	02/23/2026		CalPERS 457 Plan	X	-942.31	-37,575.99
Total Checks and Payments					-37,575.99	-37,575.99
<b>Deposits and Credits - 3 items</b>						
Payment	02/02/2026		Montecito Water Dist...	X	47,615.00	47,615.00
Payment	02/05/2026		Goleta Water District	X	167,434.00	215,049.00
Payment	02/10/2026		City of Santa Barbara	X	148,701.00	363,750.00
Total Deposits and Credits					363,750.00	363,750.00
Total Cleared Transactions					326,174.01	326,174.01
Cleared Balance					326,174.01	788,977.46
Register Balance as of 02/28/2026					326,174.01	788,977.46
<b>New Transactions</b>						
<b>Checks and Payments - 8 items</b>						
Bill Pmt -Check	03/02/2026		Downey Brand Attor...		-42,347.50	-42,347.50
Bill Pmt -Check	03/02/2026		Streamline Software,...		-3,528.00	-45,875.50
Bill Pmt -Check	03/02/2026		AccountabilityPlus, Inc		-753.61	-46,629.11
Bill Pmt -Check	03/02/2026		Downey Brand Attor...		-520.00	-47,149.11
Bill Pmt -Check	03/02/2026		Peter Cattle		-287.58	-47,436.69
Bill Pmt -Check	03/02/2026		CIO Solutions LP		-25.00	-47,461.69
General Journal	03/04/2026				-7,232.61	-54,694.30
Check	03/04/2026		CalPERS 457 Plan		-942.31	-55,636.61
Total Checks and Payments					-55,636.61	-55,636.61
Total New Transactions					-55,636.61	-55,636.61
<b>Ending Balance</b>					<b>270,537.40</b>	<b>733,340.85</b>



OK  
Mar 13, 2026



Cachuma Conservation  
Release Board

Board of Directors

City of Santa Barbara

Goleta Water District

Montecito Water District

**For Agenda Of:** April 10, 2026

**Estimated Time :** 5 minutes

**Continued Item:** No

**If Yes, date from:**

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**TO:** Board Members

**FROM:** Peter Cattle, Executive Director

**SUBJECT:** Item RA-1: State Water Board Order and Federal Consultation Process Update

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**Legal Concurrence:**

As to form: N/A

**Recommended Actions**

Receive a status update and potentially give direction regarding State Water Resources Control Board Water Rights Order 2019-0148 and the federal consultation process underway with the U.S. Bureau of Reclamation and National Marine Fisheries Service.

**Discussion**

*Changes to the status of the regulatory actions in which CCRB is involved have occurred since the Board's last briefing. Updated information presented below is shown in underlined and italicized text.*

***State Water Resources Control Board Water Rights Order.*** The Water Board approved Water Rights Order 2019-0148 (the Order) on September 17, 2019. The Order requires Reclamation, as permit holder, to: a) release additional water from Cachuma reservoir during wetter-than-normal years; and, b) develop plans and conduct studies to assess, among other things, the possibility of steelhead passage around Bradbury Dam, the benefits of the increased flows, other opportunities for habitat enhancement, and reduction of predatory invasive species in the watershed.

In October 2019, Reclamation petitioned the Water Board to reconsider two conditions imposed in the Order: 1) the requirement to consider a NMFS draft 2016 Biological Opinion in the plans and studies that the Order requires of Reclamation; and, 2) the steelhead passage study noted above. On June 18, 2024, the Water Board denied Reclamation's petition and required Reclamation to comply with the steelhead passage study requirement specified in the Order's Term 24(a). The Board's ruling directed Reclamation to produce: a passage study plan by mid-September 2024; quarterly progress reports beginning October 2024; and, a passage study report within 24 months of the June 18 decision. In September 2024, Reclamation timely submitted a passage study plan to the Water Board, and undertook a Value Planning Study (VPS) to identify possible passage options. CCRB and other stakeholders provided biological technical support to this effort. The final draft VPS report, including editorial input from stakeholders, is currently under review by Reclamation.

*Assistance with Plans Required by the Order.* At Reclamation’s request, CCRB has provided technical assistance in developing multiple plans required by the Order. This assistance is generally in the field of fisheries biology, with hydrology and legal regulatory input, as needed. To date, CCRB has worked with Reclamation primarily on plans required by Terms 20 and 24, which are closely linked within the Order. As a general matter, plans with which CCRB staff provides assistance are presented for CCRB board review before issuance to Reclamation.

Term 20 requires Reclamation to develop a plan for conducting multiple studies identified in Term 24 “and any other studies that may be necessary to determine the measures necessary to protect the public trust resources of the Santa Ynez River and keep the steelhead fishery in the Santa Ynez River in good condition at the individual, population and community level.” CCRB assisted Reclamation in drafting its Term 20 plan, which Reclamation submitted to the Water Board for review in March, 2020. The Water Board’s May 9, 2024 letter advised Reclamation that its response to the Term 20 plan would follow resolution of Reclamation’s reconsideration petition, which the Board denied on June 18, 2024, as noted above. Following the denial, Reclamation timely amended the Term 20 plan in September 2024, incorporating the VPS effort to evaluate passage [per Term 24(a)]. On August 4, 2025, the Water Board conditionally approved Reclamation’s amended Term 20 plan. In conditionally approving the Term 20 plan, the Water Board imposed several additional requirements that Reclamation must address, particularly relating to Terms 24(a)(passage), 24(b)(instream flow studies), and 24(c) (impacts of predation and non-native species on steelhead). CCRB convened with COMB and the downstream interests to coordinate review of the conditional approval, and took the lead in providing a coordinated response to Reclamation for its consideration. At this writing, Reclamation has reviewed those comments and is developing a draft response to the Water Board’s conditional approval.

In the fall of 2022, the Cachuma Operation and Maintenance Board (COMB) installed a new stream gage on the Santa Ynez River upstream of the Highway 154 bridge, consistent with a Term 25 requirement, an action that was received positively by the Water Board. Reclamation incorporated use of the stream gage into a revised Term 18 plan (which addresses Reclamation’s compliance with the multiple flow requirements of the Order) and submitted the revised plan to California Dept. of Fish and Wildlife (CDFW) and NMFS for review, as required by the Order. Reclamation received comments from both agencies and currently has draft responses to the agencies’ input under review. Additionally, the State Board’s May 9, 2024 letter requires the revised Term 18 plan to address CDFW’s asserted concerns about flow losses between the new gage location and a CDFW sampling location downstream of the bridge. CCRB and other interested parties provided Reclamation technical assistance, and on March 13, 2025, the State Board and CDFW received Reclamation’s letter responding to CDFW’s concerns. However, CDFW’s letter dated April 28, 2025 advised Reclamation that its stream loss concerns had not been sufficiently addressed. Reclamation has the matter under study and CCRB has again offered technical assistance. Submittal of a revised Term 18 plan that incorporates responses to NMFS and CDFW comments, including addressing CDFW’s flow loss concerns, will follow.

Storm events that began in January 2023 changed Cachuma reservoir’s Order-based water year classification from *below normal* to *wet*. This triggered the Order’s Term 19 requirement to evaluate the effectiveness of Table 2 flows at protecting public trust resources, as evaluated over five *wet* or *above normal* water years. At Reclamation’s request, COMB drafted a Term 19 framework and then worked collaboratively with CCRB and the downstream interests to create a draft Term 19 study plan. After review by personnel of all interested parties, the CCRB board considered the draft Term 19 study plan in October 2023. The plan was edited to address board input, reviewed by all interested parties and offered to Reclamation in December 2023. After engaging with CCRB and the downstream interests to update the study plan with newer information gained in

the watershed during the ongoing high flows, COMB submitted the updated plan to Reclamation in December 2024. Reclamation, COMB, CCRB and the downstream interests continue to engage in technical discussions to finalize a draft Term 19 plan for submittal and review by NMFS, CDFW and the Water Board.

As an outgrowth of the Term 19 plan development, CCRB staff analyzed Reclamation's modeled and actual water rights and fish releases as well as calculation methodologies of the reservoir's downstream water rights accounts. CCRB staff met with Reclamation, County Water Agency, COMB and Cachuma Member Unit representatives in November 2023 to present an analysis of the most recent four years of water releases from Cachuma reservoir. The essential finding of the analysis is that Reclamation is releasing significantly more reservoir water than is required to meet the downstream flow targets specified in WRO 2019-0148. Reclamation agreed with CCRB's analysis, and stated that "buffered" releases ensure the agency is never out of compliance with the Order's verbatim flow requirements. Reclamation committed to work to reduce the buffering as it gains more experience, particularly with the greater releases required under Table 2 flow conditions. In late September through November 2024, Reclamation incrementally reduced releases from the reservoir. As of February 15, 2025 due to drier hydrological conditions in the watershed, the Order's Table 1 flow requirements (5 cfs at Highway 154 gage; 1.5 cfs at Solvang gage) replaced the higher Table 2 requirements for reservoir releases. At this writing, significant recent precipitation has raised the reservoir elevation to its maximum capacity and Reclamation is releasing water to manage the lake level. Flows at the respective gages are considerably over the minimum requirements. Prior to these precipitation events, flows at the Highway 154 and Solvang gages were two to four times higher than required by Table 1 due to valve leakage, Reclamation's choice to buffer for compliance assurance, and a 4.3 cfs flow surcharge imposed by CDFW to account for that agency's assertion of stream flow losses in the vicinity of the Highway 154 gage (noted above). In mid-January, Reclamation replaced the 10" valve in Bradbury dam. The larger (30") valve replacement hardware is in the requisition process; valve replacement completion is targeted in 2027.

***Cachuma Project Section 7 Consultation Process.*** In November 2019, Reclamation submitted to NMFS a Biological Assessment (BA) of a proposed action that CCRB and the downstream interests helped develop. NMFS responded to this BA in February 2020 with a detailed insufficiency letter. When Reclamation did not respond timely with information requested by the letter, NMFS terminated consultation on the proposed action.

On December 18, 2020, after working collaboratively with CCRB and the downstream interests, Reclamation submitted a revised BA to NMFS. This revised BA updated the November 2019 BA and used the Water Rights Order 2019-0148 flow regime, with some key modifications, as its basis. The BA is scoped to include other anticipated Reclamation actions, such as the long-term Master Service Contract and the COMB operations and maintenance contract. Reclamation tasked Stetson Engineering with producing hydrological modeling of specific scenarios in support of the revised BA. The modeling output was not ready by the submittal date; Reclamation thus submitted the BA to NMFS on December 18, 2020 without the hydrological modeling.

In early February through late April, 2021, CCRB staff and the downstream interests met with Reclamation and Stetson to review and understand the inputs and assumptions Stetson used to produce the hydrological modeling in support of Reclamation's revised BA.

On February 8, 2021, NMFS issued Reclamation an insufficiency letter identifying information NMFS would need to initiate formal consultation on the revised BA and its proposed action. NMFS required Reclamation to respond to the letter within 45 days. CCRB and the downstream interests assisted Reclamation with its March 18 response which addressed multiple issues identified in the letter. In addition to this March insufficiency letter response, Reclamation submitted to NMFS on April 30, 2021 an updated version of the BA addressing

insufficiency issues and incorporating the hydrological modeling discussed above. CCRB staff assisted Reclamation with updating the BA prior to its April 30, 2021 submittal.

Since submitting the updated BA in April 2021, Reclamation has continued to engage NMFS informally at a staff level regarding the BA and the proposed action prior to entering formal consultation under Section 7. CCRB has assisted Reclamation in refining project descriptions in the BA for which NMFS has requested additional detail. CCRB and Member Agency staff have also reviewed draft chapters 1-5 of the BA and provided editorial input to Reclamation.

In September 2025, Reclamation, CCRB and the downstream interests convened to identify what tasks, technical products and timelines would be needed to finalize and submit the BA to initiate formal consultation with NMFS. To assist this effort, CCRB provided a review and status summary to help focus new Reclamation staff on remaining BA tasks (e.g., the document's "effects analysis" will need to be redone), and reiterated an offer of assistance. Reclamation has stated that, due to recent staff reductions and workload, the agency will not complete the BA in the foreseeable future unless assistance from Cachuma interests is available. In October, 2025, Reclamation accepted CCRB's offer of project management support to help produce and finalize the BA so that the document may be submitted to initiate formal consultation. On November 18, Reclamation and Cachuma Local Interests met to arrive at a common understanding of current status and outstanding tasks and to undertake collaborative efforts to complete the BA. Currently, representatives from Reclamation and the Local Interests are convening regularly to work through draft chapters of the document to complete and finalize the BA so that Reclamation may submit it to NMFS and thereby initiate formal consultation.

Reclamation has indicated it expects to seek continued technical assistance from CCRB and the downstream interests in responding to NMFS input once the BA is submitted and formal Section 7 is initiated.

Staff will continue to update the board with information as it becomes available on these regulatory matters.

### **Fiscal Analysis**

CCRB's budget covers staff and consulting support for the Water Rights Order and Consultation processes.

### **Attachments**

None.

### **Report authored by:**

Peter Cantle, Executive Director



Cachuma Conservation  
Release Board  
Agenda Letter

**Board of Directors**

City of Santa Barbara  
Goleta Water District  
Montecito Water District

**For Agenda Of:** April 10, 2026  
**Estimated Time:** 60 minutes  
**Continued Item:** No  
**If Yes, date from:**

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**TO:** Board Members

**FROM:** Peter Cante, Executive Director

**SUBJECT:** Item RA-2: Draft Budget for Fiscal Year 2026/2027

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**Legal Concurrence**

As to form: N/A

**Recommended Actions**

Receive, consider and potentially approve a draft proposed budget for upcoming Fiscal Year 2026/2027 (FY27). As needed, provide direction to the Executive Director for possible budget modifications to finalize the draft budget for circulation to and approval by Member Agencies.

**Discussion**

Per the terms of the Joint Powers Agreement by which CCRB is formed, the CCRB Board of Directors approves a draft operating budget prior to the July 1 start of each fiscal year. Not less than 60 days prior to July 1, the CCRB-approved operating budget is to be submitted to each Member Agency's governing body for consideration and approval. When all Member Agencies have approved it, the budget is final. This document initiates the process of approving CCRB's FY27 operating budget.

Table 1 (Attachment 1) contains a draft proposed FY27 budget. Many of the Account Code line items in Table 1 that comprise the CCRB budget are straightforward. For example, there are reasonably predictable auditing, accounting, storage, information technology and management costs that can be anticipated, calculated and budgeted. Other line item costs are not as easily derived, and reasoned estimates of anticipated workload and associated costs are used to inform these proposed line items.

CCRB's Strategic Plan (Attachment 2) describes the organization's deep involvement in important state and federal regulatory processes relating to the Cachuma Project. These processes require considerable professional expertise and support from legal and technical consultants. Because CCRB may become in-

involved in litigation in connection with these processes, it is important that CCRB maintain the confidentiality of attorney work products relating to these state and federal regulatory processes, including but not limited to work undertaken by technical and regulatory consultants pursuant to the attorney work product privilege. The importance to CCRB of achieving acceptable outcomes in these state and federal processes, and the somewhat unpredictable but significant consulting workload that is associated with achieving such outcomes, makes budgeting these categories a “best estimate” effort. Ultimately, the intent of the budget is to allow CCRB to perform the key role identified in its Strategic Plan, which is to represent and protect its Member Agencies’ water rights and water supply interests while also protecting endangered species in the lower Santa Ynez River watershed.

Recognizing this unpredictability, the consulting costs in Table 1 incorporate several assumptions that focus on achieving the desired outcomes identified in the Strategic Plan. The assumptions themselves are derived from discussions with CCRB’s legal and technical representatives regarding likely or potential scenarios that could result from decisions made or actions taken by the state and federal agencies that ultimately control the regulatory processes in which CCRB is involved. As it has in the past, the board in its discretion may choose to adjust any of these line item recommendations, according to its consideration and weighting of priorities and importance.

### **Fiscal Analysis**

As shown in Attachment 1, Table 1, the draft proposed CCRB budget for FY27 is \$1,239,000, which is \$216,000 less than the \$1,455,000 approved current year budget. The annual and quarterly cost allocations of the proposed budget to CCRB Member Agencies are based on established allocation percentages and are shown in Table 2. The account code amounts that make up the proposed budget, the assumptions on which they are based, and the Strategic Plan goal(s) which they support are presented below.

**Code 5050 – Storage Space.** Currently, CCRB pays a local storage facility for space that accommodates multiple four-drawer file cabinets and banker’s boxes of hard-copy files that range in date from 1980’s to 2025. The \$5,000 budgeted cost is unchanged from the current year. (*Goal 5: Administer CCRB’s operations effectively and transparently.*)

**Code 5100 – Audit.** The auditing of CCRB’s accounts is current through FY25; an audit of FY26 will get underway shortly after June 30, 2026. The FY27 budgeted amount of \$15,000 assumes a single year audit will be performed with little or no additional staff assistance required. (*Goal 5: Administer CCRB’s operations effectively and transparently; perform financial audits timely and with no serious issues.*)

**Code 5200 – Insurance.** CCRB’s board members and certain liabilities are insured through the Special Districts Risk Management Association (SDRMA). To access coverage through SDRMA, CCRB must be a member of and pay dues to the California Special Districts Association (CSDA). As in FY25, \$7,000 is expected to cover CSDA dues and SDRMA insurance premiums for FY27. (*Goal 5: Administer CCRB’s operations effectively and transparently.*)

**Code 5301 – Executive Director Compensation.** The proposed FY27 amount of \$220,000 is increased \$10,000 from the current year budget and addresses compensation and administrative costs (e.g., payroll taxes) associated with CCRB’s sole employee. The budgeted amount also accommodates the potential for the board to consider an increase to the Executive Director’s compensation, as allowed by the terms of the contract between the Executive Director and CCRB. *(Goal 5: Administer CCRB’s operations effectively and transparently.)*

**Code 5304 – Accounting and Payroll Support.** Accountability Plus and its franchisee Payroll Vault provide bookkeeping, invoicing, accounting and payroll services to CCRB through this code. The proposed budget amount of \$16,000 is unchanged from the current year and anticipates an average of \$1,350/month for these services. *(Goal 5: Administer CCRB’s operations effectively and transparently.)*

**Code 5312 – Miscellaneous Administrative Expenses.** This code serves as a contingency for any unanticipated overages in administrative service codes. The \$4,000 budgeted amount is unchanged from the current fiscal year. *(Goal 5: Administer CCRB’s operations effectively and transparently.)*

**Code 5313 – Communications/Computer.** This code provides funds for CCRB email and website hosting, and other related information technology costs. As in the current fiscal year, the proposed budget amount of \$8,000 accounts for these costs. *(Goal 5: Administer CCRB’s operations effectively and transparently.)*

**Code 5316 – Admin Fixed Assets.** This code provides for job-related hardware and material purchases, should such be necessary. The proposed amount of \$4,000 is unchanged from the current year budget. *(Goal 5: Administer CCRB’s operations effectively and transparently.)*

**Code 5330 – Admin Travel.** This code covers Executive Director travel-related costs for attendance at professional conferences and symposia representing CCRB. The proposed budget amount of \$4,000 is unchanged from the current fiscal year. *(Goal 5: Administer CCRB’s operations effectively and transparently; foster respectful, professional relationships with agencies with interests in the watershed.)*

**Code 5331 – Travel Expenses Federal and State Meetings.** This code covers Executive Director travel-related costs for attending meetings in Fresno, Long Beach, Sacramento, Washington DC and possibly elsewhere regarding the state and federal regulatory processes that are underway. If travel to such meetings is necessary in the upcoming fiscal year, \$12,000 is proposed, which is unchanged from the current year. *(Goal 1: Protect vital water supply by achieving issuance of a BiOp that avoids unacceptable supply impacts; Goal 2: Support Reclamation implementation of Water Rights Order 2019-0148 to enhance reliable water supply while protecting important environmental resources.)*

**Code 5332 – Transportation.** This code covers minor transportation travel costs that may be incurred during the upcoming fiscal year. The budget amount (\$1,000) is unchanged from the current fiscal year. *(Goal 5: Administer CCRB’s operations effectively and transparently.)*

**Code 7000 – General Legal and Regulatory Activities.** This code, projected at \$75,000 as in the current year budget, provides for general counsel services through the year, including attendance at board meetings, review of board agenda materials, preparation of resolutions, employment matters and contract review. The code also covers certain general legal costs representing work that is (i) being undertaken in anticipation of litigation; and (ii) protected from disclosure under the attorney work product privilege and related statutory and common law privileges. (These privileged matters will be more fully addressed in closed session.) (*Goal 5: Administer CCRB’s operations effectively and transparently. Goal 4: Monitor other activities potentially affecting Cachuma water supply.*)

**Code 7001 – Federal Consultation Support Activities.** This code includes estimated legal costs of \$351,000 related to the Consultation and Biological Opinion process underway with the U.S. Bureau of Reclamation (USBR) and the National Marine Fisheries Service (NMFS) pursuant to Sec. 7 of the federal Endangered Species Act. Additionally, the code covers certain estimated biological and hydrological consultant costs representing work that is (i) being undertaken in anticipation of litigation; and (ii) protected from disclosure under the attorney work product privilege and related statutory and common law privileges. (These privileged matters will be more fully addressed in closed session.) (*Goal 1: Protect vital water supply by achieving issuance of a BiOp that avoids unacceptable supply impacts.*)

**Code 7002 – SWRCB Water Rights Activities.** This code includes consultants’ and legal costs of \$373,000 associated with the State Water Resources Control Board’s (SWRCB) ongoing water rights proceeding relating to the Santa Ynez River. The estimate incorporates consideration of requirements imposed by Order 2019-0148, issued September 17, 2019 and any anticipated support that will be required in FY27. The code covers certain estimated biological and hydrological consultant costs representing work that is (i) designed to improve the agency’s understanding of the hydrology and hydraulics of the Santa Ynez River including its relationship with the groundwater basin; and/or (ii) work that is protected from disclosure under the attorney work product privilege and related statutory and common law privileges. (These privileged matters will be more fully addressed in closed session.) (*Goal 2: Support Reclamation implementation of Water Rights Order 2019-0148 to enhance reliable water supply while protecting important environmental resources.*)

**Code 7200 – SWRCB Biological Technical Support.** The SWRCB’s September 17, 2019 Order requires that USBR develop and submit for SWRCB review and approval multiple plans that address the effects of the Order’s water flow regime on the Lower Santa Ynez River. Prior to submittal, each plan must be reviewed by NMFS and California Dept. of Fish and Wildlife, and USBR must address each agencies’ comments as part of each plan that is submitted for SWRCB consideration. USBR has requested CCRB’s assistance in developing many of these plans, and the CCRB board has approved this assistance. Much of this assistance is biologically based. The proposed \$15,000 in this code covers the CCRB biological consultant’s (ICF’s) estimated costs for draft plan development, responding to agency review, and coordination with USBR and SWRCB in helping to produce the various plans required by the Order. (*Goal 2: Support Reclamation implementation of Water Rights Order 2019-0148 to enhance reliable water supply while protecting important environmental resources.*)

**Code 7500 – SWRCB Hydrologic Technical Support.** Similar to the previous code addressing costs associated with CCRB’s biological support to USBR for the SWRCB Order, Account Code 7500 is projected at \$49,000 to cover estimated costs for CCRB’s hydrologic technical consultant, Woodard & Curran, for their assistance in developing, responding to agency review, and coordination with USBR and SWRCB in producing Order-required plans in the coming fiscal year. (*Goal 2: Support Reclamation implementation of Water Rights Order 2019-0148 to enhance reliable water supply while protecting important environmental resources.*)

**Code 6500 – Contingency.** The \$80,000 contingency is a calculated buffer representing 10% of the sum of Codes 7000, 7001 and 7002. It is \$29,000 more than the current year’s contingency budget, and reflects potential unanticipated costs that may arise in the regulatory processes in which CCRB is engaged. Contingency funds would only be expended upon recommendation of the Executive Director and/or legal counsel and authorization by the board.

**Attachments**

Attachment 1: Draft Fiscal Year 2026/2027 Budget (Tables 1 and 2)

Attachment 2: CCRB 2023 Strategic Plan

**Authored by**

Peter Cantle, Executive Director

**ATTACHMENT 1**

**CCRB**

**DRAFT FISCAL YEAR 2026/2027 BUDGET**

## TABLE 1

### Cachuma Conservation Release Board PROPOSED FY26-27 Budget

<i>Account Code</i>	<i>Account Name</i>	<i>Approved FY26</i>	<i>Proposed FY27</i>
<b>ADMINISTRATIVE</b>			
<b>5050</b>	Storage Space	5,000	5,000
<b>5100</b>	Audit	15,000	15,000
<b>5200</b>	Liability Insurance	7,000	7,000
<b>5301</b>	Employee Compensation & Payroll Taxes	210,000	220,000
<b>5304</b>	Accounting & Payroll Support	16,000	16,000
<b>5312</b>	Misc. Admin. Expenses	4,000	4,000
<b>5313</b>	Communications/Computer	8,000	8,000
<b>5316</b>	Admin. Fixed Assets	4,000	4,000
<b>5330</b>	Admin. Travel	4,000	4,000
<b>5331</b>	Travel Exp. Federal & State Meetings	12,000	12,000
<b>5332</b>	Transportation	1,000	1,000
<b>Subtotal</b>		<b>\$286,000</b>	<b>\$296,000</b>
<b>LEGAL</b>			
<b>7000</b>	General Legal & Regulatory Activities	75,000	75,000
<b>7001</b>	Federal Consultation Support Activities	447,000	351,000
<b>7002</b>	SWRCB Water Rights Activities	501,000	373,000
<b>Subtotal</b>		<b>\$1,023,000</b>	<b>\$799,000</b>
<b>CCRB CONSULTANT ACTIVITIES</b>			
<b>6001</b>	Federal Consultation Support	*	*
<b>7200</b>	SWRCB Biological Technical Support	44,000	15,000
<b>7400</b>	Legislative & Regulatory Support	*	*
<b>7500</b>	SWRCB Hydrologic Technical Support	51,000	49,000
<b>6500</b>	Contingency	51,000	80,000
<b>Subtotal</b>		<b>146,000</b>	<b>\$144,000</b>
<b>TOTAL BUDGET</b>		<b>\$1,455,000</b>	<b>\$1,239,000</b>

Table Footnotes:

\* Costs for biological, hydrological and legislative/regulatory support are included under LEGAL account codes. These support services are being provided pursuant to separate agreements between CCRB's legal counsel and the subject firms. This work is being undertaken in anticipation of litigation and is protected from disclosure under the attorney work product privilege and related statutory and common law privileges.

## TABLE 2

### Cachuma Conservation Release Board FY26/27 Member Agency Cost Allocation and Quarterly Assessment

<b>MEMBER UNIT</b>	<b>Pro Rata</b>	<b>FY27 Approved Budget</b>	<b>Annual</b>
Goleta Water District	0.4603	1,239,000	570,312
City of Santa Barbara	0.4088	1,239,000	506,503
Montecito Water District	0.1309	1,239,000	162,185
<b>TOTAL ANNUAL</b>		100.00%	<b>\$1,239,000</b>
<b>Quarterly Assessment *</b>			<b>Amount</b>
Goleta Water District			142,578
City of Santa Barbara			126,626
Montecito Water District			40,546
<b>TOTAL QUARTERLY</b>			<b>\$309,750</b>

Footnotes:

\* Assessments may be invoiced at reduced amounts based on actual and projected workload.

**ATTACHMENT**

**CCRB 2023 STRATEGIC PLAN**

## **CCRB 2023 Five-Year Strategic Plan**

### **CCRB'S PURPOSE**

The Cachuma Conservation Release Board (CCRB) is a Joint Powers Agency comprised of the Goleta Water District, the City of Santa Barbara and the Montecito Water District. CCRB's purpose, as stated in its 1973 Joint Powers Agreement, is to represent its Member Agencies in promoting their common objective of maximizing the amounts of water they can obtain from the Cachuma Project or other sources which may be available to them.

### **THE REGULATORY SETTING**

The Congressionally approved Cachuma Project is operated by the US Bureau of Reclamation. Reclamation allocates project water annually to CCRB's Member Agencies, the Santa Ynez River Water Conservation District Improvement District No. 1 and the Carpinteria Valley Water District through a Master Contract with the Santa Barbara County Water Agency ("Water Agency").

Reclamation is subject to state and federal laws governing reservoir operations, including how such operations affect both downstream water rights and protected species, notably southern California steelhead (steelhead). The limitations and conditions that apply to Reclamation's Cachuma operations as they affect water rights and steelhead are enforced through permit requirements of the State Water Board's 2019 Water Rights Order (WRO 2019-0148) and a 2000 Biological Opinion (the 2000 BiOp) issued by the federal National Marine Fisheries Service (NMFS).

Pursuant to the federal Endangered Species Act's Sec. 7 consultation process, Reclamation will submit a new biological assessment to NMFS that evaluates how it proposes to comply with the WRO 2019-0148 water regime and its effect on steelhead. The biological assessment is intended to describe the proposed action and its effects on listed species. NMFS will use the biological assessment in its issuance of a new BiOp that will govern project operations.

The California Dept. of Fish and Wildlife (CDFW) is currently evaluating steelhead as a candidate for listing as Endangered under the California Endangered Species Act (CESA). The agency expects to provide its candidacy recommendation to the California Fish and Game Commission (F&GC) late in 2023. Listing of the species as Endangered under California law could result in additional limitations and mitigation requirements on Cachuma Project operations, with potential water supply and fiscal impacts to CCRB Member Agencies and their customers.

### **CCRB'S ACTIVITIES AND ROLE**

Both before and since the issuance of the 2000 BiOp, CCRB has played a key role in shaping, mitigating and facilitating the state and federal regulatory processes that have applied, and will continue to apply, to Reclamation's operation of the Cachuma Project.

CCRB was also instrumental in negotiating a 2002 Settlement Agreement on behalf of its Member Agencies with downstream water rights holders that resolved multiple long-standing disputes, and which continues to govern important water rights considerations today.

## CCRB 2023 Five-Year Strategic Plan – cont.

To the benefit of its Member Agencies, CCRB has continuously assisted Reclamation in addressing regulatory requirements imposed by state and federal oversight of the Cachuma Project, importantly, including avoidance of a 2016 draft BiOp that would have imposed significant cuts to Members' water supplies.

CCRB provided strong and sustained technical and legal assistance in shaping the State Water Rights Order that eventually issued in September 2019, so as to minimize water supply impacts to Member Agencies while still protecting steelhead and other public trust resources. In a process that is still underway, plans required of Reclamation by the 2019 Order have been drafted by CCRB to protect Member Agencies' interests while also assisting Reclamation in meeting the Order's requirements.

As noted previously, CCRB has also continued its engagement with Reclamation in its ongoing federal Consultation with NMFS to craft a new BiOp governing Cachuma operations. The focus of that effort remains on avoiding unsupportable flow regimes while protecting endangered species and ensuring sustainable water supply.

While these regulatory processes unquestionably move slowly, and are detailed and potentially labor-intensive, failure to participate in them means that Member Agencies' interests are unrepresented and thus unprotected.

In sum, CCRB's role has been, and is, to represent and protect its Member Agencies' water rights and water supply interests while also protecting endangered species in the lower Santa Ynez River watershed.

### **NEAR-TERM GOALS AND ACTIONS**

Because CCRB has little control over the timing of ongoing federal and state regulatory processes in which it is involved, its activities are directed toward positively influencing these processes to achieve favorable outcomes for its Member Agencies. In the five year planning horizon of this document, it is reasonable to project that the result of the Federal Consultation could be determined, and the State Water Board Order's permit terms would likely be implemented.

Over the next five years, CCRB's Goals and Actions to meet its stated purpose, as well as Performance-evaluation Measures by which success may be gauged, are as follows.

*Goal 1: Protect vital water supply for CCRB Member Agencies and the region by achieving issuance of a BiOp that avoids unacceptable supply impacts.*

#### Actions:

- Support Reclamation to achieve acceptable draft and final BiOp in the Federal Sec. 7 Consultation process. That process is underway and may continue into 2025 and beyond, according to outcome. In addition to legal and regulatory advisory assistance, ca. 900 hr. of technical consulting support is budgeted in the current year.
  - Assist Reclamation in developing a new Biological Assessment (BA) based on the 2019 Water Board Order flow regime as its final proposed action.

## CCRB 2023 Five-Year Strategic Plan – cont.

- Evaluate the water supply impacts of Reclamation’s final proposed action, including any “buffers” Reclamation may impose to achieve compliance.
- Support Reclamation in the BA submittal and review process with NMFS. Submittal is anticipated late 2023.
- Provide technical support to Reclamation in negotiations with NMFS (and CDFW) with the goal of attaining a Non-Jeopardy Biological Opinion with acceptable Reasonable and Prudent Measures.
- Lay groundwork for political outreach at state and federal levels, according to NMFS’s expected direction.
- Engage the community where possible in the Consultation process to enhance transparency and gain support in protecting both vital water supply and listed species.
- Stave off unworkable provisions of the Federal Sec. 7 Consultation process.
  - Work with Reclamation to address any NMFS proposed requirements that are infeasible and identify workable alternatives.
  - If a Non-Jeopardy BiOp is issued, consider supporting Reclamation’s proposed operations via legal action (if BiOp is challenged by outside parties) and implementing political outreach.
  - If a Jeopardy BiOp is issued by NMFS, in coordination with Reclamation, consider legal and political options to avoid onerous Reasonable and Prudent Alternatives.
  - Build suitably strong administrative record that supports a Non-Jeopardy BiOp.
  - Provide ongoing technical, legal, and outreach guidance and support in litigation, as applicable (Jeopardy or Non Jeopardy). Engage the community to gain support in protecting both vital water supply and listed species.

### Performance-evaluation Measures

- What type of BiOp--Jeopardy or Non-jeopardy--has been issued?
- Does it have acceptable water supply impacts?
- If a Jeopardy Opinion, has CCRB successfully supported Reclamation's efforts to avoid onerous Reasonable and Prudent Alternatives within the Opinion and to protect vital water supply?
- In either result, has CCRB built a strong administrative record to support further action, and have Member Agencies’ constituents had the opportunity to engage in the process and understand the regulatory outcomes?

*Goal 2: Support Reclamation’s implementation of the State Water Board Order to enhance reliable water supply while protecting the steelhead population and other important environmental resources.*

#### Actions:

- Synchronize implementation of the conditions and plan requirements of 2019 State Water Board Order.
  - Provide technical consulting assistance (currently budgeted ca. 600 hr) to Reclamation to develop suitable plans that meet fisheries needs and protect water supply (e.g., Terms 19, 20, 24 of Order).

CCRB 2023 Five-Year Strategic Plan – cont.

- Provide fisheries, hydrology, legal and political assistance in responding to oversight agencies' input, gaining Water Board approval and implementation of plans.
- Address recently identified water accounting considerations with Downstream Agencies to mutual benefit.
- In coordination with Reclamation, engage and strengthen relationships with State Water Board members and Water Rights staff as plans are submitted to represent subject matter expertise.

Performance-evaluation Measures

- Have draft plans pursuant to Terms 19, 20, 24 and others been provided to Reclamation after board review and approval, for Reclamation's use in complying with Order?
- Has technical support been provided, allowing Reclamation to successfully address evaluations from oversight agencies?
- Have recently identified water accounting issues ultimately been addressed satisfactorily?

*Goal 3: Minimize adverse effects of southern California steelhead candidacy and listing under California Endangered Species Act.*

Actions:

- Monitor CDFW status of candidacy analysis and Fish and Game Commission actions.
- Provide analysis of legal options to CCRB board, depending on record and process.
- Strive to develop a strong relationship with CDFW.

Performance-evaluation Measures

- Have requirements arising from the Fish and Game Commission affirming steelhead candidacy been mitigated as to their impacts on Cachuma operations and Member Agencies' water rights and water supply?

*Goal 4: Monitor Other Activities Potentially Affecting Cachuma Supply*

CCRB monitors water-extractive activities in the Santa Ynez River as they relate to stream flow and access to Member Agencies' water rights since downstream actions and Cachuma Project releases are interconnected.

Actions:

- Continue monthly monitoring of actions in the Santa Ynez River basin that may directly or indirectly affect CCRB Member Agencies' water supplies.
- Report issues of potential concern to CCRB board for consideration, information and possible action.

Performance-evaluation Measures

- Have matters potentially affecting the watershed below Bradbury Dam been brought to the board in a timely manner for consideration?

## CCRB 2023 Five-Year Strategic Plan – cont.

- As directed by the board, has staff successfully minimized or obviated proposed actions that could impact Member Agencies' water supply? (The Solvang water right permit matter currently before the Water Board's Administrative Hearing Officer is an example.)

*Goal 5: Administer CCRB's operations effectively and transparently. Foster respectful, professional relationships with local, state and federal agencies with interests in the watershed.*

### Actions:

- Perform CCRB administrative activities in a timely, efficient, accountable way, within budget, to enact Board direction.
- Maximize effectiveness of CCRB's staff and consultants while minimizing costs to Member Agencies; process constructive returns promptly at fiscal year end.
- Engage Member Agency staff routinely for information sharing and course guidance.
- Represent CCRB's interests in the region professionally and collegially based on Board direction and guidance.
- Strive for transparency and accountability in CCRB's operations at all times; maintain confidentiality where necessary to protect Member Agencies' interests.

### Performance-evaluation Measures

- Has CCRB come in on or under budget annually?
- Are consultant budgets adhered to unless increases are pre-approved by the board?
- Are constructive returns processed promptly at close of each fiscal year?
- Are financial audits performed in a timely manner, revealing no serious issues?
- Are meetings held monthly by the CCRB executive director (more frequently as needed) with Member Agency senior staff to enhance communication?
- Have concerns brought up by CCRB board members been satisfactorily addressed, in a timely and respectful way?