

2020 STRATEGIC PLAN

Bay Area Clean Water Agencies

Updated January, 2022

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** – ~~Establish a~~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.
- **Objective 2** – ~~Solicit and Continue to~~ contract consultant support for review and interpretation of NMS Work Products and review of the Assessment Framework process.
- **Objective 3** – Convene BACWA’s Nutrient Strategy Team to plan BACWA position on 3rd Nutrient Watershed Permit.
- **Objective 4** – ~~Ensure~~Plan financial contributions to the NMS ~~will~~to optimize scientific study workflow.

Strategy 2 – Advocate for air regulations based on science.

- **Objective 1** – Meet ~~frequently~~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 ~~short-lived~~ climate pollutants and air toxics.
- **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.

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

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.

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

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.
- ~~Objective 2 – Work with Regional Water Board to adopt a blanket permit amendment to incorporate the Chlorine Residual Basin Plan Amendment into NPDES Permits.~~
- **Objective 23** – Work with regulators to reduce low value required monitoring to enhance funding for RMP CEC studies.

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.
- **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 reuse strategies, and exploration of other resource recovery 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.
- **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.

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

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

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.
- **Objective 2** – Identify and establish collaborations to implement integrated approaches to sea level rise adaptation.
- **Objective 3** – Identify and implement effective pollution prevention strategies in partnership with regulators and partners.
- **Objective 4** – Work with members and other regional entities to maximize grant funding for projects benefiting the region.

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

- **Objective 1** – Provide membership with information on technology pilot opportunities.
- **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.
- **Objective 3** – Support existing coalitions and agencies that are pursuing regional solutions to challenges impacting the San Francisco Bay clean water community.

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.
- **Objective 2** – Continue to support and report compliance with the Mercury/PCB and Nutrient Watershed Permits.
- **Objective 3** – Engage with regulators on behalf of individual member agencies when issues of regional importance arise.
- **Objective 4** – Coordinate regional solutions to comply with new Environmental Laboratory Accreditation Program (ELAP) regulations.
- **Objective 5** – Support members' biosolids programs via data-gathering, reporting, and information exchange related to biosolids management.

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

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

- **Objective 1** – Provide support for pollution prevention messaging to the public via BAPPG.
- **Objective 2** – Explore ways to support members' public communication on nutrients and other issues.
- **Objective 3** – Support justice/equity/diversity/inclusion in both wastewater workforce development and community engagement efforts.

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.
- **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.
- **Objective 3** – Provide forums and opportunities for information-sharing among members on issues of importance.
- **Objective 4** – Use technology to maximize member participation in committee meetings.

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

- **Objective 1** – Continue to support the Bay Area Biosolids Coalition (BABC).
- **Objective 2** – Complete transition of Continue administration of the Bay Area Chemical Consortium (BACC) ~~from DSRSD.~~

- **Objective 3** – Support Bay Area Consortium for Water/Wastewater Education (BACWWE) as they transition to a scholarship-based system and continue collaboration with BAYWORK.
- **Objective 4** – Consider any new requests for BACWA support based on members' benefits and potential costs to BACWA.

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.

Strategy 2 - Enhance fiscal transparency.

- **Objective 1** – Work with EBMUD to improve readability and transparency of treasurer's reports in Executive Board Packet.
- **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.
- **Objective 3** – Continue to [improve-practice](#) internal controls on chain of custody to enhance transparency and security of authorizations and invoice approval process.