



# **Silicon Valley Clean Water**

**Sustaining Excellence**

**Five-Year Strategic Plan**  
2024-2029

# Silicon Valley Clean Water Strategic Plan 2024-2029

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# Strategic Plan

## Sustaining Excellence

2024-2029

In an environment where wastewater agencies are facing converging challenges, SVCW's unwavering commitment remains to its mission to protect public health and the environment by providing wastewater conveyance and treatment for reuse or disposal in a safe and sustainable manner.

SVCW is an agency where safety is inherent in everything we do; where we perform our work collaboratively and respectfully, seek innovative solutions, and demonstrate the highest technical and ethical standards.

Our Actions revolve around our **core priorities**:

### Safety



### Regulations



### Sustainability



## Emphasis

SVCW recognizes that, to maintain our excellence, proactive emphasis is needed. To meet this end, we take action on our core priorities:

**Safety:** All activities performed will keep safety as the top priority. Our front-line staff, management, and the Commission are committed to ensuring our strong safety culture is maintained.

**Regulations:** By holding the principle of ethics in the forefront, complying with laws and regulations comes naturally. This ensures stewardship of resources and natural environments entrusted by the communities we serve is maintained.

**Sustainability:** All endeavors require that they are envisioned with sustainability at their core. This translates to growing leaders within our high-performing workforce, seeking technological advancements, and maintaining our assets' functionality.

## Our Commitment to Sustaining Excellence

SVCW is a leader in the wastewater community and every action we take supports our leadership stance. Our ongoing strategy is to continually excel, to sustain our leadership role, and to meet looming challenges with unwavering commitment.

[svcw.org/sustainingexcellence](http://svcw.org/sustainingexcellence)

# Silicon Valley Clean Water Strategic Plan

## Sustaining Excellence

2024-2029

### INTRODUCTION

SVCW's Strategic Plan is a top-level planning document intended to communicate clear direction over all aspects of the agency. It serves as a framework for decision making over a five-year period and shapes what this agency plans to accomplish by matching a rational course of action with top agency priorities. It provides policy guidance for future Commissioners and Managers to ensure a sustainable business environment and is revisited annually for updates.

The Commission of SVCW represents the four member agencies that make up SVCW and is committed to working together to further the mission and priorities in this Strategic Plan.

### MISSION STATEMENT

SVCW protects public health and the environment by providing wastewater conveyance and treatment for reuse or disposal in a safe and sustainable manner.

### VISION STATEMENT

SVCW is an agency where safety is inherent in everything we do; where we perform our work collaboratively and respectfully, seek innovative solutions, and demonstrate the highest technical and ethical standards.

### SVCW PRIORITIES

Silicon Valley Clean Water's top priorities<sup>1</sup> are:

#### **Safety - - - Regulations - - - Sustainability**

1. All activities performed will keep safety as the top priority.
2. Regulatory compliance ensures stewardship of resources and natural environments entrusted by the communities served.
3. Sustainability (inclusive of all aspects) is a guiding principle for all endeavors.

### FIVE-YEAR STRATEGIC PLAN ELEMENTS

The Strategic Plan Elements consider SVCW's Mission, Vision, and Priorities; interconnected to create a holistic Plan. The following section outlines division and staff responsible for ensuring each priority of the agency is met.

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<sup>1</sup> Appendix expands on what each priority encompasses.

## Priority 1 – Safety

*Inherent in every action & decision, Safety is Always*

Pertinent Divisions	Primary Responsibilities	Secondary Responsibilities	Goals
All	All Staff	H&S Director, Manager	Have the best safety record in CA; measure by annual LTIR & EMR

## Priority 2 – Regulations

*SVCW operates under a myriad of regulations and laws, as follows:*

NPDES / Biosolids / Air Permit		
Primary Responsibilities	Secondary Responsibilities	Goals
Operations/COO	Engineering, Environmental Services, Laboratory, Maintenance	Meet all permit requirements; all reports submitted accurately, complete, and on time

Finances		
Primary Responsibilities	Secondary Responsibilities	Goals
Finance/CFO	Division Directors (Budget)	Meet all fiscal requirements; Meet debt reporting & coverage requirements, GASB, satisfy audit, Form 700s submitted

Laboratory Accreditation		
Primary Responsibilities	Secondary Responsibilities	Goals
Laboratory/ Authority Engineer	None	Maintain Accreditation; measure by ability to continue as a CA certified laboratory

<b>Capital Projects</b>		
Primary Responsibilities	Secondary Responsibilities	Goals
Engineering / Authority Engineer	None	Meet all legal requirements of capital projects, including EIR, public contract codes, permit requirements, contractual obligations.  Projects completed with no claims or lapse in ethics; no fraud or embezzlement.

<b>Labor</b>		
Primary Responsibilities	Secondary Responsibilities	Goals
Human Resources/SVCW Manager	All Management staff	Provide resources to management and staff required by law and Union MOU; No harassment claims, all required training provided

## Priority 3 – Sustainability

Foci of Sustainability is multi-faceted:

Staffing		
Primary Responsibilities	Secondary Responsibilities	Goals
Human Resources/ SVCW Manager	None	Meet succession planning requirements to ensure all SVCW staffing needs are met; measure by no vacancies over 6 months in duration

Fiscal Stance		
Primary Responsibilities	Secondary Responsibilities	Goals
Accounting/CFO	Division Directors (Budget)	Maintain adequate funding for all required agency spending needs, including labor, materials, and projects.  Pay bills accurately & on time.  Keep to 4% or less annual increase in budget

SVCW Assets		
Primary Responsibilities	Secondary Responsibilities	Goals
Maintenance/ COO	Engineering (Capital projects)	Maintain SVCW's assets in workable condition via preventive maintenance & proactive asset management system  Minimal breakdown of equipment: <ul style="list-style-type: none"> <li>• 100% uptime on process</li> <li>• 70% uptime on cogeneration</li> </ul>

**Process Improvements**

Primary Responsibilities	Secondary Responsibilities	Goals
Engineering/ Authority Engineer	Operations/COO	Consistently seek ways to improve the overall process of SVCW treatment facilities  Alternatives to Cogen Engines for power production  Fully utilize digester capacity  Identify innovative technologies

**Climate Actions & Effects**

Primary Responsibilities	Secondary Responsibilities	Goals
Engineering/ Authority Engineer	Division Directors	Ensure agency facilities are protected from sea level rise.  Investigate feasibility of horizontal levee for nutrients removal  Continue to make progress on and support Potable Reuse program

**Regulations & Legislative Advocacy**

Primary Responsibilities	Secondary Responsibilities	Goals
Senior Management	Division Directors	Proactively engage with regulators and legislators for the benefit of SVCW and all CA wastewater agencies  Sit on boards and committees to be influencers in any new regulations and legislation statewide



## LONG-TERM STRATEGIES

Recognizing that worthy endeavors take significant time for full implementation, the following strategies will be pursued over a 10- to 15-year timeframe. These include:

### Potable Water Reuse



### Energy Neutrality



### Potable Water Reuse

SVCW is partnering with San Francisco Public Utilities Commission and other local water distribution agencies for developing direct and/or indirect potable water. This endeavor began in 2016 and continues to make progress. The state of California adopted regulations for potable water reuse in December 2023 which provides the regulatory framework for an advanced water purification facility. These types of large water supply infrastructure projects take significant time to implement; the current schedule for delivery of water is calendar year 2039.

### Energy Neutrality

SVCW has made great strides in its energy management given that power use, along with chemical use, is the largest operational expense. Using renewable biofuel, SVCW's treatment facility produces electricity at an average of 70% of the facility's power use. Energy neutrality is within reach provided initiatives toward this end are pursued. One initiative currently active is expanding the agency's ability to receive organic waste from local solid waste processors. This will provide higher biofuel production. A necessary follow-on project will involve facilities to produce power with the additionally available biofuel. Staff anticipates energy neutrality is within the agency's reach in the long term.

## APPENDIX - DEFINITIONS

### **Safety Encompasses:**

- Culture of Safety – Ensure staff works safely
- Engineered solutions – to keep the workplace and work tasks safe
- OSHA, HazMat County, and Insurance Requirements

### **Regulatory Compliance Encompasses:**

- NPDES, Biosolids, and Air Permits, Industrial Pretreatment, HazMat
- Financial Statutes
- Laboratory Accreditation
- EIR Mitigations
- Employment Laws

### **Sustainability Encompasses:**

- Staffing – Adequate Number, Certifications, Competency, Succession Planning
- Fiscal Stance – Adequate finances to cover expenditures (labor, materials, projects, loans)
- SVCW Assets – Preventive Maintenance, proactive asset management
- Process Improvements – Energy Management, innovative technologies
- Climate Actions & Effects – in light of climate change, ensuring facilities are protected
- Regulations and Legislation Advocacy – Proactively engage with regulators and legislative actions.