



# BACWA Strategic Plan

March 6, 2009

## BACWA's Mission

Through leadership, service and advocacy for its members, BACWA provides an effective regional voice for the clean water industry's role in stewardship of the San Francisco Bay environment.

## BACWA's Core Values and Commitments

- › Use the best available knowledge, including scientific/technical information
- › Support regulatory compliance by members
- › Promote stewardship of the Bay Environment
- › Seek regional solutions and promote regional collaborations and partnerships
- › Conduct business in an open and transparent manner
- › Ensure prudent use of financial resources
- › Provide services which are valuable to members

## Goals That BACWA Strives to Support and Achieve

1. Members are knowledgeable about critical issues and activities
2. Members are in compliance with applicable rules and regulations
3. Effective collaborative partnerships for regional environmental benefit are established
4. An integrated approach to a healthy Bay is promoted, emerging issues are identified, and effective solutions are developed
5. Stakeholders are aware of BACWA and its members' achievements and role in the stewardship of the Bay
6. Members value and actively participate in BACWA activities

## 1. Members are knowledgeable about current critical issues and activities

**Strategy 1:** Provide timely regulatory and technical information to members about regional air quality, biosolids and water quality (and quantity) issues.

**Objective 1:** *Committee members and BACWA members are informed on a regular basis about priority issues and concerns which impact either current or future compliance, management, or funding options.*

**Strategy 2:** Develop policy and technical information which addresses priority issues and supports BACWA’s advocacy and partnership activities.

**Objective 1:** *There is clarity and agreement within the POTW, scientific, NGO and regulatory community regarding the source and impacts of nutrients in the San Francisco Bay.*

**Objective 2:** *BACWA develops an understanding of the issues associated with the diversion of dry weather urban runoff to POTWs.*

## 2. Members are in compliance with applicable rules and regulations

**Strategy 1:** Support members to achieve compliance with regulatory requirements. Priority areas identified include issues associated with TMDLs and Basin Plan Amendments, NPDES permits and pollution prevention, water recycling and water resources, Water Quality Standards, wet weather (including collection system issues), Biosolids, and climate change.

**Objective 1:** *Ongoing and upcoming policy and regulatory issues have been identified and are understood, and advocacy positions have been prepared.*

**Objective 2:** *Common issues associated with assuring/demonstrating compliance by BACWA members have been identified, and joint actions to support compliance have been initiated.*

## 3. Effective collaborative partnerships for regional environmental benefit are established

**Strategy 1:** Establish and expand ongoing communication, coordination and cooperation with the agencies that regulate members with regard to rulemaking, regional compliance issues and emerging environmental challenges.

**Objective 1:** *BACWA identifies and helps develop a common understanding of the mutual priorities of BACWA and the Water Board.*

**Objective 2:** *Through cooperation with the Water Board and EPA, BACWA effectively participates in the Basin Plan amendments and triennial reviews of the Basin Plan.*

**Strategy 2:** Establish partnerships with universities or other research institutions to develop collaborative approaches to issues of importance to members.

**Objective 1:** *SFEI, ASC, and Bay area universities are valued research institutions that collaborate with BACWA to enhance knowledge on Bay-wide environmental issues and watershed priorities.*

**Strategy 3:** Establish partnerships with other dischargers to the Bay, water resource users, NGOs and community groups to develop an understanding of common interests and how to work together.

**Objective 1:** *BACWA understands the interests and positions of WSPA, BASMAA and NGOs on environmental issues and develops partnerships as appropriate.*

**Objective 2:** *San Francisco Bay IRWMP and BACWA work together to maximize grant funding for priority projects.*

#### 4. An integrated approach to a healthy Bay is promoted, emerging issues are identified, and effective solutions are developed

**Strategy 1:** Develop proactive solutions and approaches for emerging issues to support BACWA's mission and goals in relevant legislative and regulatory efforts.

**Objective 1:** *The vision of an integrated approach to a healthy Bay has been articulated, the appropriate roles and responsibilities of clean water agencies for that vision have been identified, and how clean water agencies' investments can contribute to that vision has been offered.*

**Strategy 2:** Identify and understand emerging common issues for BACWA members, such as those associated with climate change, treatment and discharge responsibilities, infrastructure needs and financial obligations.

**Objective 1:** *Members understand the wastewater and relevant drinking water-related infrastructure needs for the region, including the investments necessary to address them.*

**Objective 2:** *BACWA explores the potential synergies of meeting the infrastructure and financial needs of clean water agencies through regional collaboration.*

**Objective 3:** *The potential impacts of climate change on BACWA members are understood and measures to mitigate and support adaptation to these impacts are advanced.*

#### 5. Stakeholders are aware of BACWA and its members' achievements and role in stewardship of the Bay environment

**Strategy 1:** Communicate achievements of member agencies and build confidence in their and BACWA's commitment to stewardship.

**Objective 1:** *The record of members' compliance with regulatory requirements is understood, appropriate rewards and recognition are pursued and commendations received are communicated to stakeholders.*

**Objective 2:** *Regulatory agencies and stakeholders recognize BACWA and members' commitment and contributions to a healthy San Francisco Bay.*

## 6. Members value and actively participate in BACWA activities

**Strategy 1:** Improve communication capability and operational capacity across all committees, programs and issues.

**Objective 1:** *Members are informed about BACWA activities in a routine and timely manner.*

**Objective 2:** *Committees are capable of consistent and reliable communication with their members and the overall BACWA membership.*

**Strategy 2:** Provide administrative, legal and other support to projects or programs that provide significant net benefit to members.

**Objective 1:** *Requests for BACWA support are considered and decided upon by the Board based on consistent criteria that recognizes both members' potential direct benefits and possible administrative and other costs to BACWA.*

**Strategy 3:** Communicate with and engage members to maintain their commitment to BACWA.

**Objective 1:** *Members receive value through internal BACWA coordination, participation and collaboration on issues of regional importance.*

**Objective 2:** *Members increase staff engagement with BACWA and share responsibility for the leadership and the work of the committees.*