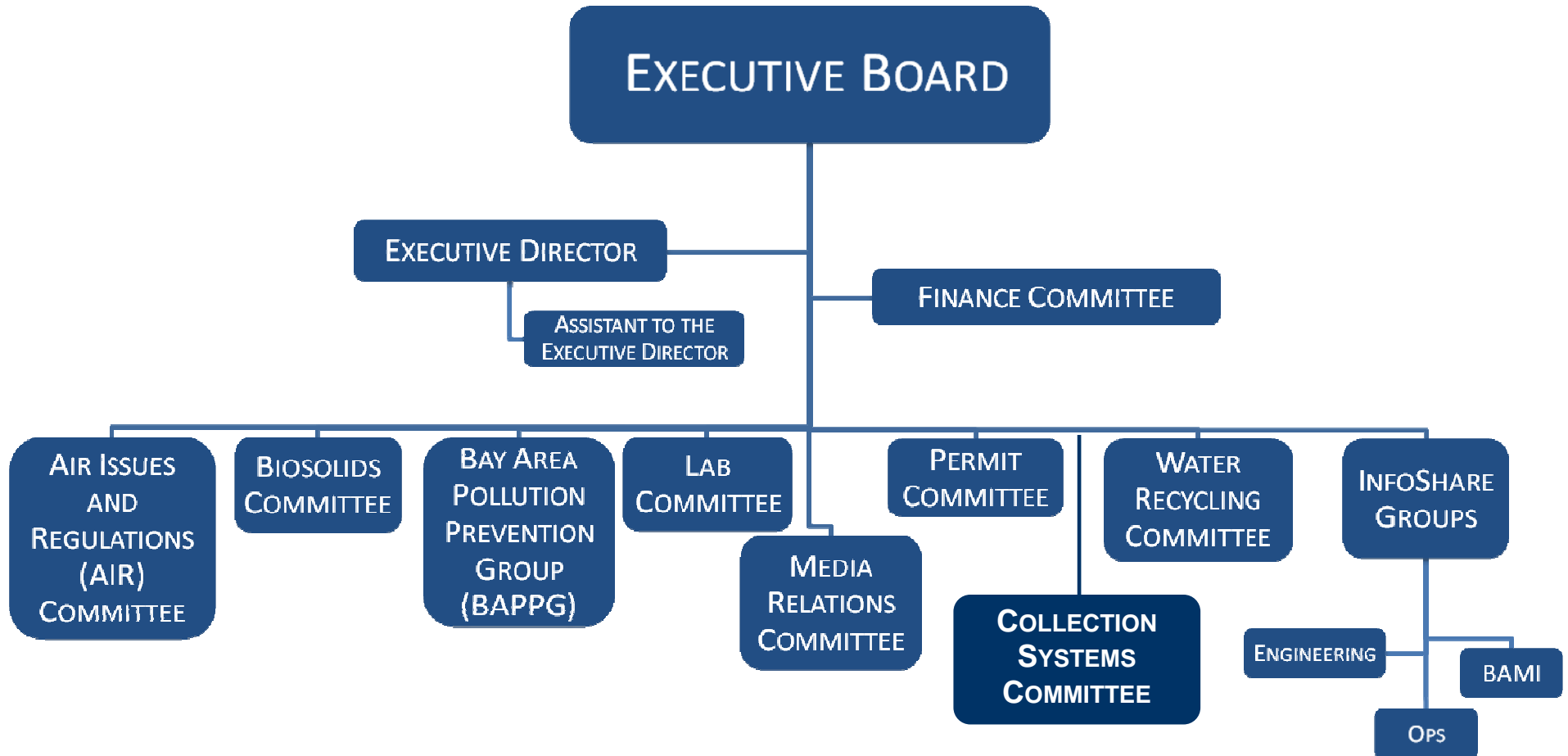


# BACWA ORGANIZATIONAL CHART



# BACWA DECISION PROCESS

**Issue Identified and Raised**

- Proposal from Committee directly to Board or to Executive Director
- Executive Director proposes to Board
- Board Member or full Board raises the issue

**Executive Board**

**Position or Approach**

**Position on Policy Regulation**

**Proposal for Consult Support**

**Comment Letter on Draft Permit**

**Discussion Item or Issue Summary**

**Board Action Request on the Agenda for Position**

**Executive Director Signature**

**Item on Board Agenda**

**Board Approval**

**Final Letter Submitted and Posted**

**Notice and Completed Actions**

**Website**

Strategy	Objective	Actions that Accomplish the Objective	How the Action is Accomplished	Lead Responsibility	Resources	Target Completion Date	
<b>Section A: Priority BACWA Objectives for FY 2009 - 2010</b>							
Goal 1: Members are knowledgeable about 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.	Bi-monthly electronic newsletter to full membership	ED and AED prepare and send out electronically to all members	ED	72 hours annually for ED and 24 hours annual for AED and \$5,000 set up electronic format	8/1/2009 for first newsletter and then ongoing
			Committee Chairs meet together regularly and Board and Committee Chairs meet regularly	Quarterly Committee Chairs meetings; twice annually special meetings of Board and Committee Chairs	ED		7/1/09 and then ongoing
			Implement a process so the Board is kept informed of priority issues to decide BACWA positions, whether internal (strategic positions) or external (official positions).	Work with BACWA members/committees to bring issues which are ready for consideration and Board decision-making to the Board in a timely manner.	ED		7/1/09 and then ongoing
Goal 1: Members are knowledgeable about critical issues and activities	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 on the data and assumptions regarding the source and impacts of nutrients and in the San Francisco Bay.	Participate in CalFed IAEGroup on ammonia and POD	Participation from M Connor and hire expert scientists for support	M Connor	\$10,000 for scientists; 20 hrs ED; 8 AED; 40 for Board including M Connor	7/1/09
			Develop data sheet for effluent nutrients from all BACWA members and prepare a white paper on the issues for the different segments of the San Francisco Bay.	Engage the scientific and regulatory community, and other key stakeholders	Ammonia Workgroup and Lab Committee	\$20,000	6/1/10

Strategy	Objective	Actions that Accomplish the Objective	How the Action is Accomplished	Lead Responsibility	Resources	Target Completion Date
Goal 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) and climate change.  Objective 1: Ongoing and upcoming policy and regulatory issues have been identified and are understood, and advocacy positions have been prepared.	Develop a TMDL/Basin Plan strategy which accounts for PCB; Se; Bacteria; SQOs ;	TMDL Workgroup; ED and Consultant Support	ED and lead Signatory Agency staff person	\$200,000 to \$300,000 for experts consultants; 180 hrs ED; 90 hrs Board; 30 hrs for AED and 30 hrs Workgroup	Ongoing
		Develop issues summaries and position papers for BACWA Membership				
		Develop a permits strategy and foster understanding of CIWQS.	Develop a process and engage appropriate experts to ensure that full engagement in permits process	Permit Committee and Executive Director (with consultant and legal support)	\$40,000 for consultant; 24 for ED; 12 for AED; 60 for Board and 84 for Chair	
		Develop a Collection System waste discharge strategy	Committee participation and BACWA comments to ensure that BACWA's regional issues are incorporated into the revision to the Waste Discharge requirements.	Collection System Committee and the Executive Director	6 ED; 4 AED; 10 Board; 40 Chair	6/30/10
		Develop a private sewer lateral strategy	White paper and advocacy strategy on a model private sewer lateral program	Collection System Committee and the Signatory member Champion	\$14,000 consultant; 6 ED; 6 AED; 10 Board; 8 Chair and 32 champion	6/30/10
		Develop a White Paper on collection system spills reporting and enforcement position	White paper and communication with WB and NGOs to review the collection system spill reporting process and data and reporting procedures from across the state, and 1) examines why the SF Bay Region has a higher spill rate than the rest of CA and 2) determine appropriate changes in the reporting method and/or improvements in the spill rate.	Collection System Committee and Champion from Signatory Agency	\$20,000 for consultant; 10 for ED; 20 AED; 80 for Com Chair	11/9/09
		Develop overarching Collection System visions for BACWA and align and engage the WB and other stakeholders	Roll up the work on WDR, reporting and private laterals into an overarching strategy in a workshop setting with a facilitator and the WB	ED; technical consultant and facilitator	20,000 for a facilitator; 24 hrs for the ED; 15 hrs for Committee Chair and 40 hrs for the Board; 10 hrs for the AED	6/30/10
		Develop a strategy for Hg watershed permit	Consultant support and outreach for programs to ensure final compliance with the Mercury Watershed Permit (expected by March 2012), including dental amalgam and risk reduction communication.	BACWA Board and Permit Committee with consultant support		
Ensure broad discussion within the membership on the impacts of AB 32 on members (from both an air emission perspective and a planning, operations and design perspective.	Workshop from AIR; support of statewide coordinator or advocate for climate change issues	AIR	\$40,000	6/30/10		

	Strategy	Objective	Actions that Accomplish the Objective	How the Action is Accomplished	Lead Responsibility	Resources	Target Completion Date
Goal 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.	Engage all levels of WB (staff and Board) in meetings and communication	Regular meetings with EO and Board; Invite WB staff to Pardee; ED attends WB Board meeting regularly;	BACWA Board; Committees invite WB staff regularly	48hrs ED; 60 hrs Board; 21 hrs Com Chairs	6/1/10
			Priority projects are identified and budget; schedule and lead are agreed	Follow-up meetings which review scope, schedule, budget and lead and MOU	ED	32 hrs ED; 10 hrs Board	
Goal 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.	Develop an agenda and assess the investments and disinvestments needed to implement members' share of the agenda, and advocate in all relevant forums.	Agenda development	BACWA Board	45 hrs ED; 30 hrs Board; 21 hrs Comm Chair	6/30/10
Goal 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.	Highlights upcoming meetings and events, and key decision or due dates for BACWA products and upcoming regulatory actions.	Master calendar on website	ED and AED	\$20,000 web site maintenance and population; 10 hrs ED; 40 hrs AED	ongoing
			Implement a business process/information management strategy to ensure BAWCA members and committees are able to focus on value-added activities.	Conduct a needs and capabilities assessment and make recommendations for technology and/or administrative adjustments to current practice.	BACWA Executive Director with consultant support.	\$12,000 for needs assessment and development of recommendations	12/31/09
Goal 6: Members value and actively participate in BACWA activities.	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 benefits and possible administrative and other costs to BACWA.	Discuss the possible benefits, assess the costs and provide ways to mitigate these costs to BACWA for proposals seeing BACWA support.	Implement the approved criteria	BACWA Board and champion of each proposal		9/30/09

Strategy	Objective	Actions that Accomplish the Objective	How the Action is Accomplished	Lead Responsibility	Resources	Target Completion Date	
<b>Section B: Other BACWA Objectives</b>							
Goal 1: Members are knowledgeable about critical issues and activities	Strategy 2: Develop policy and technical information which addresses priority issues and supports BACWA's advocacy and partnership activities.	Objective 2: BACWA develops an understanding of the issues associated with the diversion of dry weather urban runoff to POTWs.	Develop an issue paper and checklist on stormwater diversion	Develop paper with stakeholder input	EBMUD manages consultant with other input	\$80,000 for consultant; 30 hr ED; 10 hrs for AED; 40 hrs for Board and 20 hrs for a workgroup	10/9/09
			Issue a paper on nutrients and ammonia	Engage the scientific and regulatory community, and other key stakeholders	Contractor with other input	\$80,000 for scientists; 25 for ED; 8 for AED; 24 for Mike Connor	6/10/09
Goal 2: Members are in compliance with applicable rules and regulations	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.	Review priorities and plans for RMP and provide guidance through POTW representatives	Quarterly discussion of RMP at Board meeting and invite TRC and Steering Committee Members; include Meg Sedlak	ED and Chair	20 hrs ED; 20 hours Board; 16 hrs for reps to RMP and SFEI	ongoing
				Develop opportunities for SFEI staff to provide technical expertise as consultants for BACWA projects	Review list and negotiate with SFEI	ED and Chair	12 hrs for ED; 4 hrs for AED; and 8 hrs for Board
Goal 2: Members are in compliance with applicable rules and regulations	Strategy 3: Establish partnerships with other dischargers to the Bay, water resource users, NGO's and community groups to develop an understanding of common interests and how to work together.	Objective1: BACWA understands the interests and positions of WSPA, BASMAA and NGOs on environmental issues and develops partnerships as appropriate.					
Goal 2: Members are in compliance with applicable rules and regulations	Strategy 3: Establish partnerships with other dischargers to the Bay, water resource users, NGO's and community groups to develop an understanding of common interests and how to work together.	Objective 2: San Francisco Bay IRWMP and BACWA work together to maximize grant funding for priority projects.	Water Recycling Committee revises the projects for an updated IRWMP	All members of the committee submit updates to consultant for new chapter	Water Recycling Committee	\$20,000 for consultant; 8 hrs ED; 4 hrs AED; 5 hrs Board; 20 hrs Com Chair	6/30/09
				BACWA provides minimal funding support and participation from Water Recycling Committee to complete revised IRWMP for Prop 84 funding	Participation in 4 way agreement and attendance at Coordinating Committee	Water Recycling Committee and Brian Campbell	\$25,000 participation donation; 2 hrs ED; 2 hrs AED; 5 hrs Board; 28 hrs Com Chair and Brian Campbell
Goal 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 2: Through cooperation with the Water Board and EPA, BACWA effectively participates in the Basin Plan amendments and triennial reviews of the Basin Plan.	Review existing data and scientific literature for bacterial standards to the regulatory agencies.	Communication and Technical Support as appropriate	Arleen Navarret and Phil Bobel	\$40,000 support WB; 15 hrs ED; 6 hrs AED; 20 hrs Board; 20 hrs workgroup	4/1/11
Goal 4: An integrated approach to a healthy Bay is promoted, emerging issues are identified, and effective solutions are developed.	Strategy 1: 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.	Survey CIP/Master Plans and other data sources	Survey and compilation of results	Engineering InfoShare Group	\$8,000 Consultant; 16 hrs ED; 12 hrs AED; 10 hrs Board; NQ for other	4/1/09
Goal 4: An integrated approach to a healthy Bay is promoted, emerging issues are identified, and effective solutions are developed.	Strategy 1: 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 2: BACWA explores the potential synergies of meeting the infrastructure and financial needs of clean water agencies through regional collaboration.	Advances a regional as well as jurisdiction-by-jurisdiction commitment to sufficient capital investment.	White paper and communication strategy	ED and Signatory Member Champion	\$30,000 consultant; 38 hrs ED; 15 hrs AED; 15 Board; 20 for workgroup	1/1/10

Strategy	Objective	Actions that Accomplish the Objective	How the Action is Accomplished	Lead Responsibility	Resources	Target Completion Date
Goal 4: An integrated approach to a healthy Bay is promoted, emerging issues are identified, and effective solutions are developed.	Strategy 1: 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 3: The potential impacts of climate change on BACWA members are understood and measures to mitigate and support adaptation to these impacts are advanced.	BACWA supports broadening of CWCCG to ensure that all climate change issues are covered and integrated into Tri-Tac InfoShare approach	Proposal to BACWA membership to continue support of CWCCG and BLOG	ED and AIR Chair	40 hrs ED; 6 hrs AED; 20 hrs Board; 40 hrs Comm Chairs 6/30/10
Goal 5: Stakeholders are aware of BACWA and its members' achievements and role in the 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.	Members keep BACWA informed of performance achievements and rewards received.	Direct communication with AED	BACWA Members and AED	16 hrs AED 6/30/10
			BACWA announces awards.	BACWA communication materials and at the Water Board public comment periods semi annually	BACWA Executive Director	\$7,000 for communication consultant; 4 hrs ED; 24 hrs AED; 5 hrs Board 6/30/10
Goal 5: Stakeholders are aware of BACWA and its members' achievements and role in the stewardship of the Bay environment.	Strategy 1: Communicate achievements of member agencies and build confidence in their and BACWA's commitment to stewardship.	Objective 2: Regulatory agencies and stakeholders recognize BACWA and members' commitment and contributions to a healthy San Francisco Bay.	Communication between BACWA, regulatory agencies and stakeholders on the Monthly WB/BACWA meeting various partnerships, joint efforts and mutual with EO and senior staff of WB; engagements.	Communication between BACWA and stakeholders on the various partnerships and joint efforts	BACWA Executive Director	50 hrs ED; 72 hrs Board 6/30/10
			Regular face to face communication, op eds and journal articles	BACWA ED, consultants and leadership	\$25,000 for media consultant; 30 hrs ED; 14 hrs AED; 24 hrs Board; 6/30/10	
Goal 6: Members value and actively participate in BACWA activities.	Strategy 1: Improve communication capability and operational capacity across all committees, programs and issues.	Objective 2: Committees are capable of consistent and reliable communication with their members and the overall BACWA membership.	Develop an operational strategy and protocols for the committees, improve the BACWA website, and deploy additional information technology tools (e.g. SharePoint, wikis).	Operational strategy and protocols, website improvements, explore options and deploy new tools.	BACWA Executive Director with consultant support.	\$10,000 new software and set up; 28 hrs ED; 40 hrs AED 9/30/09
Goal 6: Members value and actively participate in BACWA activities.	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.	Ensure the needs of BACWA members drive the Board's priorities and the work of the Committees.	Incorporate the results of the annual survey into annual planning.	BACWA Board and Executive Director	\$6,000 Consultant; 12hrs ED; 4 hrs AED; 7 hrs Board 12/31/09
			Focus on value proposition to members	Report at Annual Meeting and via BACWA Annual report which would accompany dues invoice	ED and Board	\$10,000 for annual report; 20 hrs ED; 5 hrs AED; 16hrs Board; 20 hrs Comm Chairs 4/1/2009 and 4/1/2010
Goal 6: Members value and actively participate in BACWA activities.	Strategy 3: Communicate with and engage members to maintain their commitment to BACWA.	Objective 2: Members increase staff engagement with BACWA and share responsibility for the leadership and the work of the committees.				

## **BACWA DOCUMENTS AND EVENTS**

The following list contains definitions and examples of the types of documents and events that BACWA uses to generate and communicate information, positions, and decisions with its membership.

### **Issue Summaries**

- 2-3 pages in length
- Provides a brief description of the issue
- Allows for a common understanding and alternative approaches to the issue
- Generated by Committee Chairs, Workgroup Leads or the Executive Director

### **Position Paper**

- 2-4 pages in length
- Defines the desired result, approach and position on each position
- Allows for agreement by the Board and communication to members
- Generated by Committee Chairs, Workgroup Leads or the Executive Director
- Example: *2.1.1: Develop a private sewer lateral strategy (2010 Business Plan)*

### **Program Strategy/Procedure**

- Defines the approach to how and why BACWA engages and collaborates, and the desired results
- Generated by the Executive Director working with Committee Chairs, as well as champion agencies
- Example: *2.1.1. Develop a TMDL/Basin Plan strategy (2010 Business Plan)*

### **Issue Paper**

- Up to 20 pages in length
- Contains a review of all the literature and knowledge on an issue, and provides a summary for common understanding; may also provide alternate approaches
- Generated by Committee Chairs, Workgroup Leads or the Executive Director (most often, BACWA hires a consultant to develop issue papers)
- Example: *2.2.2 Sewer Spill Reporting (2010 Business Plan)*

### **Board Action Requests (BAR)**

- Defines action for the Board: how action is funded, whether funds are available, the purpose of action, and alternatives to action
- Generated by the Project proponent in coordination with the Executive Director (all BARs are reviewed by the Assistant Executive Director and the Executive Director)

### **Newsletters**

- Provides regular updates to members on the current status of BACWA activities and what is coming on the horizon
- Generated by the Executive Director with the support of Committee Chairs, the Assistant Executive Director, and expert technical consultants
- The 2010 Business Plan calls for a bi-monthly electronic newsletter (*1.1.1 Bi-monthly electronic newsletter*)



## **E-Blasts (e-mail)**

- From BACWA Executive Director to the full BACWA membership
- Alerts to ask for action or to provide quick information about action taken recently
- Generated by the Executive Director

## **Special Studies (e.g. compile effluent data, review lab protocols)**

- Provides a regional view, approach or understanding of a particular issue, concern, pollutant or process
- Generated by Committee Chairs, Project or Issue Champions, or the Executive Director, with the support of expert consultants
- Example: *1.2.1 Develop data sheet for effluent nutrients from all BACWA members (2010 Business Plan)*

## **Workshops and Large Member Meetings**

- Provides current information/approaches for a full membership or sub-population of the membership
- Includes regular annual members meetings and special planning meetings such as Pardee Technical Seminar and Orinda meetings
- Organized and led by Committee Chairs, the Executive Director, and the Assistant Executive Director
- Examples (2010 Business Plan):
  - *2.1.1 Workshop from AIR on AB-32 reporting;*
  - *4.1.1 Develop an agenda and assess the investments and disinvestments needed to implement members' share of the BACWA agenda*

## **Water Board/BACWA Meetings**

- Regular meetings to develop collaborative projects, studies and approaches
- Joint communication helps ensure there are no surprises for either group
- The BACWA Executive Director prepares the agenda and schedules the meetings in collaboration with the Water Board
- The 2010 Business Plan calls for these regular meetings (*3.1.1 Regular meetings with EO and Board*)

## **Committee Meetings**

- Regular meetings called by Committee Chairs to share information, and to develop positions and approaches to take to the BACWA Executive Board
- Organized and led by Committee Chairs with support from the Assistant Executive Director as well as website and communication devices
- The 2010 Business Plan proposes a master calendar to improve communications about these meetings (*6.1.1 Master calendar on website and procedures to improve communication across Committees and members*)

## **Executive Board Meetings**

- BACWA Executive Board meets regularly to adopt budgets, approve contracts, and agree on positions and approaches to issues (in keeping with the Joint Powers Agreement, which requires that the BACWA Executive Board take action on programs of general interest or programs of special interest)
- Executive Director works with the Chair of the Executive Board to propose a draft agenda, which is circulated to the full membership and revised prior to posting on the BACWA website 72 hours in advance of the meeting (the Board information packet is also posted on the website)