



EBDA Strategic Plan

Adopted September 21, 2023

Mission

East Bay Dischargers Authority is a Joint Powers Agency of five local governments that efficiently and reliably manages the wastewater resources of one million East Bay residents and thousands of businesses to protect human and environmental health.

Vision

East Bay Dischargers Authority recognizes that wastewater management is the foundation of protecting and extending the health and wellbeing of our collective San Francisco Bay communities and wildlife habitat. We innovate and advance beneficial use of wastewater resources to support resilient, vibrant communities for the 21st century and beyond.

Goals and Objectives

1. **Regulatory Compliance:** Proactively meet or exceed regulatory requirements for protection of the environment and public health.
 - a. Represent EBDA and the Member Agencies' interests by preemptively engaging in development of emerging regulations and permits and advocating for reasonable, science-based decisions.
 - b. Maintain consistent compliance with EBDA's National Pollutant Discharge Elimination System (NPDES) Permit.
 - c. Ensure compliance with non-NPDES permits and regulatory requirements, including air quality and hazardous waste.
 - d. Continue our leadership in exceeding requirements where feasible to achieve our Vision of *protecting human and environmental health*.

CHAIR
Anjali Lathi
Union S.D.

VICE-CHAIR
Fred Simon
Oro Loma S.D.

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Castro Valley S.D.

COMMISSIONER
Bryan Azevedo
City of San Leandro

COMMISSIONER
Angela Andrews
City of Hayward

GENERAL MANAGER
Jacqueline T. Zipkin
LEGAL COUNSEL
Eric S. Casher

- e. Track and share scientific and regulatory developments related to emerging contaminants, and advocate for source control.
2. **Operations & Maintenance:** Ensure reliable operations & maintenance of the EBDA system to protect public health and the Bay.
 - a. Implement EBDA’s Asset Management Plan.
 - b. Proactively manage wet weather conditions.
 - c. Protect EBDA’s infrastructure, including the easement and force main.
 3. **Financial:** Develop financial strategies and practice sound fiscal management to ensure wise use of ratepayers’ resources.
 - a. Operate EBDA’s system efficiently.
 - b. Proactively manage expenditures to stay within adopted budget.
 - c. Identify and manage opportunities for revenue generation.
 - d. Secure grant funding for innovative projects.
 4. **Sustained Organization:** Sustain a functional, productive, resilient organization to ensure EBDA can strive to achieve its Mission and Vision.
 - a. Foster partnership between the Commission and staff to jointly achieve EBDA’s Mission and Vision.
 - b. Provide professional development opportunities and competitive pay and benefits to attract and retain high caliber staff.
 - c. Develop and implement succession plans for each staff role.
 - d. Partner with Member Agencies to augment staff resources.
 5. **Resilience:** Champion resilience for communities and the environment through regional leadership and advancing priority programs to support the Member Agencies in achieving their sustainability goals.
 - a. Promote the Member Agencies’ interests by furthering regional support for water recycling and “one water.”
 - b. Advance concepts for shoreline adaptation and climate resilience.

- c. Implement renewable energy where feasible and cost-effective.
 - d. Continually adapt disaster preparedness strategies.
 - e. Facilitate innovative brine management projects that leverage EBDA’s existing infrastructure.
6. **Internal Collaboration:** Expand cooperation among EBDA Member Agencies to improve economies of scale, reduce duplication of effort, and enhance each Agency’s capacity.
- a. Engage in proactive communication with Commission and Managers Advisory Committee (MAC).
 - b. Facilitate partnerships for joint projects and advancing new technologies through pilots.
 - c. Advance a joint Biosolids Management Strategy.
 - d. Provide a forum for training and sharing of best practices, including
 - i. Equitable and inclusive community engagement
 - ii. Technical information
 - iii. Business practices
7. **External Collaboration:** Collaborate with external stakeholders to build strong relationships for joint problem-solving and to expand EBDA’s and its Member Agencies’ reach.
- a. Provide industry leadership through active engagement with wastewater associations including Bay Area Clean Water Agencies (BACWA), California Association of Sanitation Agencies (CASA), California Water Environment Association (CWEA), and Water Environment Federation (WEF).
 - b. Partner with regulators to develop and implement permits and programs leading with science and lessons learned.
 - c. Represent wastewater through participation in regional associations such as East Bay Leadership Council, Bay Planning Coalition, Bay Area Climate Adaptation Network (BayCAN), San Francisco Estuary

Partnership (SFEP), and Coastal Hazards Adaptation Resiliency Group (CHARG).

- d. Support shoreline resilience through engagement in the Hayward Area Shoreline Planning Agency (HASPA) Technical Advisory Committee.
- e. Promote and share knowledge from research and technology innovation, including participation in Advanced Quantitative Precipitation Information (AQPI) Project, Regional Monitoring Program, Nutrient Management Strategy, and Water Research Foundation.
- f. Fund and promote Bruce Wolfe Memorial Scholarship to promote opportunities for underrepresented community members in wastewater technical fields.
- g. Develop a Communication and Engagement Plan with priorities for public education and outreach.
 - i. Engage through BACWA, non-governmental organizations (NGOs), and community-based organizations (CBOs) to ensure community input on regional wastewater issues.
 - ii. Serve as a regional liaison and assist BACWA on Regional Public Communication Strategy for relevant joint messaging and collateral development (e.g. flushing wipes).
 - iii. Facilitate collaborative legislative advocacy to secure funding for priority projects.
 - iv. Raise profile and celebrate our members' and EBDA's successes (e.g. CASA Awards program)