



## BACWA Annual Report

**Fiscal Year 2023/2024**

Within an evolving landscape driven by climate change and increased regulation, the Bay Area Clean Water Agencies (BACWA) is fulfilling its mission to provide an effective voice for clean water agencies' stewardship of the San Francisco Bay's ecological, community, and economic resources. Over the past decade, the clean water community's focus has shifted rapidly from industrial pollutant reduction to renewable resource generation, climate change mitigation and adaptation, and understanding the potential impacts of nutrients and emerging contaminants on the aquatic ecosystem. Increasingly stringent and sometimes conflicting air quality and biosolids management regulations are producing cross-media challenges to our members' operations and capital planning efforts. BACWA provides technical expertise and a venue for collaboration to its membership, and a public utility perspective to negotiations and partnerships with regulators.

With over forty Publicly Owned Treatment Works (POTWs) and more than a hundred collection systems in the San Francisco Bay (SF Bay) region, BACWA provides a needed forum for effective coordination to ensure science-based regulations and continued water quality improvements throughout the Bay Area. Member dues and fees support BACWA's goal of ensuring that water, biosolids, and air quality regulations are well-supported by science. Even as the regulatory landscape shifts, BACWA continues to offer the services to our members and the public that have garnered the organization much respect and success.

### 2022 Strategic Plan Update

The BACWA Strategic Plan was substantially updated in 2020, representing the first major change since 2009. Minor changes were approved by the BACWA Executive Board in January 2022. The [2022 Strategic Plan](#) reflects both the current drivers impacting BACWA's members, such as nutrients and climate change, as well as our values which remain constant even as the issues evolve. The progress made by BACWA in Fiscal year 2023/2024 towards meeting the objectives in our Strategic Plan is described in Attachment A.

### Links to Key BACWA Products

BACWA provides a variety of resources to its members for regulatory compliance, education, and information sharing. Links to key work products associated with these efforts are provided below:

#### *Regulatory Compliance*

- [Annual NPDES Compliance Letter](#) – submitted to the Regional Water Board on behalf of our members, demonstrating compliance with special studies required by NPDES

permits. We also report contributions to the Regional Monitoring Program to the Regional Water Board.

- [Nutrient Group Annual Report](#) - submitted to the Regional Water Board in compliance with the Nutrient Watershed Permit. A Science Plan update was also submitted to the water board as required by the Permit.
- [Land Application of Biosolids Annual Report](#) – submitted to the Solano County Board of Supervisors.
- Bay Area Pollution Prevention Group ([BAPPG](#)) [Annual Report](#) – Developed to assist member agencies in Pollution Prevention annual reporting.
- PFAS Regional Study, Phase 2 – To address monitoring needs of the State Water Board, BACWA contracted with SFEI to begin this regional study of PFAS in Fiscal Year 2020/21. [Phase 1](#) of the study was completed in 2021, and sampling for Phase 2 was completed in 2022. The Phase 2 study concluded in late 2023 with the release of the Final Report, which is available upon request. It will be posted to BACWA’s website following acceptance by an academic journal. BACWA prepared a [study summary](#) in February 2024
- BACWA Information on Nutrients in the SF Bay – BACWA staff worked with member agencies to communicate what is and is not known about the impact of nutrients and their linkage to the summer 2022 and 2023 harmful algal blooms. BACWA worked to provide an [infographic](#) for member use in communications.

#### *Information sharing*

- [BACWA Bulletin](#) – Distributed monthly to keep members and the community up to date on BACWA’s and our partners’ activities.
- [Regulatory Issues Summary matrix](#) – Updated three times per year to give members an accessible overview of important issues impacting the clean water community.
- [BACWA website](#) - Maintained for information sharing with members.
- [Baywise website](#) – Maintained for public-facing pollution prevention messaging. A design refresh was initiated in spring 2024, and later finalized in August 2024.
- [2021 Biosolids Trends Survey Report](#) – Updated every two to three years to help agencies understand their biosolids handling programs within a regional context. Work was ongoing during the fiscal year to produce the [2024 Biosolids Trends report](#) which was later released in September 2024.
- Public outreach – Worked with consultant team to reach out to local news media and non-profits to increase public understanding of wastewater treatment ahead of the nutrient watershed permit adoption.
- Information Sharing – Assisted with in-person events, surveys, and videos to share best practices, such as the September 2023 [workshop on interagency collaboration](#) between water and wastewater agencies, a [survey of private sewer lateral ordinances](#), and a series of [training videos](#) for recycled water site supervisors.



- Laboratory Accreditation – Continued to offer monthly trainings for BACWA members on the 2016 TNI standards, which went into full effect in 2024. The training series concluded in June 2024.
- [Annual Meeting](#) – The Annual Meeting was held in-person on May 3, 2024, and included updates from regulators, a panel on the nutrient permit, an update on air issues and nature based systems opportunities, a panel on workforce development, and more. Meeting materials and recordings were shared with members afterwards.

### Regulatory Advocacy

BACWA works with its member agencies to develop positions on proposed regulations and advocates on behalf of the regional POTW community. In Fiscal Year 2023/2024, BACWA submitted 18 [comment letters](#) to EPA, Regional Water Board, State Water Board Bay Area Air Quality Management District (BAAQMD), the Department of Toxic Substances Control, and the California Department of Pesticide Regulation (DPR). Several letters were submitted by BAPPG to support pollutant prevention legislation at the state and federal level.

- **Nutrient Management.** BACWA continued to engage with the Regional Water Board to negotiate the 3<sup>rd</sup> Nutrient Watershed Permit, which was issued in July 2024. BACWA staff and agency volunteers have also engaged through the Nutrient Management Strategy to direct science work in response to the 2022 and 2023 harmful algal bloom in SF Bay.
- **Pesticides.** BAPPG maintains a consultant team dedicated to engagement with EPA and the DPR through the pesticide registration review process, including review of documents such as ecological risk assessments and risk management decisions.
- **Air Emissions.** BACWA and BAAQMD staff have continued to participate in a Workgroup that meets quarterly to discuss how public agencies can participate in the development, and comply with, emerging air toxics regulations. BACWA has advocated for an increase in staffing at BAAQMD to improve the air permitting process. BACWA staff and members are serving on the Steering Committee for CASA's 2-step process to conduct a pooled emissions study of air toxics that will inform future regional and state regulation. BACWA also hosted a source testing workshop with BAAQMD staff in November 2023.
- **Sanitary Sewer Systems General Order.** The State Water Board reissued the Sanitary Sewer Systems Waste Discharge Requirements General Order in December 2022. BACWA developed an updated [Sewer System Management Plan guidance document](#) to aid our members with compliance.
- **Chlorine Residual Blanket Permit Amendment.** BACWA engaged with the Regional Water Board to approve a blanket permit amendment in November 2023 that removed instantaneous chlorine limit from NPDES permits. BACWA also prepared a [guidance document](#) for members to help implement the updated requirements.



## BACWA Staffing

In FY2023/2024, BACWA retained contract staff to provide Executive Director, Assistance Executive Director, and Regulatory Program Management services.

## BACWA Committees and Executive Board

Support for BACWA's committees is a key means for BACWA to ensure communication between our members and to formulate positions on emerging issues that accurately reflect the needs of our membership. Members receive educational contact credits for attending committee meetings in which there is an educational component. BACWA maintains the following active committees:

- Air Issues and Regulations (AIR)
- Asset Management
- Bay Area Pollution Prevention Group
- Collection Systems
- Laboratory
- Operations/Maintenance Infoshare
- Permits
- Pretreatment
- Recycled Water

BACWA's Biosolids committee is currently on pause, but meeting with the Bay Area Biosolids Coalition on an ad hoc basis for the purposes of information sharing.

The BACWA Executive Board meets on a monthly basis to discuss policy, strategy, and operational issues impacting the organization. Executive Board meetings are held in compliance with the California Brown Act (Government Code sections 54950-54963).

## External Representation and Collaboration

BACWA provides representation at external groups such as:

- Regional Monitoring Program (RMP) Technical Review Committee
- RMP Steering Committee
- Clean Water Summit Partners
- Aquatic Science Center (ASC)/SFEI Governing Board
- San Francisco Bay Nutrient Governance Steering Committee
- San Francisco Bay Nutrient Planning Subcommittee
- NOAA Monitoring and Event Response for Harmful Algal Blooms (MERHAB)
- State Water Board Nutrient Stakeholder Advisory Group
- Bay Area Integrated Regional Water Management Plan (BAIRWMP)
- California Association of Sanitation Agencies (CASA) State Legislative Committee



- CASA Regulatory Workgroup
- Bay Area One Water Network
- RMP Microplastics Workgroup
- Bay Area Regional Reliability Task Force
- San Francisco Estuary Partnership
- California Product Stewardship Council
- Ocean Protection Council
- Bay Area Climate Adaptation Network
- Coastal Hazards Adaptation Resiliency Group (CHARG)
- California Water Quality Monitoring Council

### FY2023/2024 Financial Report

<b><u>BACWA FY24 BUDGET</u></b>	<b><u>Line Item Description</u></b>	<b><u>FY 2024 Budget</u></b>	<b><u>Actuals June 2024</u></b>	<b><u>Actual % of Budget June 2024</u></b>	<b><u>Variance</u></b>
<b><u>REVENUES &amp; FUNDING</u></b>					
<b>Dues</b>	Principals' Contributions	\$537,795	\$537,795	100%	\$0
	Associate & Affiliate Contributions	\$190,078	\$190,078	100%	\$0
<b>Fees</b>	Clean Bay Collaborative	\$675,000	\$674,250	100%	-\$750
	Nutrient Surcharge	\$1,400,000	\$1,400,000	100%	\$0
	Member Voluntary Nutrient Contributions	\$0	\$0	0%	\$0
<b>Other Receipts</b>	AIR Non-Member	\$7,361	\$7,361	100%	\$0
	BAPPG Non-Members	\$4,114	\$4,140	101%	\$26
	Other	\$0	\$2,653		\$2,653
	CASA Air Toxics		\$57,000		\$57,000
<b>Fund Transfer</b>	Special Program Admin Fees (WOT)	\$1,000	\$0	0%	-\$1,000
	Special Program Admin Fees (BACC)	\$38,520	\$38,520	100%	\$0
	Special Program Admin Fees (WOT)	\$6,000	\$6,809	113%	\$809
<b>Interest Income</b>	LAIF	\$60,000	\$181,928	303%	\$121,928
	Higher Yield Investments	\$0	\$0	0%	\$0
	<b>Total Revenue</b>	<b>\$2,919,868</b>	<b>\$3,101,035</b>	<b>106.20%</b>	<b>\$181,167</b>

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<u><b>EXPENSES</b></u>					
<b>Labor</b>					
	Executive Director	\$218,548	\$218,544	100%	-\$4
	Assistant Executive Director	\$92,024	\$91,990	100%	-\$34
	Assistant Executive Director – BACC Administration	\$38,520	\$38,426	100%	-\$94
	Regulatory Program Manager	\$152,179	\$151,157	99%	-\$1,022
	<b>Total</b>	<b>\$501,271</b>	<b>\$500,117</b>	<b>100%</b>	<b>-\$1,154</b>
<b>Administration</b>					
	EBMUD Financial Services	\$43,297	\$42,785	99%	-\$512
	Auditing Services	\$5,561	\$5,561	100%	\$0
	Administrative Expenses	\$8,118	\$75	1%	-\$8,043
	Insurance	\$9,351	\$8,169	87%	-\$1,182
	<b>Total</b>	<b>\$66,327</b>	<b>\$56,590</b>	<b>85%</b>	<b>-\$9,737</b>
<b>Meetings</b>					
	EB Meetings	\$2,706	\$4,763	173%	\$2,003
	Annual Meeting	\$14,369	\$12,051	84%	-\$2,318
	Pardee	\$6,801	\$2,674	39%	-\$4,127
	Misc. Meetings	\$7,500	\$10,357	138%	\$2,857
	<b>Total</b>	<b>\$31,430</b>	<b>\$29,844</b>	<b>95%</b>	<b>-\$1,586</b>
<b>Communication</b>					
	Website Hosting	\$728	\$454	62%	-\$274
	File Storage	\$796	\$720	90%	-\$76

<b><u>BACWA FY24</u></b> <b><u>BUDGET</u></b>	<b><u>Line Item Description</u></b>	<b><u>FY 2024</u></b> <b><u>Budget</u></b>	<b><u>Actuals</u></b> <b><u>June 2024</u></b>	<b><u>Actual</u></b> <b><u>% of</u></b> <b><u>Budget</u></b> <b><u>June</u></b> <b><u>2024</u></b>	<b><u>Variance</u></b>
	Website Development/Maintenance	\$1,592	\$0	0%	-\$1,592
	IT Support	\$2,759	\$1,668	60%	-\$1,091
	Value of Wastewater	\$40,000	\$61,239	153%	\$21,239
	Other Communication	\$1,857	\$1,448	78%	-\$409
	<b>Total</b>	<b>\$47,732</b>	<b>\$65,529</b>	<b>137%</b>	<b>\$17,797</b>
<b>Legal</b>					
	Regulatory Support	\$2,929	\$7,259	248%	\$4,330
	Executive Board Support	\$2,355	\$0	0%	-\$2,355
	<b>Total</b>	<b>\$5,284</b>	<b>\$7,259</b>	<b>137%</b>	<b>\$1,975</b>

<b>Committees</b>					
	AIR	\$76,000	\$75,000	99%	-\$1,000
	AIR Support for ACE	\$20,000	\$19,766	99%	-\$234
	BAPPG	\$159,000	\$149,602	94%	-\$9,398
	Biosolids Committee	\$0	\$0	0%	\$0
	Collections System	\$56,000	\$0	0%	-\$56,000
	InfoShare Groups	\$5,00	\$831	166%	\$331
	Laboratory Committee	\$4,050	\$2,758	68%	-\$1,292
	Permits Committee	\$500	\$255	51%	-\$245
	Pretreatment	\$500	\$16	3%	-\$484
	Recycled Water Committee	\$10,000	\$667	7%	-\$9,333
	Misc Committee Support	\$45,000	\$3,740	8%	-\$41,260
	Manager's Roundtable	\$1,000	\$242	25%	-\$746
	<b>Total</b>	<b>\$372,550</b>	<b>\$252,890</b>	<b>68%</b>	<b>-\$119,660</b>

<b>Collaboratives</b>					
	State of the Estuary (SFEP-biennial)	\$0	\$0	0%	\$0
	Arleen Navarret Award	\$2,500	\$0	0%	-\$2,500
	BayCAN	\$5,000	\$0	0%	-\$5000

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	Bay Area One Water Network	\$5,000	\$0	0%	-\$5,000
	Bruce Wolf Scholarship	\$4,000	\$4,000	100%	\$0
	Passthrough for CASA Air Toxics	\$425,000	\$99,560	23%	-\$325,440
	Misc	\$1,500	\$1,500	100%	\$0
	<b>Total</b>	<b>\$443,000</b>	<b>\$105,060</b>	<b>24%</b>	<b>-\$337,940</b>
<b>Other</b>					
	<b>Unbudgeted Items</b>				
	Other	\$0	\$0		\$0
	<b>Total</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
<b>Technical Support</b>					
	Nutrients				
	Watershed	\$1,800,000	\$1,800,000	100%	\$0
	NMS Voluntary Contributions	\$0	\$0	0%	\$0
	Additional work under permit	\$100,000	\$78,398	78%	-\$21,602
	Regional Study on Nature based systems	\$80,000	\$103,929	130%	-\$23,929
	Regional Recycling Evaluation	\$0	\$37,493	0%	\$37,493
	Nutrient Workshop(s)	\$0	\$0	0%	\$0
	NMS Reviewer	\$50,000	\$12,650	25%	-\$37,350
	General Tech Support	\$100,000	\$17,998	18%	-\$82,003
	CEC Investigation	\$60,000	\$102,735	171%	\$42,735
	Risk Reduction	\$12,500	\$12,500	0%	\$0
	<b>Total</b>	<b>\$2,202,500</b>	<b>\$2,165,702</b>	<b>98%</b>	<b>-\$36,798</b>
	<b>TOTAL EXPENSES</b>	<b>\$3,670,094</b>	<b>\$3,182,990</b>	<b>86.73%</b>	<b>-\$487,104</b>
	<b>NET INCOME BEFORE TRANSFERS</b>	<b>-\$750,226</b>	<b>-\$81,995</b>		





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	<b>TRANSFERS FROM RESERVES</b>	<b>\$750,226</b>	<b>\$81,954</b>		
	<b>NET INCOME AFTER TRANSFERS</b>	<b>\$0</b>	<b>\$0</b>		

#### **List of BACWA Members as of June 30, 2024**

##### **Principals**

East Bay Municipal Utility District  
 East Bay Dischargers Authority  
 - Castro Valley Sanitary District  
 - City of Hayward  
 - City of San Leandro  
 - Oro Loma Sanitary District  
 - Union Sanitary District  
 San Francisco Public Utilities Commission  
 Central Contra Costa Sanitary District  
 City of San Jose

##### **Associates**

Central Marin Sanitation Agency  
 City of Palo Alto  
 City of San Mateo  
 City of Sunnyvale  
 Delta Diablo  
 Dublin-San Ramon Services District  
 Fairfield-Suisun Sewer District  
 Napa Sanitation District  
 Silicon Valley Clean Water  
 South San Francisco – San Bruno Water Quality Control Plant  
 Vallejo Flood & Wastewater District  
 West County Agency  
 - City of Richmond



- West County Wastewater District

### **Affiliates**

City of Alameda  
City of American Canyon  
City of Albany  
City of Antioch  
City of Belmont  
City of Benicia  
City of Berkeley  
City of Brisbane  
City of Burlingame  
City of Calistoga  
City of Fairfield  
City of Livermore  
City of Millbrae  
City of Milpitas  
City of Mountain View  
City of Oakland  
City of Pacifica  
City of Petaluma  
City of Piedmont  
City of Pleasanton  
City of Redwood City  
City of Richmond  
City of San Bruno

City of San Carlos  
City of St. Helena  
Town of Yountville  
Crockett Community Services District  
Cupertino Sanitary District  
Las Gallinas Valley Sanitary District  
Mt. View Sanitary District  
North San Mateo Sanitation District  
Novato Sanitary District  
Pinole/Hercules Wastewater Treatment Plant  
Rodeo Sanitary District  
Ross Valley Sanitary District  
San Francisco International Airport  
San Mateo County, Dept. of Public Works  
Sanitary District of Marin County No. 2  
Sanitary District of Marin County No. 5  
Sausalito-Marín City Sanitary District  
Sewer Authority Mid-Coastside  
Sewerage Agency of Southern Marin  
Sonoma County Water Agency  
Stege Sanitary District  
Tamalpais Community Services District  
West Bay Sanitary District  
West Valley Sanitation District



## **ATTACHMENT A**

### **BACWA JANUARY 2022 STRATEGIC PLAN 2024 EVALUATION**

# **FY2023-2024 PROGRESS EVALUATION**

## **2022 STRATEGIC PLAN**

Bay Area Clean Water Agencies

### **BACWA's Mission**

To provide an effective regional voice for clean water agencies' stewardship of the San Francisco Bay's ecological, community, and economic resources.

### **BACWA's Vision**

To demonstrate leadership in the protection and enhancement of the San Francisco Bay ecosystem.

### **BACWA's Values**

- Environmental stewardship
- Leadership
- Science-based decision making
- Collaboration
- Fiscal responsibility
- Watershed-based solutions

### **BACWA's Goals**

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

## GOAL 1: ADVOCATE FOR REGULATION BASED ON SCIENCE

### *Strategy 1 – Advocate for nutrient permitting based on science.*

- **Objective 1** – Convene the Nutrient Technical Team made up of BACWA and member agency staff to engage with the San Francisco Bay Nutrient Management Strategy (NMS) by reviewing their work products and participating in the Assessment Framework process.

*Convened Nutrient Technical Team to review and comment on NMS deliverables, particularly those pertaining to modeling objectives and future load reduction scenarios. The technical team also gave input on the basis for developing load reductions and modeling scenarios that should be run to support regulatory decision making.*

- **Objective 2** – Continue to contract consultant support for review and interpretation of NMS Work Products and review of the Assessment Framework process.

*Enlisted consultant support for BACWA's nutrient technical team in reviewing and commenting on deliverables and attending targeted meetings. Consultant provided technical interpretation to the BACWA Executive Board and advice on the use of modeling to inform load reduction requirements in the Watershed Permit.*

- **Objective 3** – Convene BACWA's Nutrient Strategy Team to plan BACWA position on 3<sup>rd</sup> Nutrient Watershed Permit.

*Regularly convened Nutrient Strategy Team to develop negotiating position for 3<sup>rd</sup> Watershed Permit, and assisted in developing BACWA comments on the Admin draft and Tentative Order. Developed material on planned nutrient load reductions and historical discharges to support BACWA's negotiating positions and inform Water Board decisions, and enlisted the services of a rate consultant to understand cost to community of permit requirements. Engaged with Regional and State Water Board to discuss potential amendments to the State Compliance Schedule Policy.*

- **Objective 4** – Plan financial contributions to the NMS to optimize scientific study workflow.

*Updated 5-year plan with scenarios for ongoing support of science program. Continued discussions of programmatic needs for the 3<sup>rd</sup> Watershed Permit, and discussed pursuing nutrient management and science funding from new SF Bay EPA Program Office.*

### *Strategy 2 – Advocate for air regulations based on science.*

- **Objective 1** – Meet regularly with Bay Area Air Quality Management District (BAAQMD) policy and permitting staff to communicate clean water agencies'

perspectives and capabilities. Support BAAQMD staff by providing technical information during development of regulations for climate pollutants and air toxics.

*Continued to hold Regulation 2 Workgroup as forum for discussing toxic air contaminant regulations and permitting challenges, and made progress on several action items. Met with BAAQMD leadership to discuss the importance of increasing BAAQMD permitting staff. Hosted BAAQMD leadership at our Annual Meeting. BACWA also hosted source testing workshop with BAAQMD staff.*

- **Objective 2** – Collaborate with CASA and other clean water agencies statewide on projects to inform California Air Resources Board regulations, such as vehicle electrification and the AB 2588 compound list update and emission factor development.

*Worked with CASA to issue RFP for 2-step process for quantifying air emissions, and provided information to members. Provided funds to CASA on behalf of BACWA members for FY24, and participated in consultant selection committee and Steering Committee for the effort.*

### **Strategy 3 – Advocate for biosolids management regulations based on science.**

- **Objective 1** – Work with local, regional, and state regulators to maintain and support expansion of sustainable biosolids use alternatives.

*Completed Phase 2 of PFAS special study that analyzed PFAS in biosolids. Submitted Solano County Biosolids Report.*

- **Objective 2** – Collaborate with Bay Area Biosolids Coalition to support initiatives aimed at establishing the safety and benefits of biosolids use.

*Continued to provide support and information to BABC. Collected information to update Biosolids Trends Survey. Hosted BACWA Biosolids/BABC joint meeting for information sharing purposes.*

### **Strategy 4 – Advocate for emerging water quality regulations based on science.**

- **Objective 1** – Provide support for Constituents of Emerging Concern (CEC) pollution prevention and pesticides control by state and federal agencies.

*Participated in NGO/POTW collaborative workgroup targeting PFAS legislation. Participated in RMP Emerging Contaminants and Microplastic workgroups. Continued to work to advocate for “down the drain” pathway consideration in pesticide regulation. Engaged with EPA and provided comments on proposed national PFAS influent study. Commented on CDPR Strategic Plan.*

- **Objective 2** – Engage in State Water Board and Ocean Protection Council initiatives, such as the reconvening of the Science Advisory Panel on CECs in Aquatic Ecosystems and the Microplastic Strategy.

*Provided representation for statewide POTW community on the California Water Quality Monitoring Council. Worked with Summit Partners to engage with regulators on statewide issues.*

- **Objective 3** – Continue to participate actively in Regional Monitoring Program (RMP) technical and steering committees.

*Provided BACWA representation to RMP initiatives, as well as comments on RMP work products.*

- **Objective 4** – Demonstrate that BACWA can effectively implement solutions through regional projects, such as conducting the PFAS Regional Study in lieu of being compelled via a 13267 Order.

*Completed Phase 2 of PFAS special study and provided results to State Water Board staff.*

### ***Strategy 5 – Advocate for the update of existing water quality regulations based on science.***

- **Objective 1** – Support Basin Plan amendments and triennial reviews by working with the Regional Water Board.

*Worked with Water Board to finalize blanket permit amendment targeting chlorine residual limitation. Provided comments on Basin Plan candidate projects.*

- **Objective 2** – Work with regulators to reduce low value required monitoring to enhance funding for RMP CEC studies.

*Reported on alternate monitoring program payments.*

## GOAL 2: FOSTER COLLABORATION AND RELATIONSHIP BUILDING WITH REGULATORS AND OTHER STAKEHOLDERS

### *Strategy 1 - Maintain and broaden collaboration with regulators by engaging on existing regulatory initiatives and emerging issues.*

- **Objective 1** - Continue engagement with regulators to communicate clean water agencies' challenges and opportunities related to projects of environmental benefit.

*Held regular joint meetings with staff at the Water Board and Air District to communicate about important issues.*

- **Objective 2** – Collaborate with regulators on emerging initiatives such as sea level rise adaptation planning, development of incentives for climate change mitigation, identification of feasible biosolids use strategies, and exploration of other resource recovery opportunities.

*Discussed BACWA's role in keeping the Water Board up to date with agencies' sea level rise adaptation planning. Educated Air District staff on cross-media issues related to nutrient reduction, toxic air contaminant emissions, and climate change mitigation opportunities.*

- **Objective 3** – Work with Summit Partners to provide educational opportunities for State Water Board/Ocean Protection Council members and staff regarding clean water agencies' opportunities. Identify and develop a common understanding of mutual priorities.

*Collaborated with Summit Partners to hold a October 2023 regulator workshop on cross media issues.*

**Objective 4** – Work with BAAQMD policy and permitting staff to update standard permit conditions, with the goal of reducing permitting hurdles that impede the implementation of projects of environmental benefit.

*Provided edits to standard permit conditions for BAAQMD staff review.*

### *Strategy 2 - Monitor legislative efforts that impact BACWA members.*

- **Objective 1** – Work with industry associations and individual members to inform their efforts on legislative advocacy.

*Collaborated with CASA and NGOs to sponsor legislation to ban non-essential uses of PFAS.*

- **Objective 2** – Consider a BACWA policy or position on how to engage in targeted legislative advocacy.



*Continued to work through CASA to engage with the legislature on source control issues. Worked with member agencies to inform state legislative delegation on need for funding for nutrient reduction.*

### **Strategy 3 - Maintain industry leadership by collaborating with other clean water associations.**

- **Objective 1** – Work with Clean Water Summit Partners to define and advocate on issues of statewide importance.

*BACWA staff and representatives participated in Summit Partners and CASA strategy meetings to direct resources to the most important issues. Provided information on benefits of collaborative Regional Monitoring Program to Summit Partners. Staff also participated in SCCWRP Ocean Acidification model review Steering Committee and reported results to BACWA.*

- **Objective 2** – Inform, learn from, and jointly advocate with clean water associations such as the other Clean Water Summit Partner organizations, NACWA, and WaterReuse.

*Developed Sewer System Management Plan guidance to benefit agencies statewide.*

## **GOAL 3: PURSUE REGIONAL, MULTI-BENEFIT SOLUTIONS TO ENVIRONMENTAL CHALLENGES**

### **Strategy 1 - Promote integrated approach to a healthy Bay.**

- **Objective 1** – Identify and establish effective collaborations with drinking water and stormwater communities to further the One Water concept and/or other multi-benefit project types.

*Held September 2023 Recycled Water interagency collaboration workshop. Commented on unintended consequences of State conservation regulations on recycled water programs.*

- **Objective 2** – Identify and establish collaborations to implement integrated approaches to sea level rise adaptation.

*Participated in BayCAN and discussed climate change challenges with partner regional entities. Followed BCDC implementation of SB272.*

- **Objective 3** – Identify and implement effective pollution prevention strategies in partnership with regulators and partners.

*The Bay Area Pollution Prevention Group (BAPPG) continued to provide both public education and regulatory advocacy on pollution prevention issues.*

- **Objective 4** – Work with members and other regional entities to maximize grant funding for projects benefiting the region.

*Worked with SFEI and SFEP to support proposals for 2023 WQIF grant funding for initiatives related to nutrient removal and nature-based solutions. Provided letters of support to several member agencies to demonstrate regional support for various grant proposals. Commented on program areas for new SF Bay EPA program office.*

## **Strategy 2 - Support innovation to better address water quality and other ecological challenges.**

- **Objective 1** – Provide membership with information on technology pilot opportunities.

*Discussed piloting opportunities with vendors.*

- **Objective 2** – Establish and continue partnerships with universities and other research institutions and initiatives to develop collaborative approaches to issues of importance to the clean water community.

*Discussed nutrient issues with academics at UC Berkeley. Continued engagement in the NMS and RMP through SFEI. Worked with professor at UNR to plan nutrient removal seminar to support Dr. David Jenkins scholarship endowment through WEF.*

- **Objective 3** – Support existing coalitions and agencies that are pursuing regional solutions to challenges impacting the San Francisco Bay clean water community.

*Provided representation on San Francisco Estuary Partnership Coordinating Committee. Participated in Estuary Blueprint progress updates on actions through the San Francisco Estuary Partnership.*

## **Strategy 3 - Provide value to members through facilitating regional solutions.**

- **Objective 1** – Continue to provide joint compliance activities on behalf of members, such as reporting via the Annual NPDES compliance letter to the Regional Water Board.

*Submitted the annual NPDES compliance letter for use in members' NPDES Annual Reports, BAPPG Annual report for use in member's Pollution Prevention reports, the Solano County Biosolids report, as well the Nutrient Group Annual*

*Report, and Science Plan progress updates required by the Nutrient Watershed Permit. Continued work on the NBS study with SFEI to spend down remaining funds.*

- **Objective 2** – Continue to support and report compliance with the Mercury/PCB and Nutrient Watershed Permits.

*Worked with SFEI, the Water Boards, and community-based organizations to identify tasks to comply with risk reduction requirements.*

- **Objective 3** – Engage with regulators on behalf of individual member agencies when issues of regional importance arise.

*Advocated on behalf of early actors and agencies pursuing multi-benefit projects to have their concerns addressed in nutrient watershed Permit. Successfully engaged with BAAQMD staff and commented on member's air permit emissions monitoring requirements.*

- **Objective 4** – Coordinate regional solutions to comply with new Environmental Laboratory Accreditation Program (ELAP) regulations.

*Provided monthly training sessions through its Laboratory Committee to help agencies comply with TNI.*

- **Objective 5** – Support members' biosolids programs via data-gathering, reporting, and information exchange related to biosolids management.

*Completed and submitted 2023 Solano County Biosolids report. Collected information from agencies for 2024 Biosolids Trends Survey Report.*

## GOAL 4: EXEMPLIFY SERVICE AND RESPONSIVENESS TO MEMBERS AND PUBLIC

*Strategy 1 - Ensure members are knowledgeable about critical issues and activities.*

- **Objective 1** – Communicate timely regulatory and technical information and events via BACWA committees, the BACWA Bulletin newsletter, and emails to members.

*Hosted Annual Meeting for members, including regulators and updates on important topics. Sent out monthly bulletins and as-needed emails. Supported nine active BACWA committees and held regular committee meetings. Developed and distributed three regulatory issues summaries.*

- **Objective 2** – Ensure that BACWA contact lists are up to date.

*Reached out to agencies to ensure new staff are added to relevant email distribution lists.*

## **Strategy 2 - Provide education and outreach to members and the public.**

- **Objective 1** – Provide support for pollution prevention messaging to the public via BAPPG.

*Continued outreach on FOG, wipes, pharmaceutical disposal, veterinary medicines, and other pharmaceuticals. Public outreach has been conducted via advertising and the Baywise website. Conducted veterinary outreach to professional organizations. Began updates to Baywise website to improve user experience, aesthetics, and functionality*

- **Objective 2** – Explore ways to support members' public communication on nutrients and other issues.

*Developed BACWA infographic on nutrients and the algal bloom. Launched new communication initiative to provide education on the value of wastewater in general, and on nutrient removal specifically. Conducted press tours to promote earned media coverage, and hosted tours for NGO partners.*

- **Objective 3** – Support justice/equity/diversity/inclusion in both wastewater workforce development and community engagement efforts.

*Contributed to Bruce Wolfe Memorial Scholarship to provide scholarships to students from backgrounds that are underrepresented in the Clean Water field. Worked with SFEP to consider next steps in equity in wastewater.*

## **Strategy 3 - Provide forum to hear all member voices.**

- **Objective 1** – Conduct outreach to all members to inform them about opportunities for participation via committees and other events.

*Conducted outreach to individual agencies to inform them about opportunities for engagement, especially pertaining to the nutrient watershed permit.*

- **Objective 2** – Ensure that each member agency is knowledgeable about and engaged in negotiations on the 3rd Nutrient Watershed Permit so that BACWA's position reflects the interests of our members.

*Provided a general forum for discussion on the 3rd Nutrient Watershed Permit via the Nutrient Strategy Team, and conducted permitting outreach via discussion with member agency managers.*

- **Objective 3** – Provide forums and opportunities for information-sharing among members on issues of importance.

*Used Google Group for BACC member agencies to discuss the impacts of chemical shortages as well as other chemical supply issues as they arise. Co-hosted a meeting on workforce development with BACWWE.*

- **Objective 4** – Use technology to maximize member participation in committee meetings.

*Began hosting hybrid Executive Board meeting meetings. Recorded Annual Meeting and posted proceedings online.*

#### **Strategy 4 - Provide support for Projects of Special Benefit to assist membership.**

- **Objective 1** – Continue to support the Bay Area Biosolids Coalition (BABC).

*BACWA provided administrative support to BABC, and acted as a liaison between the coalition and BACWA members who are not part of the coalition when issues of common concern arose. Began discussions about how to incorporate BABC as a BACWA committee.*

- **Objective 2** – Continue administration of the Bay Area Chemical Consortium (BACC).

*Continued support of BACC. Provided venue for communication between members and with suppliers when supply chain issues and other problems arose.*

- **Objective 3** – Support Bay Area Consortium for Water/Wastewater Education (BACWWE) as they transition to a scholarship-based system and continue collaboration with BAYWORK.

*Provided administrative and communications support for BACWWE. Worked with leadership to develop RFP for program support to increase the impact of the project.*

- **Objective 4** – Consider any new requests for BACWA support based on members' benefits and potential costs to BACWA.

*Provided BACWA advance funding for CASA 2-step process for quantifying air toxics.*

## **GOAL 5: PRACTICE GOOD GOVERNANCE**

### **Strategy 1 - Ensure BACWA Policies and Procedures conform to applicable laws and best practices.**

- **Objective 1** – Regularly review and update BACWA Policies and Procedures.

*Reviewed BACWA Policies.*

***Strategy 2 - Enhance fiscal transparency.***

- **Objective 1** – Work with EBMUD to improve readability and transparency of treasurer's reports in Executive Board Packet.

*Worked with EBMUD to provide transparent treasurers reports.*

- **Objective 2** – Continue to update budget 5-Year Plan to ensure BACWA can develop its financial goals and has capacity for future initiatives to meet the objectives of the Strategic Plan.

*Provided 5-year planning update as part of budgeting process, incorporating different target reserve alternatives and nutrient surcharge assumptions.*

- **Objective 3** – Continue to practice internal controls on chain of custody to enhance transparency and security of authorizations and invoice approval process.

*Continued implementing a chain of custody system that meets our needs for reliability and transparency. Provided timely information to audit through EBMUD.*