



— WEST COUNTY
WASTEWATER

STRATEGIC PLAN

FY 2026 – 2030



A MESSAGE FROM THE GENERAL MANAGER

Andrew Clough
General Manager

As we come to the end of West County Wastewater's first five-year strategic plan, we reflect on the work that has been done to upgrade our infrastructure and strengthen our workforce.

Reviewing our accomplishments inspires us to keep moving forward at a steady and consistent pace – a method we've found success in.

With the leadership of WCW's Board of Directors, thoughtful internal leadership, and dedicated staff, we're able to look to our immediate future with high hopes and confidence, as this next 5-year plan reflects.

The WCW Strategic Plan is both a map for our future and a playbook for our organization. Although it doesn't include everything that we do, it aligns our strategic goals and objectives with our staff-inspired vision, mission, and values. It serves as an important guide to maintain focus on important and necessary investments and mark completed milestones as we pursue our vision.

Collectively, we've learned from our first plan, made the necessary adjustments, considered the natural changes occurring in our world, and are confident that this plan is reflective of WCW's current goals.

WHO WE ARE

West County Wastewater (WCW) is located in Richmond, California, within West Contra Costa County. Since 1921, WCW has been protecting the health of our community and environment by safely and responsibly collecting, treating, and repurposing wastewater while promoting environmental stewardship for the community.

At WCW, we believe community and environmental stewardship is about more than providing wastewater services – it's about working together to encourage healthy industry and environmental practices that keep our communities safe and will benefit ecosystems for generations to come.

At WCW, we...

- Serve 34,000 residences and 900 commercial and industrial businesses
- Operate and maintain 259 miles of gravity sewer pipelines, 17 lift stations, 6 miles of pressurized pipelines (force mains), and a 12.5 million gallons per day (mgd) capacity Water Quality and Resource Recovery Plant
- Treat wastewater for industrial reuse, while preserving our local drinking water supply
- Partner locally and regionally to maintain the sewer system and share best practices
- Test over 6,000 samples annually to ensure optimized operation and the safe treatment of water
- Maintain trained staff on-call 24/7 for emergencies

VISION

A regional leader championing environmental stewardship, resource recovery, innovative solutions, and community engagement.

MISSION

Protecting public health and the environment through sustainable wastewater collection and treatment while partnering to recover resources for the benefit of our community.

VALUES

Core values describe your organization's culture. They are the tenets you hold that describe the way you will achieve your vision and mission. Our philosophy is people over process.

TRUST: Starts with truth and ends with truth

SERVICE: Delivering value with humility, agility, and reliability

COLLABORATION: More than the sum of our parts

LEADERSHIP: Be an example that inspires others

ACCOUNTABILITY: If it is to be, it's up to me

SUSTAINABILITY: Securing what we have for what will be





STRATEGIC GOALS AND OBJECTIVES



Infrastructure Optimization

Adopt infrastructure maintenance and modernization strategies that maximize performance, reduce risk and ensure reliable service in collaboration with local, regional and national partners to further the mission of the District.

Objectives

- Mitigate community impacts in the design, construction, and maintenance of infrastructure.
- Incorporate personnel safety measures in the design, construction, and maintenance of infrastructure.
- Establish and strengthen inter-agency operating agreements and partnerships.
- Enhance redundancy and resiliency in operations.
- Increase financial investments in infrastructure.
- Implement coastal flood protection measures.
- Incorporate asset security in infrastructure design.



Environmental Leader

Be an environmental steward in our community through a commitment to reducing carbon emissions, maximizing resource recovery and energy production, minimizing environmental impact and making significant strides toward becoming a carbon net-negative enterprise.

Objectives

- Complete implementation and monitor the performance of the Clean and Green project.
- Operationalize and monitor the performance of the micro grid.
- Implement and report on the Climate Action Plan.
- Reduce effluent discharge by maximizing water reuse.
- Minimize waste generation from general operations and maximize beneficial reuse of biosolids.
- Transition toward zero-emission infrastructure.
- Identify strategies to limit the impact of emerging contaminants of concern.
- Reduce the risk of sewer spills associated with sewer laterals by implementing compliance measures.





Integrated Systems and Innovative Solutions

Identify and leverage information and data management systems to ensure responsible infrastructure management and promote an effective and innovative organization.

Objectives

- Update and maintain cybersecurity measures.
- Develop and implement an AI use policy.
- Optimize current systems for efficiency and effectiveness and ensure seamless integration of current and future systems.
- Leverage reliable data to inform decision-making.
- Ensure sufficient technical support and training for all staff.





Organizational Capacity and Development

Recruit, develop, inspire, and retain employees who embrace West County Wastewater's values and culture, while also providing a working environment that supports and rewards their efforts.

Objectives

- Foster an organizational culture of trust and respect.
- Ensure personnel safety.
- Develop and implement succession planning that incorporates individualized training and development.
- Reduce silos within the organization.
- Strengthen internal communication strategies.
- Update and improve performance evaluations.
- Establish realistic expectations of organizational capacity and responsibilities.





Fiscal Responsibility

Promote financial policies and practices that support sustainability, integrity, innovation, and fiscal responsibility.

Objectives

- Develop and implement a new sewer services rate plan.
- Update user fees.
- Identify, report, and document liabilities.
- Ensure wise and strategic use of debt.
- Maintain a robust reserve fund as a cushion for the future.
- Pursue external funding.
- Stabilize capital funding.
- Optimize uses of existing property assets.



Engagement, Partnerships, and Advocacy

Engage with the community, enhancing the image of West County Wastewater and building awareness of our role in keeping the community healthy.

Objectives

- Engage in state and federal legislative advocacy.
- Educate the community.
- Deliver regular presentations at local, regional, state and national conferences.
- Improve public awareness of the PIPES (Public Incentive Program for Efficiency of Sewers) Program.
- Partner with local agencies and stakeholders.
- Expand internships and mentorship programs.



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