

**CWEA
Committee Orientation
Packet**

**For the Governance
Year 2012 - 2013**



**California Water
Environment
Association**

7677 Oakport Street
Suite 600
Oakland, CA 94621



CWEA Committee Orientation Binder Contents

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1. Committee Tools

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- B. Key Events Calendar
- D. Basic Information—volunteer position descriptions and common acronyms
- E. Specialty Conference Calendar and Information
- F. Guidelines for Electronic Communications
- G. *E-Bulletin & Wastewater Professional Articles*

1. The Office

The CWEA headquarters office is located in Oakland, close to the Oakland Airport, just off Highway 880 (Hegenberger or Coliseum Exit). The address is:

CWEA
7677 Oakport Street, Suite 600
Oakland, CA 94621-1935

Phone: (510) 382-7800
Fax: (510) 382-7810
http://www.cwea.org

2. The Staff

- Executive Director: Elizabeth Allan, CAE, ABC
Executive Assistant: Victoria Rawson
Chief Financial Officer: Kevin Rogers
Director of Education & Training: Julie Taylor, CAE
Director of Member & Leader Services: Chris Lundeen, CAE
Finance Manager: Renu Pal, x 128
Senior Meeting Manager: Katrina Twaddell, x120
Communications & Membership Manager: Lola Dvorak
Certification Manager: Vivien Malig
Certification Services Coordinator: Elaine Fuller, x 119
Member & Leader Services Specialist: Latasha King
Education & Training Coordinator: Leslie Carino
Education & Training Coordinator: Serena Miller
Certification & Office Assistant: Teresa Montano

3. Website log-in and Membership Information (You must have cookies enabled)

- a. Online Access to membership, certification and registration services:
i. Customer ID: (Available on your membership card, certificate renewal reminder or, certificate renewal card.)
ii. Password: (last name, either all caps or mixed case)
(The CWEA database is transitioning from all-caps data format to mixed case.)

January

- New LS Officer Lists Due (for installations in February–April)
- SRC Meeting
- State Board Workshop & Meeting
- State Award Nominations Due to Office
- *E-Bulletin* Deadline
- *Wastewater Professional* Deadline
- Scholarship Application Deadline

February

- Bank Account Signature Cards Due
- P3S Annual Conference
- Awards winners due from State Committees

March

- New Committee Officer Lists Due (for appointments in April)
- *E-Bulletin* Deadline
- Board Reports Deadline

April

- Annual Budget, Work plan, and Reserve Fund Reports Due
- *Wastewater Professional* Deadline
- Annual Conference
 - Board Meeting
 - Annual Business Meeting—Election of Officers, Constitution amendments, Financial Report/Update, State of the Association
 - NRC, SRC, and Joint Regional Committee Meeting (determines LS Dues)
 - Training Coordination Committee Meeting

May

- Notification of Board Liaison assigned
- Updated State Board & Committee lists published
- Board Reports Deadline

June

- Awards Binders sent to local sections and committees (see binder for key dates)
- SRC Meeting
- Board Workshop and Meeting (annual budget approval)

July

- **Start of New Fiscal Year**
- NRC Meeting

August

- Awards and Installation Banquet Dates Due (banquets November–December)
- Annual Financial Statement/Report and Inventory Due
- *E-Bulletin* Deadline
- Board Reports Deadline

September

- Awards and Installation Banquet Dates Due
- Tri-State Conference
- NRTC
- Board Meeting
- NRC Meeting
- SRC Meeting
- Kirt Brooks Memorial Water Environment Scholarship Application Available

October

- New Officer & Committee Lists Due (for installations in November)
- Annual October Planning Meeting for LS, Com, Board, etc.
- Northern Safety Conference
- WEFTEC
- Board Nominations Due
- *Wastewater Professional* Deadline

November

- New LS Officer Lists Due (for installations in December)
- Local Section Bank Account Signature Cards Due (for officers changing in November)
- Proposals for new Programs, projects, and changes due

December

- NRC Meeting
- New LS Officer Lists Due (for Installations in January)
- Board Reports Deadline

You will find additional information and a good list of links to descriptions and explanations of position duties, events calendars, checklists and other tools on our website at: http://www.cwea.org/members/mlr_leader_localec.shtml

Volunteer Position Descriptions

President/Chair & Vice President/Vice Chair

- Annually review CWEA Constitution, Local Section Standing Rules & Affiliation Agreement and/or Committee Standing Rules
- Set Meeting Dates and Locations and Agendas, and with Secretary:
 - Notify Local Section Board/Committee Members
 - Notify state Board Liaison
 - Notify office
- Open and close the Local Section/Committee nomination process
- Ensure appointments are made for all Board positions, and the office is kept up-to-date on all positions and contact information for each, including:
 - Regional Committee Delegates
 - Training Coordination Committee
 - Membership Chair (in Local Sections)
 - Awards Chair
- Attend (or ensure delegates attend) all Regional Committee meetings
- Attend (or assign someone to attend) October Planning Meeting

Secretary

- Distribute minutes of meeting and agenda for next meeting (should be done no more than 30 days after meeting, and no less than two weeks prior to next meeting):
 - To each section Board member and/or Committee member,
 - To CWEA office, and
 - To state Board liaison
- Update calendar of activities
- A more complete

Treasurer

- Financial reports sent to CWEA office—see financial reporting binder for required monthly and annual reports, or obtain a new binder by contacting Renu Pal at rpal@cwea.org
- Deposit checks in Local Section accounts each month
- Send the non-member differential check to office (quarterly, monthly, or after event)
- Find more specific information at:
http://www.cwea.org/members/mlr_leader_localec_fr_frme.shtml

Director

- Attend all meetings
- Assist President/Chair as required
- Find more specific information at: <http://www.cwea.org/leadership>

Awards Chairs/Past Presidents

- http://www.cwea.org/members/mlr_leader_localec_at.shtml
- Review annual Awards Binder (sent in August)
- Distribute forms to agencies and other interested parties
- LS—Coordinate Awards Banquet, notifying office of date, time, and location of event
- Com—Review forms (April–May)
- Com—Review applications January–February

E-Bulletin/Wastewater Professional Contributor

- http://www.cwea.org/members/mlr_leader_localsec_pub.shtml
- Review due dates and submit articles and photos as appropriate
- Review articles submitted directly to the office as needed

Membership Chair (LS)

- http://www.cwea.org/members/mlr_leader_localsec_mt.shtml
- Reconcile current membership list with new list and check from office
- Provide Newsletter Editor with new member list for newsletter

Newsletter Editor

- http://www.cwea.org/members/mlr_leader_localsec_pub.shtml
- Update mailing list with information from Membership Chair
- Mail newsletter to section members, publication subscribers and office
- Share articles with CWEA members on *E-Bulletin* by sending them to ←---→

TCP Chairs (LS)

- <http://www.cwea.org/cert.shtml>
- Review study session hosting calendar (office and regional committees have them), and determine if your local section is scheduled to host
<http://www.cwea.org/pdf/leadership/TCPStudySession.pdf>

Training Coordinators and Professional Development Coordinators

- http://www.cwea.org/members/mlr_leader_localsec_dte.shtml
- Notify office of next training event for inclusion on calendar and training database (with # of Contact Hours for event & which vocations)
- Attend annual Training Coordination Committee Meeting (at the annual conference)
- Add event information to master calendar by emailing calendar@cwea.org.

Webmaster

- http://www.cwea.org/members/mlr_leader_localsec_pub.shtml
- Ensure office has up-to-date user name and password
- Make updates as necessary, maintain professional standards on website.

Common Acronyms

5S	Select Society of Sanitary Sludge Shovelers
ABC	Association Boards of Certification <i>OR</i> Accredited Business Communicator
AC	CWEA Annual Conference
ACWA	Association of CA Water Agencies
AMSA	Association of Metropolitan Sewerage Agencies
ASAE	American Society of Association Executives
ASCE	American Society of Civil Engineers
AWPCA	Arizona Water Pollution Control Association
AWWA	American Water Works Association
BACWA	Bay Area Clean Water Agencies
BPM	Best Practices Manual
CA-NV AWWA	California-Nevada Section of the American Water Works Association
CAE	Certified Association Executive
CASA	California Association of Sanitation Agencies
CASQA	California Stormwater Quality Association
CBT	Computer-Based Testing
CEU	Continuing Education Unit System approved by SWRCB for Operator certification
CORBS	Colorado River Basin Section
Com	Committee(s)
CH or Contact Hours	CWEA's TCP Continuing Education Units (1 CH = 50 minutes of training)
CMOM	Capacity, Management, Operations and Maintenance
CRWA	California Rural Water Association
CSJS	Central San Joaquin Section
CWPCA	California Water Pollution Control Association (CWEA's former name)
DAMS	Desert and Mountain Section
ELAP	Environmental Laboratory Accreditation Program
E&R	Engineering and Research Committee
FY	Fiscal Year (July 1–June 30)
GCVCS	Greater Central Valley Collection Systems Committee (a subcommittee of the Collections Systems Committee)
GES	Golden Empire Section
IHW or I&HW	Formerly, Industrial and Hazardous Waste; now called P3S
ICE	Institute for Credentialing Excellence (formerly NOCA)

JIC	Joint water/wastewater Instrumentation Conference
KBS	Kirt Brooks Scholarship—as of 7/2008 renamed the Kirt Brooks Memorial Water Environment Scholarship
KBMWES	See above
LABS	Los Angeles Basin Section
LAIF	Local Agency Investment Fund
LS	Local Section(s)
MBS	Monterey Bay Section
MER	Membership and External Relations Board Committee
NCCA	National Commission for Certifying Agencies (the accreditation body of ICE)
NCS	North Coast Section
NICEC	(misspelled NIEC) Northern Instrumentation Control and Electrical Conference
Non-Member Differential	The price of a service that a non-member pays, above that which a member pays (often equals full or a percentage of membership dues)
NRC	Northern Regional Committee
NRTC	Northern Regional Training Conference
NSJS	Northern San Joaquin Section
NSVS	Northern Sacramento Valley Section
NWEA	Nevada Water Environment Association
OPS	Operations Board Committee
P3S	Pretreatment Pollution Prevention & Stormwater Committee (also refers to this committee's annual conference)
PICK	Professionalism, Integrity, Contribution, and Knowledge
PNCWA	Pacific Northwest Clean Water Association
PNPCA	Pacific Northwest Pollution Control Association
PDC	Professional Development Committee
PPD	Planning and Program Development Board Committee
RES	Redwood Empire Section
SARBS	Santa Ana River Basin Section
SAS	Sacramento Area Section
SCAP	Southern California Alliance of Publicly-Owned Treatment Works
SCVS	Santa Clara Valley Section
SDS	San Diego Section
SFBS	San Francisco Bay Section
SJWP	Stockholm Junior Water Prize, a national science competition sponsored by WEF
SRAS	Sierra Section

SRC	Southern Regional Committee
SSMP	Sewer System Management Plan
SSO	Sanitary Sewer Overflow
SWRCB	State Water Resources Control Board
SYP	Students and Young Professionals
TCC	Training Coordination Committee, a subcommittee of OPS that coordinates conferences and other committee activities
TCP	Technical Certification Program
TF	Task Force
Tri-CS	Tri-Counties Section
Tri-State	Conference held in October jointly sponsored by CWEA, NWEA, and AWPCA
Tri-TAC	A Technical Advisory Committee (the Government Affairs Committee + 2 other associations)
Quo	The Status Quo Budget (used during annual planning prior to budget approval in June)
UBI or UBIT	Unrelated Business Income Tax (which CWEA must pay)
WEF	Water Environment Federation
WEFMAX	Water Environment Federation's Member Association Exchange meeting
WEFTEC	Water Environment Federation's annual conference
WERF	Water Environment Research Foundation

http://www.cwea.org/members/mlr_leader_comm_sct.shtml

The purpose of the CWEA Specialty Conferences is to deliver comprehensive, in-depth, one-day training events to its members on specialty topics. The topics come from the members, standing committees and the economic, social, regulatory and political environment of the Association. Topic areas can be defined from the following:

- Annual Conference sessions—items that would benefit from more time (e.g. Survey Info for Operators)
- Emerging national issues and crises (e.g. Terrorism)
- New regulations (e.g. Operator Regulations, CMOM)
- Standing committee identification of issues (e.g. Storm water, Micro filtration)

Topics proposals are directed to the Training Coordination Committee Chair for review. If topic is feasible in the specialty workshop model, the TCC Chair and staff work with the committee to plan and implement the conference.

The FTC regulates email communications, and enforces the laws that govern them. In 2003, a law was passed, entitled "Controlling the Assault of Non-Solicited Pornography and Marketing Act" (otherwise known as CAN-SPAM). Here follows some basic information about how to keep your electronic communications from breaking the rules.

What do we need to do to comply?

The best thing is to classify your email communications into three categories:

1. Non-promotional updates: legislative updates, industry news, member news
2. Transactional/Relationship: member renewals, online orders, account updates
3. Commercial Email: primary purpose is to promote a product or service

The law does not eliminate unsolicited commercial emails; however, it does require certain things to be included in commercial emails. Therefore, if your message is classified as #3 it requires:

1. Must include an "opt out" option from commercial emails that is clear and conspicuous (can't be small type or white font). This is a notice that allows someone to electronically notify you that they do not want to receive the specified commercial messages.
2. Must provide notice that the message is an advertisement or solicitation.
3. Must have clear indication of who is sending the email and what the email is about, cannot be false or inconspicuous.
4. Must include a valid physical address for the sender.

What do I do if someone "Opts out?"

If someone "opts out" you have ten days to honor her/his request to stop receiving commercial emails. You must also refrain from releasing her/his email address to anyone (no selling, giving away or publishing it). You cannot transfer the email address to any subsidiary organizations (including CWEA to Local Sections and Committees and WEF to CWEA).

Legal counsel has also advised that CWEA and its Local Sections and Committees are required to communicate the "opt outs" to each other. Therefore, if a Local Section receives "opt out" requests, that section is required to send the names and email addresses associated with the requests to CWEA, and vice versa. CWEA/the Local Section will then also be forbidden to send emails of the same nature to those people. Attached is a summary of the procedures for CWEA, Local Sections and Committees to follow in regards to "opt-outs."

Are electronic mailing lists affected?

Electronic mailing lists are exempt from these laws. Legal authorities have indicated that it would be prudent to include the "opt out" message, as well as the other requirements, to any commercial emails sent to email lists—unless you have received express written consent from the participants to send the listserv subscribers commercial emails.

Can we still use taglines that promote a product or service in our emails?

Yes, as long as the primary purpose of the email is not promoting or providing information on a product or service that costs a fee.

Examples:

1. If the primary purpose of the email is to send conference registration links and the tagline is about the conference, than the requirements for opt-out would be needed.
2. If the email was written as a response to a question about membership (e.g. what is my membership number?) and you have the tagline for the next annual conference at the bottom of your email (as part of your signature, for example), it would *not* fall into the opt-out requirements.

Could we be sued for a violation?

Unlike the Federal Communication Commissions (FCC) anti-fax law (suspended until January 1, 2005) this law does not allow private rights (meaning individuals) to sue an organization directly. Lawsuits resulting from violations to this law will come via the FTC and state Attorney Generals. Legal experts feel that there will be negotiating room from violations, but that the paperwork to prove compliance in the future could be immense.

More information, and the Act itself, can be found at
<http://www.ftc.gov/bcp/edu/pubs/business/ecommerce/bus61.shtm>.

Procedures:

1. CWEA staff will collect and keep files of the opt-out lists and will send you any additional opt-outs that CWEA receives for members in your section upon receipt of them.
2. Upon receipt of them, update your files to note the opt-out by the type of event (dinner meetings, social events, tours, training events).
3. Review your opt-out list before sending any email promoting your event. If in doubt, contact the Communications and Membership Manager at CWEA for an up-to-date list of opt-outs in your section/committee.
4. Send out emails using the approved language (see below)
5. Collect the opt-out in an excel spreadsheet with the following headings:
 - a. Name
 - b. Email address
 - c. Date Opt out received
 - d. Date CWEA notified of opt-out
 - e. Opt Out areas
 - i. Local Section Dinner Events
 - ii. Local Section Training Events
 - iii. Local Section Social Events
 - iv. Other, specify
6. If you would like a sample Excel Spreadsheet, contact Lola Dvorak (ldvorak@cwea.org). You should also email updates to your opt-out requests to her ASAP so that she can add them to the master documents within 10 days of receipt of the opt-out.

CWEA approved language templates:

Dinner Meeting Format

To: John Doe Member
RE: Dinner Meeting (or other title for the dinner meeting)

The X (insert LS event title) Dinner Banquet and Installation is coming up on [insert date]. Register now so you don't miss this great event. The banquet will be held at(insert details and link to register - pdf, website, etc).

We hope to see you at the X (insert the location/event title).

Joe Q. Public (name of person sending the email)

Title, Local Section Chapter Name

CWEA, 7677 Oakport Street, Suite 600, Oakland, CA 94621

You are receiving this email as a member of the X (insert Local Section) at X (insert recipient's email address). If you would prefer not to receive any future emails about our Local Section dinner meetings, please email x (insert name and email address) and enter unsubscribe in the subject line. You will be removed from our dinner meeting emails within 10 days.

Other Training Event Format

To: John Doe Member
RE: X (insert title of training event) Training

The X (insert training event title) is coming up on [insert date]. Register now so you don't miss this great event. The training will be held at(insert details and link to register - pdf, website, etc).

We hope to see you at the X (insert the location/event title).

Joe Q. Public (name of person sending the email)

Title, Local Section Chapter Name

CWEA, 7677 Oakport Street, Suite 600, Oakland, CA 94621

You are receiving this email as a member of the X (insert Local Section) at X (insert recipient's email address). If you would prefer not to receive any future emails on our Local Section training events, please email x (insert name and email address) and enter unsubscribe in the subject line. You will be removed from our training event emails within 10 days.

E-Bulletin

<http://www.cwea.org/ebulletin>

Content is needed from all Committees and Local Sections Leaders. Become a contributor (directions available) yourself or submit your articles and photos to Lola Dvorak, ldvorak@cwea.org.

Local Section & Committee News (we want to know what's happening in your neck of the woods!)

- Reach out to students—the future of CWEA
- Making a career change or got a promotion? Send in a shout out!
- Submit photos of your events. Time for the turkeys of the year or 5s winners to show off their style.
- Being honored? Winning awards? Let CWEA know!
- Training or workshops coming up? Post it here!
- Got a question on how other groups may have solved a problem? 9,000 heads are better than one.

Quick tips for your articles:

- Include information to contact you, a list of your sources, or information about other articles or books on the topic.
- Spell Check!
- Include the full name and company of people you mention in the article.
- Include your name, work title, company, and volunteer position when you submit your article.
- Reread your article before submitting and make revisions!
- Contact Lola any time for tips and tricks to make blogging easy and fun.

Wastewater Professional

http://www.cwea.org/members/mlr_leader_localsec_pub_ebwwp.shtml

Content is needed from Committees, Local Section Leaders, and Members. Submit your articles and photos to Lola Dvorak, at ldvorak@cwea.org.

Submit articles in MSWord via email. All graphics must be separate and not embedded in the Word files. Please submit photos and graphics in GIF or JPEG format.

Benefits of Being an Author:

- Get your technical issues published
- Earn 2 Contact hours for each published article

Types of content we're looking for:

- Trade information—What's working for you in this growing industry?
- Technical information—What's making your job easier, better or different?
- Special recognition—Which people and what exciting events are happening in the industry? Making a career change?
- Problems and solutions—How did you solve a major problem in your agency?
- Agency news—What changes are happening at your agency?
- Industry ideas – What's different in the field – emerging issues or concern?

Schedule

Committees are asked to submit at least one article every year.

Articles should be submitted to Lola Dvorak at ldvorak@cwea.org. The

2. General Leadership Guidelines

- A. Liability Issues
- B. Standard of Care
- C. Job Descriptions for Leaders
- D. State Board Information
 - 1. Nominations: http://www.cwea.org/members/mlr_leader_likeleader_jcb_ni.shtml
 - 2. Composition and Meeting Schedule:
http://www.cwea.org/members/mlr_leader_board_mi.shtml
 - 3. Board Committees
 - 4. Contact Information: http://www.cwea.org/cwg_cweaglance_board.shtml
 - 5. Liaison Assignments: http://www.cwea.org/members/mlr_leader_board_resp_la.shtml

Liability Issues Overview

There has been an increase in litigation against directors of nonprofit corporations. For CWEA, this means the State, Local Section, and Committee boards and officers. Directors' exposure arises from corporate liability, but may also arise when the director is charged with a breach of duty. An outside party may sue, a member may sue, a staff member may sue, and the association itself may sue the individual director. The director may be held individually liable under various statutory provisions, such as environmental claims, tax delinquencies, and antitrust claims.

"Volunteers are agents of the corporation in the eyes of the law. That is to say, their acts of omission, their care, or negligence in their activities are, within limits, the acts of omissions of the corporation. The corporation, as a general rule, will not be exonerated from liability arising from the negligence of the agent simply because the agent was uncompensated or a volunteer."
(*Guidebook for Directors of Non Profit Corporations*, 1993, American Bar Association pg. 93)

CWEA state, local section, and committee leaders have an indemnification clause in the Constitution and Bylaws, that affords them with some protection, and they are insured through Directors' and Officers' Liability Insurance, purchased by CWEA.

CWEA has entered into blanket agreement relationship with ASCAP and BMI, and pays a base annual fee to protect CWEA from liability that is incurred when copyrighted music is played at a CWEA sponsored function or event. However, Local Sections and Committees are still asked to let CWEA staff know that music will be played at events so to ensure proper insurance coverage.

Standard of Care (Also known as Duty of Care)

1. Board members are legally required to "act in good faith, in the best interests of the corporation" which includes making "reasonable inquiry" to be reasonably informed and to participate in decisions.
2. Board members may "rely on the information, opinions, reports, or statements prepared and presented by competent employees or professional experts" such as Legal counsel, independent accountants, or other persons acting within their professional or expert competence.
3. Board members who do not act in accordance with the terms of items 1 and 2 shall have personal liability if they are found to have failed to meet the "standard of care."

In addition to following the Standard of Care, a director (volunteer leader) must:

1. Attend Meetings.

Regular attendance at meetings of the Board (local section, state, or committee) is a basic element of prudent performance.

2. Exercise Independent Judgment.

"The law conceives of a board of directors as an entity... each member is accountable to the same constituency... Even if other parties may regard the director as representing a particular group or interest...his/her duties as a director...are to the entire organization and the responsibilities will be the same as those of any other director." (*Guidebook for Directors of Non Profit Corporations*, 1993 American Bar Association pg. 22)

3. Obtain Information.

A leader needs to have adequate information. Information provided should be read before board meetings to allow follow-up questions before the meeting. Leaders are expected to be familiar with corporate documents, including the Constitution, Bylaws, and Mission.

4. Rely on Experts.

A leader may rely on the information and reports received from reliable, competent staff or professional experts. A leader relying on such sources is deemed to be acting in good faith.

5. Delegate.

A board must set policies and oversee the day-to-day business, but not necessarily do the day-to-day activities themselves. However, individual responsibilities of a leader cannot be delegated—for example, he/she cannot vote by proxy; deputize an alternate; or allow himself/herself to be directed to vote in a manner not in the best interests of the association as a whole.

6. Establish Rules of Procedure.

Rules of procedure appropriate for the size and complexity of the organization and its parts should be adopted, regarding such things as the submittal of motions, amendments, and the recording of minutes.

7. Conform to the Duty of Loyalty.

Leaders must exercise their powers in the interests of the association, not in their own interests, or that of another entity or person. There shall be no conflict of interest, no corporate opportunity, and no breach of confidentiality.

1. Nominations

The Executive Committee serves as the Nominating Committee.

August: A letter is sent to all leaders, over the President's signature, soliciting nominations to Board positions that will become vacant in the following April.

December: Deadline for Nominations, with each candidate required to submit a resume and written answers to the questionnaire for Nominees in late December.

December/January: The Executive Committee holds a teleconference meeting, and reviews nominee applications, and interviews prospective candidates for the Vice Presidential position.

Early January: Candidates are advised in writing of the decision of the Executive Committee.

January: The slate of candidates is submitted to the Board for approval. The Board also sets the time frame for proxy circulation and submittal. All candidates are advised in writing of the Board action, and their right to circulate proxies.

Proxy forms must be obtained from the office during the established proxy process and must be returned to the office for verification of member status by the deadline—which should be set by the Board to be at least two weeks prior to the start of the Annual Conference.

2. Composition & Meetings

12 of the 18 CWEA Board members serve a 3-year term of office. The TCP Chair serves a one-year term concurrent with his/her term as Chair of the TCP Committee. The Officers serve a four-year term as they rotate through the Presidency. The Executive Director serves during his/her employment as a non-voting member of the Board.

14 of 18 CWEA Board members are elected at-large, by the membership, at the Annual Business meeting, which takes place during the Annual Conference in April.

The Northern and Southern Regional Committee Chairs are each elected to a two-year term as Chair of the Regional Committee by the delegates from the Northern and Southern Local Sections, and serve a 3-year CWEA Board term, beginning with the first year as Regional Committee Chair. There is a north/south-staggered rotation, with the first year of one Regional Committee Chair being the second year of the other Chair. In 2010-2011, the Northern Regional Committee Chair begins a first term, and the Southern Regional Committee Chair is in a second year. Therefore, the 3rd year Regional Director will be Northern in 2010-2011, and Southern in 2011-2012.

The incoming WEF Director is voted into office in April, but does not take office until the WEFTEC Conference in late September or early October. Therefore, the incoming WEF Director attends CWEA Board meetings in April, June and September, but cannot vote until he/she is sworn into office at the WEF Board meeting at WEFTEC.

The TCP Chair is selected by the TCP Executive Committee, and is appointed by the CWEA President, and serves a single year term concurrent with his/her term of office as TCP Chair.

The Board meets 5 times per year: April, June, September, January, and April.

Specific dates are available online at:

http://www.cwea.org/members/mlr_leader_board_mi.shtml

3. Board Committees

Executive Committee is responsible for:

- Agenda review
- Personnel
- Nominations
- Action between Board Meetings
- Crisis Management

Membership and External Relations (MER) is responsible for:

- Awards
- Constitution, Bylaws, and Standing Rules issues
- Local Section, Regional and Joint Committee activities coordination
- Marketing and Communications
- Membership
- WEF

Operations (OPS) is responsible for:

- Committee oversight (including the Training Coordination Committee)
- Conference oversight
- Financial operations, budget implementation
- Publications
- Operational Policy Development
- Certification

Planning and Program Development (PPD) is responsible for:

- Budget Development
- Conference Steering (i.e. planning future formats and venues for state or regional audience conferences)
- Design of the Annual Program of Work
- New Program Development
- Strategic Planning
- Ad Hoc, Special, and Task Force Committee Oversight

4. State Board Contact Information http://www.cwea.org/cwq_cweaglance_board.shtml
5. State Board Liaison Assignments (change every April)
http://www.cwea.org/members/mlr_leader_board_resp_la.shtml



3. An Overview of Our Programs & Structure

- A. Program & Structure Highlights
- B. Awards & Scholarships
- C. Committees & Liaisons to Other Associations
- D. Conferences
- E. Local Sections
- F. Membership
- G. Technical Certification

http://www.cwea.org/cwq_cweaglance_desc_programwork.shtml

CWEA's purpose is to enhance the education and effectiveness of California wastewater professionals through training, certification, dissemination of technical information, and promotion of sound policies to benefit society through protection and enhancement of the water environment. We accomplish these goals through:

Awards: To recognize outstanding professional achievements within the wastewater field. More information is available in the Awards & Scholarships Section and at http://www.cwea.org/mlr_member_awards.shtml.

Board: To enable an effective system of governance for matters relating to the business of the Association, and to provide overall direction and planning for the future. More information is available in the Board Section and at http://www.cwea.org/members/mlr_leader_board.shtml.

Committees: To carry out training and education; provide an opportunity to network with professional peers; disseminate information to specific disciplines within the wastewater profession; support the technical certification and conference programs; act as a knowledge base for people with questions regarding specific aspects of the wastewater profession; increase public awareness of CWEA and the wastewater profession; and serve to develop leaders in the profession and in CWEA. More information is available in the Committee Section and at http://www.cwea.org/members/mlr_leader_comm.shtml.

Conferences: To provide training and educational opportunities of a general and specific nature for wastewater professionals in California. From June 2007–July 2008 CWEA held 45 training events and trained over 6,555 wastewater professionals.

Types of Conferences and Training events offered by CWEA:

- Annual Conferences (held in April)
- SSO-WDR Compliance Workshops
- P3S Annual Conference (held in late Feb or early March)
- Northern Regional Training Conference (held in September)
- Northern Safety Day (held in October)
- Southern Safety Day (held in May)
- Specialty Conferences
- Tri-State Seminar (with AWPCA and NWEA; held in September)
- Local Section Training Events

More information is available in the Conference Section and at <http://www.cwea.org/et.shtml>.

Local Sections: To carry out training and education; provide an opportunity to network with professional peers; disseminate information within the wastewater profession; support the technical certification and conference programs; increase public awareness of CWEA and the wastewater profession; and to develop leaders in the profession and in CWEA. More information is available in at http://www.cwea.org/members/mlr_leader_localec.shtml.

Membership: To represent wastewater professionals in California, create a large peer-to-peer network and to provide a volunteer base for the Association. More information is available in the Membership Section and at: http://www.cwea.org/mlr_member.shtml.

Information specific to the roles of Local Section membership chairs is available at: http://www.cwea.org/members/mlr_leader_localec_mt.shtml.

*Items included as separate documents.

Publications: To disseminate information about the wastewater profession, activities of interest to the wastewater community, and the activities of the Association as a whole.

- *E-Bulletin* www.cwea.org/mlr_member_ebulletin.shtml or www.cwea.org/members/mlr_leader_localec_pub.shtml
- Online Directory <https://gmhost1.gomembers.com/Clients/t-CWPA/etrakWebApp/Login.aspx>
- *Leader Link* www.cwea.org/members/mlr_leader_leaderlink.shtml
- *Wastewater Professional* www.cwea.org/mlr_member_wastewaterpro.shtml or www.cwea.org/members/mlr_leader_localec_pub.shtml
- Online Bookstore (Study Guides) <https://gmhost1.gomembers.com/Clients/t-CWPA/etrakWebApp/Login.aspx>

Technical Certification: To provide a mechanism for the certification of wastewater professionals in order to give recognition of competency, show commitment to the profession, and help with job advancement. More information is available at <http://www.cwea.org/cert.shtml> and in the Certification Section.

Scholarship: To provide support for members and students pursuing education within the wastewater field. More information is available in the Awards & Scholarships Section and at http://www.cwea.org/cwq_cweaglance_desc_scholarship.shtml.

Water Environment Federation Support: To maintain a connection with wastewater professionals and issues outside the state of California. More information is available at <http://www.wef.org>.

*Items included as separate documents.

1. **Awards** http://www.cwea.org/members/mlr_leader_board_gd_bylaws.shtml

LS Awards

Local Sections solicit applications and make selections of winners, who receive their LS Awards at the LS Award Banquets, which occur from November through the end of February. LS may have awards that are not part of the State competition cycle, but have been approved by the CWEA board. Information detailing the process and with updated forms are posted at www.cwea.org/awards. Local sections and committees are notified of new forms and information each year at the beginning of July.

State Awards

The winners of each LS award are submitted to the CWEA State Award Competition. The deadline for submission is the 2nd Friday in January. CWEA committees must select a State winner by February 15th.

State Awards and automatic WEF Awards are presented at the CWEA Annual Conference.

WEF Awards

Some WEF Awards are automatic and are conferred after selection by the MER Committee, Hatfield and Bedell are examples. Others are selected by the WEF Awards Committee as part of a national competition. These nominations for WEF Awards are reviewed by the MER Committee and the CWEA-recommended nominees are forwarded to WEF by April 1.

5 S Awards

The Select Society of Sanitary Sludge Shovelers (5 S) also selects about 12-18 candidates from those nominated. The criteria are at least 5 years of outstanding service to CWEA and the wastewater industry. The gold shovel pin is distributed by the 5 S Chair at the Annual Conference.

2. **Scholarship** http://www.cwea.org/cwq_cweaglace_desc_scholarship.shtml

The Kirt Brooks Memorial Water Environment Scholarship Fund was established in 1992, for the purpose of providing financial support to those pursuing academic work in the wastewater profession. It is open to members and their families. Interest income is used to fund Scholarship awards, as determined by the Scholarship Committee.

Scholarships applications are available after September 1st and due to the CWEA office by January 15th. Applications are reviewed by the scholarship committee to determine recipients and amounts awarded. Notification is given to applicants in February/March, and awards are given after proof of enrollment is provided by scholarship recipients in the following fall.

*Items included as separate documents.

The Standing/Training Committees of CWEA include:

- Biosolids
- Collection Systems
 - ◆ Gr. Cent. Valley
 - ◆ Southern Sections
- Engineering & Research
- Government. Affairs
- Historical
- Laboratory
- Maintenance Training
- Manufacturing
- Operator Training
- P3S (formerly I&HW)
- Public Education
- Safety
- Scholarship
- Students and Young Professionals
- Supergroup
- TCP

1. Responsibilities of Committees, Task Forces and Liaisons to Other Associations

http://www.cwea.org/cwq_cweaglace_comm_commdesc.shtml

The standing (training) committees are responsible for:

- providing support to the TCP committee in the development of valid examination questions
- providing support to the conference committees in the development of training programs and speakers for conferences
- providing one article for the Wastewater Professional annually
- developing one Specialty Conference program every two years
- providing quarterly reports (and all meeting agendas and minutes) to the Board.

Task forces are established as needed by the CWEA President and serve for a specific duration, usually less than one year, ending in April (unless continued by the succeeding president). They will be given a specific charge, and will be responsible to report through the Planning and Program Development Board Committee (and to the Board) at least once per quarter.

Committee chairs are appointed annually by the CWEA President at the 2nd Board meeting at the Annual Conference (appointment recommendations are required from committees in February/March of each year). Conference committee chairs are appointed by the President of the year for which the conference will take place or by the standing committee hosting the conference.

Liaisons to other associations should provide quarterly reports to the Board on any major activities of the other association (such as key dates for events) as well as inform the board of any issues arising that CWEA needs to be prepared for, take action on, or issue an opinion about.

2. **Regional Committees**—Committee chairs serve on the Northern Regional Committee and are welcomed to attend Southern Regional Committee meetings. See also Local Sections. http://www.cwea.org/cwq_cweaglace_comm_commdesc_rc.shtml
3. **Training Coordination Committee**—The Training Coordination Committee (TCC), a subcommittee of the Operations Committee, coordinates training activities of the training committees and local sections. The intent is to eliminate conflict in dates and topics of training, as well as to ensure CWEA is providing a wide range of training and educational experiences. TCC is responsible for orchestrating the delivery of *Wastewater Professional* content and state conferences. The committee is comprised of our training-based committee chairs and local section program/professional development committee chairs. Its major focus since its inception has been the coordination of Specialty Conference.
4. **Chair Contact Information** is available online at http://www.cwea.org/cwq_cweaglace_comm_commcontacts.shtml

*Items included as separate documents.

1. Types of Conferences on the State level include:

- a. *Annual*: This conference takes place in April each year, alternating between the North and South. A Committee is created by the President, who will be leaving office during the year of that conference, about 18 months prior to the conference. Annual Conference 2009 will be held April 28-May 1, 2009.
- b. *SSO-WDR Compliance Workshops*: In May 2006, CWEA signed an MOA with the State Water Board to provide training for GWDR-SSO. The training began in October 2006 with Electronic Reporting and expanded in 2007 to include SSMP development. Visit www.cwea.org/sso for more information on these workshops.
- c. *Pretreatment Pollution Prevention & Stormwater Conferences (P3S)*: P3S is both a Committee and a Conference. The largest activity of the P3S is an annual conference held in February each year, and rotating between the North and South. The 2009 event will be held in Monterey on March 1-4.
- d. *Northern Regional Training Conference (NRTC)*: Northern Regional Conferences are held annually. Southern Regional Training Conferences were also held annually until 2000, when they were discontinued in favor of the Specialty Conference model. The 2009 event will be in Redding, CA.
- e. *Northern & Southern Safety Conferences*: A Northern and Southern Safety Conference were held until 2000. The Southern Safety was first combined with the Southern Regional, and then discontinued in favor of Specialty Conferences in 2000. Southern Safety returned as a one-day event in May 2008 and will continue annually. The Northern Safety Conference has been running continuously. It is held annually in Woodland, CA.
- f. *Specialty* http://www.cwea.org/members/mlr_leader_localec_dte_sci.shtml
 - i. **CWEA**: A specialty conference is a one-day conference on a single topic and is conducted as follows:
 - One or more Local Sections volunteer to host, which means arranging for: a site that holds 100 participants, all necessary audio-visual equipment and box lunches. The host or hosts also handle on-site registration on the day of the conference.
 - The Training Coordination Committee and Standing Committees identify the topic and arrange for Speakers.
 - The lead for the topic develops a budget, using the Specialty Conference Pricing Matrix. Budget is submitted to the Operations Committee for approval.
 - Staff prepares a flyer or flyers, as needed, and handles all pre-registration; signing of contracts; all the processing of registration funds; preparation of registration materials and sends them to the Local Section or Sections sponsoring, so volunteers can conduct the on-site registration.
 - Local Section sponsors receive an honorarium per Fiscal Policy 110.
 - Contact TCC Chair or Director of Education & Training Julie Taylor at jtaylor@cwea.org for more information.

The model requires no overnight lodging or long-distance travel costs for agencies or attendees. It permits delivery of training on timely topics with a planning horizon of 180–60 days.

*Items included as separate documents.

- ii. WEF: The Water Environment Federation (WEF) also holds Specialty Conferences around the country on single topics, sometimes allowing the Member Association (MA) to co-sponsor, and receive a portion of the revenue from the Specialty Conference. MA responsibilities are similar to those of LS in the CWEA Specialty Conference model. WEF has a boilerplate Memorandum of Understanding which specifies the terms and conditions of co-sponsorship. The Biosolids and Residuals Specialty will be held in Sacramento in May 2011.
 - f. *Tri-State Seminar*: Tri-State Seminar is an event with over 2,500 attendees and exhibitors that takes place in Primm, Nevada each September. The event is run as a CWEA committee. The committee is made up of representatives from three Associations: CWEA; Nevada Water Environment Association (NWEA); and Arizona Water Pollution Control Association (AWPCA). The three associations have a Joint Agreement in place, which covers the key aspects of the event.
 - g. *WEFTEC*: When WEFTEC is held in California, CWEA is required to have a Local Host Committee, which usually forms 18 months prior to the WEFTEC, and meets regularly to plan all Local events and activities for the Conference. WEF provides seed money to the Committee. Committee members attend the prior WEFTEC to promote the California Conference. The next California WEFTEC will be in 2011 (Los Angeles).
3. **Conference Roles and Responsibilities**: There is a detailed manual for each conference that outlines each volunteer position and key activities. The manual, entitled "Conference Procedures and Information Binder" is maintained and updated annually based on feedback from volunteer committee members and staff. Each conference has its own version that is tailored to the event (# days, roles, key activities, and more). Committee members are given a copy at the first committee meeting of the conference. Additional copies can be obtained by contacting Director of Education and Training Julie Taylor at jtaylor@cwea.org .
4. **Training Event Assistance** including budget templates, speaker locators, non-member differential pricing guide, attendees with ADA needs and more is available online at http://www.cwea.org/members/mlr_leader_localec_dte.shtml

*Items included as separate documents.

CWEA currently has 17 Local Sections (LS), all of which are integrated into CWEA (i.e. they are not separately incorporated and use CWEA's tax identification number).

Local Sections are responsible for determining their own products and services, and for creating and funding their own programs of work. Budgets, financial reports, agendas, minutes and publications must to be sent to CWEA office.

1. Boundaries and Map: http://www.cwea.org/cwq_cweaglace_localsec.shtml
2. Local Section Boards of Directors—LS each have a Board of Directors, elected by the members of the LS annually, and serving one-year terms of office. The majority of LS Board members are installed at the Award Banquets held September through January. CWEA officers travel to the LS Award Banquets and Installations, to conduct the swearing-in of LS officers.

Current contact information for local section officers and committee chairs are listed on the CWEA website. http://www.cwea.org/cwq_cweaglace_localsec.shtml

3. Local Section Policy: http://www.cwea.org/members/mlr_leader_board_gd_policies.shtml

The Local Section Policy that replaces our Local Section Affiliation Agreement. It synchs up with CWEA's constitution and our updated model Local Section constitution and bylaws. It clarifies the relationship of CWEA and its Local Sections and does not change Local Section operations. The final approved Policy included revisions made to address feedback from Local Section leaders. Board liaisons will be distributing the Policy to Local Section leaders. You can view CWEA policies at: http://www.cwea.org/members/mlr_leader_board_gd_policies.shtml
For a copy of your standing rules, visit http://www.cwea.org/members/mlr_leader_localsec_cc_sr.shtml.

4. Regional Committees: http://www.cwea.org/cwq_cweaglace_comm_commdesc_rc.shtml

There are two Regional Committees: the Northern Regional Committee (comprised of two representatives from each of the ten Northern Local Sections), and the Southern Regional Committee (comprised of two representatives from each of the seven Southern Local Sections). Current Northern Regional Standing Rules also provide the Committees with authorization to designate a representative and empower that representative to vote. Regional Committees discuss local events and leadership issues, and determine the Local Section portion of membership dues annually.

The Regional Committee Chairs are selected by the committee members, and serve successive two-year terms as Secretary, Vice Chair, and then Chair of the Regional Committee, and automatically accede to the Board for a three-year term (starting in their first year as Regional Committee Chair). The Chairs & past Chairs also serve on the Kirt Brooks Scholarship Committee.

5. Membership: LS membership is contingent on CWEA membership. In January, 2002, the CWEA Board determined to enforce the original Board policy, established in April 1960, requiring contingent membership, approving the Membership Billing Policy 02-01, which requires that all CWEA members be LS members, and establishes that CWEA staff shall conduct the invoicing of members, forwarding the LS portion of dues to the LS on a monthly basis. Non-members will be required to pay a non-member differential, per FP 114, equal to a percentage of CWEA current membership and variably based on the cost of the service. The LS portion of the dues is to be established annually by majority vote of the delegates from the LS at the Joint North/South Regional Meeting at the CWEA Annual Conference.
6. Corporate sponsorship and advertising are encouraged. These qualify as Unrelated Business Income and are subject to taxation (UBIT). All revenue for such activities must be tracked and accounted for carefully, so that these taxes can be calculated accurately.

*Items included as separate documents.

<http://www.cwea.org/join.shtml>

CWEA currently has approximately 9,000 members. In June 2010, about 33% of our members belonged to WEF and 67% belonged to CWEA only. WEF dues are set annually by the WEF Board in October, CWEA sets its state-level dues in June, and Local Sections set their portion of the combined dues in April.

1. Categories: Membership Categories are detailed in Sections 7 & 8 of the Constitution.
2. Local Section Membership: Local Sections receive membership dues monthly from the CWEA office, with a list of new members to their section. Full membership lists for each section can also be obtained through the CWEA office at any time.

Tools for Local Section membership chairs are available online at

http://www.cwea.org/members/mlr_leader_localec_mt.shtml.

3. Non-member Differential: Individuals can to be involved in CWEA events and publish services, publications, or merchandise at a State, Local Section or Committee level without being a CWEA member. A non-member differential is simply applied to the cost of the service or product. This non-member differential is based on a percentage of the membership dues level, determined by the price of the service or product.

The differential calculator can be found at

http://www.cwea.org/members/mlr_leader_localec_mt.shtml.

4. The Value of Membership

- Opportunities for professional growth: Through the Technical Certification Program (TCP), wastewater professionals receive certification in six possible disciplines: Collections System Maintenance; Laboratory Analysis; Mechanical Technology; Electrical & Instrumentation; Environmental Compliance Inspection; and Industrial Waste Treatment Operation.
- Education & Training: To assist in fine-tuning skills needed by wastewater professionals, CWEA offers numerous outstanding statewide, regional, and Local Section educational events.
- Networking: Through specialty conferences, board meetings, and certification trainings, wastewater professionals can connect with one another and keep updated within their profession.
- Membership publications: The *E-bulletin & Wastewater Professional* and downloadable certification study guides
- Opportunities for recognition (Awards Program): Professional accomplishments can be recognized at the Local Section and State levels.
- Professionalism: Membership with CWEA demonstrates commitment to the wastewater industry, to both current and future employers.
- Get more information on the value of membership online at <http://www.cwea.org/pdf/membership/CWEAMembershipForYou.pdf>

5. Applicants may complete the online form or print the form from CWEA's website mail or fax it. The form can be found here: <http://cwea.org/pdf/membership/App%20July%202008.pdf>

*Items included as separate documents.

- *E-Bulletin* www.cwea.org/ebulletin
 - Online Directory <https://gmhost1.gomembers.com/Clients/t-CWPA/etrakWebApp/Login.aspx>
 - *Leader Link* www.cwea.org/members/mlr_leader_leaderlink.shtml
 - *Wastewater Professional* www.cwea.org/mlr_member_wastewaterpro.shtml
 - Study & Instructor Guides, <https://gmhost1.gomembers.com/Clients/t-CWPA/etrakWebApp/Login.aspx>
1. Involvement in State publications: Local Sections and Committees submit articles to the *E-Bulletin* (a membership publication about CWEA activities), and are welcomed to submit articles to the *Leader Link* (a monthly publication for leaders) and *Wastewater Professional* (a quarterly membership publication with industry insights and technical information). Committees are responsible for submitting a minimum of one article per year to the *Wastewater Professional*.
 2. *E-Bulletin*: The *E-Bulletin* is an electronic, Association publication focusing on internal CWEA and CWEA member topics. This includes information on upcoming events, Local Section and Committee activities, members, awards, Board nominations, as well as other important CWEA information.
 3. *Wastewater Professional*: *Wastewater Professional* is a CWEA publication focused on current and ongoing topics in the wastewater industry. Articles are often technical in nature, but are written in a variety of styles—ranging from presentations of research results and findings to instructions for improving organizational efficiency. Articles are submitted at-large, but Committees are particularly encouraged to submit a minimum of one article each year.
 4. *Leader Link*: *Leader Link* is published ten times during the year, approximately monthly. It is a newsletter that encourages communication specific to CWEA leaders, including leadership topics, upcoming meeting information (and follow-up), deadline reminders and more.
 5. Local Section Publications http://www.cwea.org/members/mlr_leader_localsec_pub.shtml
 - a. Newsletters: Local section newsletters are a primary source of information about CWEA for our members. Depending on the local section, our members receive monthly or quarterly information about training and CWEA they don't get other places. Copies of newsletters are kept by the CWEA office (so don't forget to include a copy to the office on your distribution list).
 - b. Websites: Many Local Sections and some Committees have developed their own websites. While CWEA does have some regulations about content, the character and culture of each entity can be uniquely expressed. Unfortunately there are several Local Sections that started websites but then lost focus when the initial webmasters moved on. Links to all of these are available from the Local Section and/or Committee listings on CWEA's website.
 - c. Advertising: Business card and other types of advertising is permitted, as is sponsorship, in Local Section and Committee activities. However, in order to protect our non-profit status, it must be reported with our other financial information. Also, because of strict Anti-trust and other laws, CWEA has a policy that sets guidelines for advertising.
 - d. Logos: Local Sections and Committees may use the State logo on flyers, publications, and other material. A guide for logo use and e-version of the logo are both available through staff. Send an email to mls@cwea.org to request them.

*Items included as separate documents.

Technical Certification

CWEA, then known as the California Sewage Works Association, first offered a certification program for operators of wastewater treatment plants in 1937. The program was administered by CWEA until 1973 when the State of California assumed responsibility for the program. During those 36 years CWEA awarded 3915 operator's certificates. In 1975 the first committees were formed to establish a new, voluntary certification program (VCP) for wastewater professionals specializing in disciplines other than plant operation. The first VCP certification exams were given in April 1976.

Today, there are approximately 4000 currently valid certificates in 6 disciplines:

- Biosolids (a single grade level);
- Collection Systems (4 grade levels);
- Environmental Compliance Inspector (4 grade levels);
- Industrial Waste Treatment Plant Operator (3 grade levels);
- Laboratory (4 grade levels) and
- Plant Maintenance (1 grade level – 1);
 - Mechanical Technology (3 grade levels – 2, 3, and 4); and
 - Electrical/Instrumentation (3 grade levels – 2, 3, and 4).

Examinations are now administered via computer. The delivery method is computer-based format for all 23 validated exams we offer. There are four testing windows that follow a standard quarterly schedule and examinations are administered at over 130 test locations throughout California and additional locations in Michigan, Missouri and Hawaii. Check out the CBT demo online at http://www.cwea.org/CBT_demo.html

Exam questions are written by vocational specialists. CWEA legal counsel has reviewed the program and approved a process for validation of the testing, to conform to State and Federal Employment law. CWEA has completed the process, using outside consulting experts for job analysis of all vocations, preparation of test content specifications and psychometric validation. New job analyses are required every 3-5 years, so we are putting together a schedule for analysis (so that each vocation is reviewed every 4-5 years, with at least one being reviewed each year).

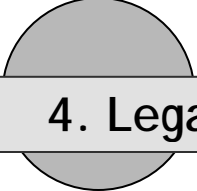
The Angoff Method is used to establish pass points for each examination.

1. **Contact Hours:** A Continuing Education Policy was approved by the Board in April 2002 with the first renewal requiring contact hours due July 2004. The continuing education policy was the last major step in completing the initial validation process. Information for CWEA trainers, to provide contact hours, can be found at http://www.cwea.org/cert_wte_cweatrainers.shtml

Local Sections and Committees of CWEA can now approve their own events for Contact Hours. Tools for determining how many hours, and for which vocations, the event is qualified for are available at http://www.cwea.org/cert_wte_cweatrainers.shtml.

2. **Study Sessions:** Local Sections sponsor study sessions prior to each exam in both Northern and Southern California. Events are coordinated through the Regional Committees and the CWEA office. Tools are available online at http://www.cwea.org/members/mlr_leader_localec_dte.shtml. CWEA is working on a Train-the-Trainer project that will provide curriculum and training for our Study Session Moderators. It's anticipated to be completed by January 2006.
3. **Code of Ethics:** New and recertifying applicants are required to sign a code of ethics to reinforce the professional standards held by our certificate holders and members.
4. **Application Sample*** http://www.cwea.org/cert_howcert.shtml

*Items included as separate documents.



4. Legal and Planning Documents

- A. Mission, Vision, Values, and Objectives:
http://www.cwea.org/cwq_cweaglace_desc_mv.v.shtml
- B. Committee & Local Section Standing Rules:
~ Committee: http://www.cwea.org/members/mlr_leader_board_gd_csr.shtml
~ Local Section: http://www.cwea.org/members/mlr_leader_board_gd_lscaa.shtml
- C. Constitution:
The Constitution contains the organizational bylaws that require the vote of the membership to change. <http://www.cwea.org/pdf/leadership/ReferenceConstitution.pdf>
- D. Bylaws:
The Bylaws establish the operational procedures for the Board in which the entire Board is divided into four Board Committees. The Bylaws contain the Board bylaws that require only a majority vote of the Board to change.
http://www.cwea.org/members/mlr_leader_board_gd_bylaws.shtml
- E. Strategic Plan:
A strategic plan identifies what we are not doing today, but must do in the future to be successful. It is different from our annual program of work, which details the initiatives, programs, and activities we currently undertake to serve our members. Our strategic plan provides a context for us to make decisions about the work that we do and the plans we lay down today. It reflects an ongoing process of planning and thinking about how the world should be different as a result of what we do as an organization. The development of our strategic plan has been a team effort, with all segments of CWEA leadership—from Local Sections and Committees to Past Presidents to professors to Board members—participating in its development. The Board will use this plan to develop and consider what to include in our annual work. <http://www.cwea.org/strategicplan.html>

http://www.cwea.org/cwq_cweaglace_desc_mv.v.shtml

CWEA MISSION STATEMENT

The purpose of this Association is to enhance the education and effectiveness of California wastewater professionals through training, certification, dissemination of technical information, and promotion of sound policies to benefit society through protection and enhancement of the water environment.

CWEA VISION STATEMENT

CWEA will be the premier wastewater industry association in California.

We will have a reputation for excellence and our members will take pride in belonging.

We will provide high quality products and services and we will be the preferred provider of training and certification.

We will be financially strong and we will have adequate resources to accomplish our mission.

*Items included as separate documents.

We will actively seek information regarding the needs of our members and we will be responsive to their changing needs.

We will act in the best interest of the Association as a whole.

We will apply “knowledge-based” decision-making.

We will expect to be held accountable.

Opportunities for participation will be open to all members.

We will plan and prepare for changing leadership and for a constantly changing pool of volunteers.

To achieve renewal, leaders will mentor and develop their successors.

CWEA ORGANIZATIONAL VALUES:

In support of the Mission Statement, Objectives, Vision Statement, and Strategic Plan the following Organizational Values apply:

Professionalism—following the highest standards of technical and ethical conduct; supportive of CWEA’s mission and purpose at all times

Responsibility—recognizing and fulfilling our duty to protect the quality of our water environment and to honor the trust the public has placed in us

Accountability—responsible and answerable for our actions, assignments, and duties within the organization

Integrity—firm adherence to our Code of Conduct; honor and candor

Celebration—taking pride in the water environment industry; recognizing and promoting the work of CWEA

Adaptability—flexibility in anticipating and responding to changing circumstances and environment

*Items included as separate documents.

Excellence—providing outstanding quality products and services; doing and recognizing our best at all times

Knowledge - gathering, learning, and sharing the latest information, experiences, and our core values; using sound data in the decision-making process

Inclusion—respecting all of our members; soliciting the participation of everyone (including others in the industry and environmental community) to remain open to healthy dialogue and growth

Teamwork—working and sharing equally in the responsibilities and rewards of progress; sharing in the opportunities for involvement

Outreach—extending our knowledge to the community and inviting people into the group

Leadership—developing future volunteers into leaders, and acting in a forward-thinking, timely, proactive manner.

Fun—opportunities for enjoyment and fulfillment

CWEA OBJECTIVES

1. Enhance the education and effectiveness of wastewater professionals through training and certification.
2. Develop and implement effective delivery mechanisms to rapidly disseminate knowledge concerning the water environment.
3. Advance the knowledge and technology in the planning, design, construction, operation and management of wastewater treatment systems and facilities.
4. Improve the professional status of all personnel working in the wastewater industry and related fields.
5. Encourage sound policy in matters relating to the water quality control field.
6. Advance the knowledge and understanding of the water environment and its interaction with other aspects of the environment.
7. Stimulate public awareness of the importance of wastewater treatment to public health and the water environment. **Committee Standing Rules**

As committees are not incorporated separately, they have standing rules that outline their rights and responsibilities within the umbrella of CWEA. Most Committees are affiliated with a specific vocation or focus that support the state training, certification, and publication activities.

Standing rules define their relationship with CWEA as a whole. The standing rules:

- define the role and the responsibilities of each committee officer
- define the major purpose of the committee
- describe how to make changes to the standing rules
- describe the associations' commitment to the committee
- outline the procedures that a Committee will use to work towards its purpose.

Standing rules for Committees are available through the office, and also online at http://www.cwea.org/members/mlr_leader_board_gd_csr.shtml.

*Items included as separate documents.

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Download Committee standing rules online at the address above or contact mls@cwea.org.

Constitution

<http://www.cwea.org/pdf/Constitution.pdf>

The Constitution and Bylaws were combined into a single document until April 19, 2001, when they were split into two documents. The Constitution contains the organizational bylaws that require the vote of the membership to change. The Bylaws contain the Board bylaws that require only a majority vote of the Board to change.

Bylaws

<http://www.cwea.org/pdf/Bylaws.pdf>

The Bylaws establish the operational procedures for the Board, including the new Governance Structure, also implemented in April, 2001, in which the entire Board is divided into four Board Committees.

Strategic Plan

http://www.cwea.org/mlr_leader_strategicplan.shtml

A strategic plan identifies what we are **not** doing today, but must do in the future to be successful. It is different from our annual program of work, which details the initiatives, programs, and activities we currently undertake to serve our members. Our strategic plan provides a context for us to make decisions about the work that we do and the plans we lay down today. It reflects an ongoing process of planning and thinking about how the world should be different as a result of what we do as an organization.

The development of our strategic plan has been a team effort, with all segments of CWEA leadership—from Local Sections and Committees to Past Presidents to professors to Board members—participating in its development. It began in 2002 after the objectives of our prior long-range plan had essentially been accomplished.

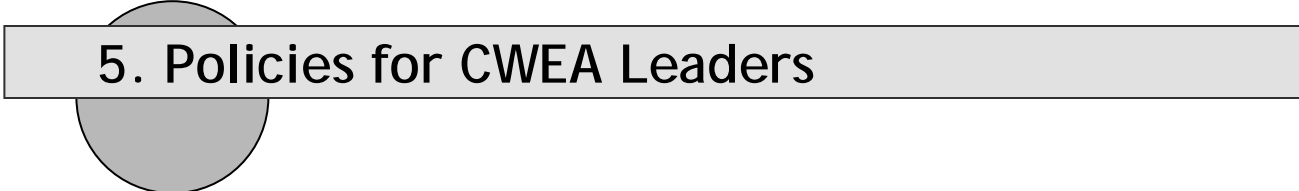
The Board adopted the first version of the strategic plan (which will be reviewed on an annual basis) in June 2004. The Board (guided by the Board's Planning and Program Development Committee) will use this plan to develop and consider what to include in our annual work.

As part of the strategic planning process, CWEA now holds an annual meeting of leaders in October. This **October Leadership Planning Meeting** is held in one location to provide all leaders the opportunity to come together to talk about the direction of CWEA. Agendas and information about the meeting is distributed in *Leader Link*. This meeting is not limited to CWEA leaders; all interested members or industry professionals may attend. It is held in the opposite regional (North/South) as the annual conference (as determined by calendar, not fiscal, year); for example, in 2004 it was held in the South because the 2004 Annual Conference was in the North.

2011 Strategy Map

The Strategy Map shows how our resources and work line up to meet our strategic outcomes and to fulfill our mission by highlighting cause-and-effect linkages. We've developed a companion Metrics Dashboard to show the data and details used to measure our progress. The Dashboard shows a quarterly snapshot of CWEA's event attendance, certificate holders and applicants, membership numbers, financial performance and communications results.

*Items included as separate documents.



5. Policies for CWEA Leaders

- A. Budget and Finance Overview
- B. Financial Policies
http://www.cwea.org/members/mlr_leader_board_gd_policies.shtml
- C. Non-Financial Policies
http://www.cwea.org/members/mlr_leader_board_gd_policies.shtml

All CWEA treasurers were mailed new binders with monthly and annual checklists at the start of the new fiscal year. Contact staff if you would like a copy. But wait—treasurers aren't the only volunteers who need to know about the budget & CWEA's financial policies.

1. **Tax Identification Number:** 95-2368216

CWEA has *over* 35 separate bank accounts, which operate under the same tax identification number, including Standing Committee and Local Section accounts, as they are not separately incorporated.

2. **Annual Budget**

The Board Planning and Program Development Committee (PPD) develops the annual budget, to be reviewed by the full Board in June, when a final budget is adopted for the next fiscal year (July 1–June 30).

Local Sections and Standing Committees are required to provide their own individual budgets by April 30th. Conference Committees are required to submit budgets for review by the Operations Committee, and CWEA Board approval.

3. **Annual Audit/Financial Review**

CWEA has an audit every year, which is conducted by a CPA. Local Section and Committee accounts and financial practices are included as part of CWEA funds.

4. **Financial Policies** (See Section 3 for specific policies)

Anti-Trust Law Compliance

Aware of the Hydrolevel precedent established in 1982, CWEA Board has a policy requiring that all activities comply with Federal Anti-Trust Law. The exhibitor role in CWEA conferences is an area of particular attention.

Financial Reports

Local sections and committees who have their own bank accounts are required to submit monthly financial reports to staff, which are tracked by the Operations Committee. You may elect to have the Finance Manager complete your monthly financial reports at no cost (called the Redwood Model). Assistance and information on Financial Reporting can be found online at: http://www.cwea.org/members/mlr_leader_localec_fr.shtml

Raffles

The Board approved a policy, officially prohibiting raffles after July 1, 2002. Door prizes, where no tickets are sold and all participants have an equal chance to win, are still permitted. Specifics are noted in policy 02-02.

Sales Tax

CWEA is not exempt from payment of sales tax. Additionally, sale of publications and other merchandise is subject to charging sales tax. Staff prepares aggregate reports and payments for CWEA (including Local Sections) on a quarterly basis to the State Board of Equalization.

Unrelated Business Income Tax (UBIT)

CWEA is required to report Unrelated Business Income (UBI) and if necessary, pay tax on UBI. CWEA receives advertising income, as do Local Sections who publish their own newsletters. With a single tax ID, all UBI is agglomerated, and declared on a single form. Local Sections and Committees are required to identify UBI.

*Items included as separate documents.

CWEA has developed a variety of policies to protect the volunteers and staff from situations that may arise. These policies and procedures were often written in reaction to an actual situation that occurred or a new regulation. All policies are listed below, with those most relevant to committee positions designated with an asterisk.

Number	Subject	Creation	Last Revision
--	Internal Financial Procedures	1/27/00	6/29/02
FP-101	Committee Finances*	1/15/83	9/15/10
FP-102	Conference Speaker's Expenses*	1/15/83	6/23/01
FP-104	Local Section Finances	4/24/91	1/15/05
FP-105	WEF Conference Expenses	9/18/79	9/21/96
FP-106	Physical Property Controls	4/24/91	4/17/07
FP-107	Checking and Credit Card Accounts*	9/18/79	4/17/08
FP-108	Conflict of Interest*	5/4/83	4/28/09
FP-109	Finance, Budget, and Accounting Schedule	4/24/91	9/21/96
FP-110	Financial Administration of Conferences and Seminars*	4/24/91	1/15/05
FP-111	Financial Investment Policy	4/24/91	9/15/10
FP-112	Petty Cash Fund	4/7/92	4/17/07
FP-113	Reserve Policy	4/1/99	9/15/10
FP-114	Differential Prices of Products and Services*	4/16/00	9/10/03
FP-115	Student Conference Registration Fees	4/17/07	
FP-116	Kirt Brooks Memorial Water Environment Scholarship Fund Annual Grant Appropriation	9/16/09	

Copies of all policies are available online at:

http://www.cwea.org/members/mlr_leader_board_gd_policies.shtml

*Items included as separate documents.

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Num ber	Subject	Creation	Last Revision
–	Personnel Policies and Procedures	1993	4/11/05
93-1	Sexual Harassment	6/26/93	4/27/99
93-2	Booth Activities Guidelines for Exhibitors at CWEA Conferences	6/26/93	1/30/10
96-1	Standards for Presentations & Entertainment	1/27/96	
96-3	CWEA Purchasing & Disposal	9/21/96	1/28/06
96-5	Guidelines for CWEA WEB Site & Email and Local Sections WEB Sites & Email	9/21/96	5/1/99
97-2	Records Management Policy	(1993) 1/18/97	4/28/09
97-3	Surplus Property Disposal Policy	4/22/97	1/28/06
97-4	Site Selection & Hotel Negotiation Policy	4/22/97	1/31/04
97-5	Exhibitor Registration Policy	4/22/97	9/14/05
98-1	Code of Conduct	4/21/98	
99-1	Proxy Procedures	1/30/99	
00-01	Advertising	6/17/00	
01-01	Awards	6/23/01	9/21/11
02-01	Local Section Member Billing	1/26/02	4/02/02
02-02	Raffle Policy	04/02/02	
02-03	TCP Continuing Education for Recertification	04/02/02	9/10/03
05-01	TCP Code of Professional Ethics	01/15/05	1/28/06
05-02	Emergency Transition Plan – Executive Director	06/28/05	
07-01	Disability Accommodation	04/17/07	
09-01	ED Compensation Policy	02/07/09	4/28/09
09-02	Officer, Key Employee, and Staff Compensation Policy	04/28/09	9/21/11
09-03	Whistleblower Policy	04/28/09	
09-04	Public Disclosure of Documents Policy	04/28/09	
09-05	Form 990 Review Policy	04/28/09	

*Items included as separate documents.
 S:\WORD_DOC\LocalSections\Leadership\Binders\Committee Binder\2011\Committee Orientation Packet 2011.doc

09-06	Joint Venture Policy	04/28/09	
09-07	Local Section Policy	09/16/09	4/12/11

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