

# CWEA Local Section Orientation Packet

## Fiscal Year 2011 - 2012

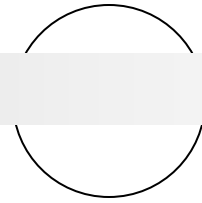


California Water  
Environment  
Association

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7677 Oakport Street Suite 600  
Oakland, CA 94621  
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<http://www.cwea.org>

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# 1. Introduction

Welcome to your new leadership position in CWEA.

Serving on a local section is a lot like serving on any other board. You make decisions on behalf of members, and must act in the best interest of those members. You are now also a representative of the whole association. As a leader, you have some added responsibility. In order to protect CWEA and its leaders, the association has developed some policies and practices that enable us to stay on the right side of the law and protect our nonprofit tax-exempt status. This binder will provide you with guidance to help ensure that both you and CWEA are legally "in the clear."

In your time getting to know CWEA from a section board perspective, you may or may not have been aware of all of the services, products, and programs that keep CWEA meaningful to so many different people across California. This binder provides you with a brief overview of these services, products, and programs.

Many of the resources included in these pages can be accessed on the CWEA website as separated documents, in which case the link addresses are listed. If you are unable to access them at any time, please feel free to contact staff, who will be happy to send you the document or information.

If, in the course of reviewing this information, you have any questions, please contact your local section board liaison or staff.

Board Liaison Listing: <http://www.cwea.org/pdf/BoardLiaisonAssignments.pdf>

Staff Listing: [http://www.cwea.org/cwq\\_cweaglance\\_contactstaff.shtml](http://www.cwea.org/cwq_cweaglance_contactstaff.shtml)

**Please note:** Checklists for specific leadership positions or activities are included in Section 5 of this orientation packet for your convenience.

Visit the CWEA Leadership Pages at:  
<http://www.cwea.org/leadership>

## Quick Reference

### 1. The Office

The CWEA headquarters office is located in Oakland, close to the Oakland Airport, adjacent to Highway 880. The address is:

CWEA  
7677 Oakport Street, Suite 600  
Oakland, CA 94621

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

### 2. The Staff

- Executive Director: ..... Elizabeth Allan, CAE, ABC  
..... [eallan@cwea.org](mailto:eallan@cwea.org), x101
- Executive Assistant: ..... Victoria Rawson  
..... [vrawson@cwea.org](mailto:vrawson@cwea.org), x113
- Chief Financial Officer: ..... Kevin Rogers  
..... [kr Rogers@cwea.org](mailto:kr Rogers@cwea.org), x102
- Director of Education & Training: ..... Julie Taylor, CAE  
..... [jtaylor@cwea.org](mailto:jtaylor@cwea.org), x103
- Director of Member & Leader Services: ..... Chris Lundeen, CAE  
..... [clundeen@cwea.org](mailto:clundeen@cwea.org), x104
- Certification Coordinator ..... Elaine Fuller  
..... [efuller@cwea.org](mailto:efuller@cwea.org), x119
- Finance Manager..... Renu Pal  
..... [rpal@cwea.org](mailto:rpal@cwea.org), x128
- Communications and Membership Manager: ..... Lola Dvorak  
..... [ldvorak@cwea.org](mailto:ldvorak@cwea.org), x114
- Senior Meeting Planner: ..... Katrina Twaddell  
..... [ktwaddell@cwea.org](mailto:ktwaddell@cwea.org), x120
- Education & Training Coordinator: ..... Serena Miller  
..... [smiller@cwea.org](mailto:smiller@cwea.org), x115
- Certification Manager: ..... Vivien Malig  
..... [vmalig@cwea.org](mailto:vmalig@cwea.org), x106
- Education & Training Coordinator: ..... Leslie Carino  
..... [lcarino@cwea.org](mailto:lcarino@cwea.org), x107
- Member & Leader Services Specialist ..... Latasha King  
..... [lking@cwea.org](mailto:lking@cwea.org), x110
- Certification & Office Assistant ..... Teresa Montano  
..... [tmontano@cwea.org](mailto:tmontano@cwea.org), x100

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

a. Website (conference registration, renewals, member directory, study guides, online learning)

i. User Name: (Person ID Number from member card or certification materials)

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ii. Password: (default is last name, either all caps or mixed case)

\_\_\_\_\_

(Change password to something familiar only to you in order to keep your account secure.)

**Acronyms: Guide to Common CWEA Terms**

- 5S** Secret Society of Sanitary Sludge Shovelers
- ABC** Association Boards of Certification *OR* Accredited Business Communicator
- AC** CWEA Annual Conference
- ACSE** American Society of Civil Engineers
- ACWA** Association of CA Water Agencies
- AMSA** Association of Metropolitan Sewerage Agencies
- ASAE** American Society of Association Executives
- 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 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)
- GVCVSC** Greater Central Valley Collection Systems Committee (a subcommittee of the Collections Systems Committee)
- GES** Golden Empire Section
- ICE** Institute for Credentialing Excellence (formerly National Organization for Competency Assurance)
- IHW or I&HW** Former Industrial and Hazardous Waste, now called P3S
- JIC** Joint water/wastewater Instrumentation Conference
- KBS** Kirtland Brooks Scholarship
- KBMWES** Kirt Brooks Memorial Water Environment Scholarship (formerly KBS)
- LABS** Los Angeles Basin Section
- LAIF** Local Agency Investment Fund

\* Items included as separate documents.

**LS** Local Section(s)

### Acronyms: Guide to Common CWEA Terms, page 2

**MBS** Monterey Bay Section

**MER** The Membership and External Relations Board Committee

**NCCA** National Commission for Certifying Agencies (the accreditation body of ICE)

**NCS** North Coast Section

**NIIEC** (misspelled **NIIEC**) Northern Instrumentation Control and Electrical Conference

**Non-Member Differential** The price of a service that a nonmember 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** The 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** The 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

**Acronyms: Guide to Common CWEA Terms, page 3**

**TF** Task Force

**TRIS** Tri-Counties Section

**Tri-State (TSS)** Conference held in October sponsored by CWEA, NWEA, and AWPCA

**Tri-TAC** A Technical Advisory Committee (the Government Affairs Committee + 2 other associations)

**Quo** 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

Also, check out the glossary of industry terms & more acronyms – from CASA – at <http://www.casaweb.org/Glossary/Glossary.htm>.



## 2. Introduction & Program Overview

- A. Programs and Services**
- B. Awards & Scholarships**
- C. Budget & Finance**
- D. Committees**
- E. Conferences & Training Tools**
- F. Local Sections**
- G. Membership**
- H. Publications: E-Bulletin to Wastewater Professional**
- I. Technical Certification**

## Programs and Services

[http://www.cwea.org/cwg\\_cweaglace\\_desc\\_programwork.shtml](http://www.cwea.org/cwg_cweaglace_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](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](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](http://www.cwea.org/members/mlr_leader_comm.shtml).

**Conferences:** To provide training and educational opportunities for wastewater professionals in California of a general and specific nature. Types of Conferences and Training events offered by CWEA:

- Annual Conferences
- Specialty and Committee Conferences
- Northern Regional Conferences
- Pretreatment Pollution Prevention & Stormwater Conferences (P3S)
- SSO-WDR Electronic Reporting & SSMP Workshops
- Tri-State Seminar (with AWPCA and NWEA)
- 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\\_localsec.shtml](http://www.cwea.org/members/mlr_leader_localsec.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](http://www.cwea.org/mlr_member.shtml).

## Programs and Services, page 2

Information specific to the roles of local section membership chairs is available at:  
[http://www.cwea.org/members/mlr\\_leader\\_localsec\\_mt.shtml](http://www.cwea.org/members/mlr_leader_localsec_mt.shtml).

**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](http://www.cwea.org/mlr_member_ebulletin.shtml) On-line Directory
- [www.cwea.org/mlr\\_member\\_onlinemd.shtml](http://www.cwea.org/mlr_member_onlinemd.shtml)
- *Leader Link* [www.cwea.org/members/mlr\\_leader\\_leaderlink.shtml](http://www.cwea.org/members/mlr_leader_leaderlink.shtml)
- *The Wastewater Professional* [www.cwea.org/mlr\\_member\\_wastewaterpro.shtml](http://www.cwea.org/mlr_member_wastewaterpro.shtml) or [www.cwea.org/members/mlr\\_leader\\_localsec\\_pub.shtml](http://www.cwea.org/members/mlr_leader_localsec_pub.shtml)
- Study Guides <https://gmhost1.gomembers.com/Clients/t-CWPA/etrakWebApp/Login.aspx>
- Jobs Available [http://www.cwea.org/crj\\_seeker\\_available.shtml](http://www.cwea.org/crj_seeker_available.shtml)
- Member Value Report  
<http://www.cwea.org/pdf/membership/MemberValueReport.pdf>
- Dashboards <http://www.cwea.org/dashboard>

**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 their family pursuing education within the wastewater field. More information is available in the Awards & Scholarships Section and at [http://www.cwea.org/cwq\\_cweagance\\_desc\\_scholarship.shtml](http://www.cwea.org/cwq_cweagance_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>.

## Awards & Scholarships

1. **Awards** [http://www.cwea.org/members/mlr\\_leader\\_board\\_gd\\_bylaws.shtml](http://www.cwea.org/members/mlr_leader_board_gd_bylaws.shtml)

### LS Awards

LS 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. Binders detailing the process and with updated forms are sent to local sections and committees each year by the beginning of July.

### State Awards

The winners of each LS award are submitted to the CWEA State Award Competition, with the deadline for submittal being January 15<sup>th</sup>. CWEA committees take the submissions and select a State winner by the February 15<sup>th</sup>, and review the applications for the following year between March and May, in time for final versions to be sent to the office in June and awards packets to be prepared to sent to local sections and posted on the web in July. State awards also include special recognition awards such as 5S, PICKS, Crystal Crucibles and Golden Manholes.

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.

### P3S Awards

The Pretreatment, Pollution Prevention, and Stormwater presents its Facility of the Year and Silver Manhole awards at its annual conference. These awards are intended to recognize industrial user sites for their outstanding and innovative solutions in multimedia waste management.

2. **Scholarship** [http://www.cwea.org/cwq\\_cweaglace\\_desc\\_scholarship.shtml](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. Awards are determined by the Scholarship Committee.

Scholarships applications are available between September 1 and January 14 and due to the CWEA office by January 15. Applications are reviewed by the scholarship committee to determine recipients and amounts awarded. Notification is given to applicants in April/May, and awards are given after proof of enrollment is provided by scholarship recipients in the following fall.

## Budget & Finance

All CWEA treasurers receive new binders with monthly and annual checklists to start the new fiscal year. Contact staff if you would like a copy. But 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 that is reviewed by the full board in June, and a final budget is adopted for the next fiscal year (July 1 – June 30). Work on the program of work and the associated budget begins in November.

Local sections and standing committees are required to provide their own individual budgets. These are due to the CWEA office no later than in April 30 each year. Local Sections should contact their Board Liaison for the latest Local Section budget template. 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** conducted by a CPA. Local section and committee accounts and financial practices are included as part of CWEA funds in the audit and financial review. Prior to FY 2004-2005, CWEA conducted audits every two years, with financial reviews in non-audit years.

### 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 are required to submit monthly financial reports to staff, which are tracked by the Operations Committee. LS may elect to have the Finance Manager complete their 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\\_localsec\\_fr.shtml](http://www.cwea.org/members/mlr_leader_localsec_fr.shtml)

#### Raffles

The Board approved a policy officially prohibiting raffles after July 1, 2002 to comply with State law. Door prizes, where no tickets are sold and all participants have an equal chance to win, are still permitted. This is policy 02-02 Raffles.

**Budget & Finance, page 2**Sales Tax

CWEA is not exempt from payment of sales tax. CWEA is also required to charge sales tax for publications and other merchandise. 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. Other sources of UBI are sale of merchandise.

## Committees

The Standing/Training Committees of CWEA include:

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

### 1. Description of Standing Committees & Task Forces

[http://www.cwea.org/cwq\\_cweaglace\\_comm\\_commdesc.shtml](http://www.cwea.org/cwq_cweaglace_comm_commdesc.shtml)

The Training Committees are responsible for providing support to the TCP committee in development of valid examination questions, and they provide support to the Conference Committees in the development of training programs and speakers for conferences. They are also asked to provide one article for the *Wastewater Professional* annually, and to develop one Specialty Conference program every two years. Committee chairs are appointed annually by the CWEA President at the 2<sup>nd</sup> Board meeting at the Annual Conference. 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.

### 2. Regional Committees (See Local Section, although Committee membership in Regional Committees is also expected)

[http://www.cwea.org/cwq\\_cweaglace\\_comm\\_commdesc\\_rc.shtml](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 CWEA's training-based committee chairs and local section program/professional development committee chairs.

### 4. Chair Contact Information

[http://www.cwea.org/cwq\\_cweaglace\\_comm\\_commcontacts.shtml](http://www.cwea.org/cwq_cweaglace_comm_commcontacts.shtml)

## Conferences & Training Tools

1. **Position Descriptions:** There is a detailed binder of conference policies outlining each volunteer position, called the "Conference Procedures and Information Binder" which is maintained and updated by staff. Copies are given to state conference committees at their first committee meeting. Additional copies can be obtained by contacting staff.
2. **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.
  - b. *Pretreatment Pollution Prevention & Stormwater Conferences (P3S):*  
IHW 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.
  - c. *Northern Regional Training:*  
Northern Regional Conferences have been held annually. Southern Regional Training Conferences were also held annually until 2000, when they were discontinued in favor of the Specialty Conference model.
  - d. *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 and then brought back in 2008. The Northern Safety Conference continues annually.
  - e. *Specialty* [http://www.cwea.org/members/mlr\\_leader\\_localec\\_dte\\_sci.shtml](http://www.cwea.org/members/mlr_leader_localec_dte_sci.shtml)
    - i. CWEA: The concept of Specialty Conferences was originally developed as a substitute for Regional Conferences. This model is a one-day conference on a single topic and conducted as follows:
      - One or more Local Sections volunteer to host, which means arranging for a site to hold 100, audio-visual equipment and box lunches, and handles on-site registration on the day of the Conference.
      - The Training Coordination Committee (TCC) identifies the topic and the appropriate Standing Committee arranges for speakers.
  - f. *SSO-WDR Compliance Workshops:*  
In May 2006, CWEA signed a 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. CWEA now runs courses on SSO-WDR compliance. Visit [www.cwea.org/ssso](http://www.cwea.org/ssso) for more information on these workshops.

## Conferences and Training Tools, page 2

- The TCC and staff develop 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; processes registration funds; prepares 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.

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. It may or may not include exhibits. It reduces overhead costs for CWEA.

- 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.
- h. *Tri-State Seminar:*  
Tri-State Seminar is a Joint Agreement between four Associations – CWEA; Nevada Water Environment Association (NWEA); Arizona Water Pollution Control Association (AWPCA) and the California Nevada Section of the AWWA (CA-NV-AWWA).
- i. *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.
3. **Training Event Assistance** (including budget templates, speaker locators, non-member differential pricing guide, and more) is available online at [http://www.cwea.org/members/mlr\\_leader\\_localec\\_dte.shtml](http://www.cwea.org/members/mlr_leader_localec_dte.shtml)

## Local Sections

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

LS 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 are required to be sent to CWEA office.

1. Boundaries and Map  
[http://www.cwea.org/cwq\\_cweaglace\\_localsec.shtml](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 terms as determined by their own standing rules. The majority of LS Board members are installed at the Award Banquets held November through February. 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](http://www.cwea.org/cwq_cweaglace_localsec.shtml)

3. Local Section Policy  
[http://www.cwea.org/members/mlr\\_leader\\_board\\_gd\\_policies.shtml](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](http://www.cwea.org/members/mlr_leader_board_gd_policies.shtml)

As local sections are an integral part of CWEA, the board has adopted an Affiliation Agreement for local sections to review and sign annually. This is a companion to local section standing rules, and is based on local section standing rules and the State constitution. The intent is to have LS Boards review and sign the Affiliation Agreement annually, to ensure that incoming Board members are aware of their obligations and responsibilities. For a copy of your standing rules, visit

[http://www.cwea.org/members/mlr\\_leader\\_localsec\\_cc\\_sr.shtml](http://www.cwea.org/members/mlr_leader_localsec_cc_sr.shtml).

4. Regional Committees  
[http://www.cwea.org/cwq\\_cweaglace\\_comm\\_commdesc\\_rc.shtml](http://www.cwea.org/cwq_cweaglace_comm_commdesc_rc.shtml)

There are two Regional Committees - the Northern Regional Committee comprising of two representatives from each of the 10 Northern LS and Standing Committees, and the Southern Regional Committee comprising of two representatives from each of the 7 Southern LS. 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, leadership issues, study session rotation and hosting, regional event coordination, and determine the local section portion of membership dues annually.

The Regional Committee Chairs are selected by the representatives of the LS, and serve a two-year term as Chair of the Regional Committee, and automatically accede to the Board for a three-year term (to be served while chair or the regional committee and in their first year as past chair).

**Local Sections, page 2**

## 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.

Corporate sponsorship and advertising are encouraged, with all revenue for such activities by vendors being accounted for a UBIT for purposes of accurately tracking taxes due and owing.

The LS portion of the dues is established annually by majority vote of the delegates from the LS at the Joint North/South Regional Meeting at the CWEA Annual Conference.

Tools for local section membership chairs are available online at [http://www.cwea.org/members/mlr\\_leader\\_localsec\\_mt.shtml](http://www.cwea.org/members/mlr_leader_localsec_mt.shtml).

## Membership

CWEA currently has about than 9,000 members. As of June 2011, 27% of our members belonged to WEF and 73% belonged to CWEA only. WEF dues are set annually by the WEF Board in October, and CWEA sets its state-level dues in June (for July). Local section dues are set in April at the joint regional committee meeting at the annual conference, but implemented with the CWEA dues change in July.

1. Categories: Membership Categories are detailed in Sections 7 & 8 of the Constitution.
2. Local Section Membership

Local sections receive the local section portion of the 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\\_localsec\\_mt.shtml](http://www.cwea.org/members/mlr_leader_localsec_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\\_localsec\\_mt.shtml](http://www.cwea.org/members/mlr_leader_localsec_mt.shtml).

4. Dues FY 11-12

Category	Total Dues	WEF	CWEA	Local Section
Professional= WEF Active	\$220	\$88	\$120	\$12
PWO	\$179	\$47	\$120	\$12
Retired	\$91	\$25	\$60	\$6
Corporate	\$482	\$350	\$120	\$12
Student	\$20	\$20	\$0	\$0
Young Professional (YP)***	\$113	\$47	\$60	\$6
Lifetime*	\$0	\$0	\$0	\$0
Half Life**	\$177	\$45	\$120	\$12
Association	\$132	NA	\$120	\$12
CWEA Corporate	\$262	NA	\$250	\$12
Utility	\$262	NA	\$250	\$12
Honorary	\$0	NA	\$0	\$0
Past Pres	\$0	NA	\$0	\$0
Executive	\$427	\$295.00	\$120.00	\$12.00

\*Lifetime – Free (person would need to have been a member for at least 35 years and be 65 or older)

\*\*Half Life – No longer offered. People have been grandfathered in? I am not sure I understood

that part.

\*\*\* Not a member category, but a package offered to five years or less work experience in the industry and who are under the age of 35 This program is valid for the first three years of WEF membership. This program is available only to new member applicants and WEF Student members.

## 5. Application

Download an application at

<http://www.cwea.org/pdf/membership/New%20App%20July%202009.pdf>.

## Publications: E-Bulletin to Wastewater Professional

CWEA has a multitude of training and technical information for our members and certificate holders. On the state level, we provide:

- *E-Bulletin* [www.cwea.org/mlr\\_member\\_ebulletin.shtml](http://www.cwea.org/mlr_member_ebulletin.shtml) On-line Directory [www.cwea.org/mlr\\_member\\_onlinemd.shtml](http://www.cwea.org/mlr_member_onlinemd.shtml)
- *Leader Link* [www.cwea.org/members/mlr\\_leader\\_leaderlink.shtml](http://www.cwea.org/members/mlr_leader_leaderlink.shtml)
- *The Wastewater Professional* [www.cwea.org/mlr\\_member\\_wastewaterpro.shtml](http://www.cwea.org/mlr_member_wastewaterpro.shtml) or [www.cwea.org/members/mlr\\_leader\\_localsec\\_pub.shtml](http://www.cwea.org/members/mlr_leader_localsec_pub.shtml)
- Study Guides <https://gmhost1.gomembers.com/Clients/t-CWPA/etrakWebApp/Login.aspx>
- Jobs Available [http://www.cwea.org/crj\\_seeker\\_available.shtml](http://www.cwea.org/crj_seeker_available.shtml)
- Member Value Report <http://www.cwea.org/pdf/membership/MemberValueReport.pdf>
- Dashboards <http://www.cwea.org/dashboard>

### 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 *the Wastewater Professional* (quarterly membership publication with industry how-to's and technical information).

### 2. *E-Bulletin*

The *E-Bulletin* is an association publication focusing on internal issues for CWEA. This includes information on upcoming events, local section and committee activities, members, awards, Board nominations, and other important CWEA information.

### 3. *Wastewater Professional*

*The Wastewater Professional* is a CWEA publication focusing on issues in the wastewater industry. Articles in this magazine are technical in nature, but are written in a variety of manners – ranging from technical papers to how-to instructions. 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 a monthly newsletter that addresses issues specific to CWEA leaders. This includes leadership topics, upcoming meeting information (and follow-up), deadline reminders, and more.

\* Items included as separate documents.

5. *Jobs Available*

CWEA provides professionals seeking work a place to see what jobs are available. This is posted on the website, and people can receive updates by email.

6. Local Section Publications

[http://www.cwea.org/members/mlr\\_leader\\_localsec\\_pub.shtml](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).

**Publications: E-Bulletin to Wastewater Professional, page 2**

b. Websites:

Many local sections have developed their own websites that are hosted by CWEA's web provider and linked from the association's home site. While CWEA does have some regulations about content, the character and culture of each local section can be uniquely expressed. Unfortunately, there are several sections that have started websites, but whose webmasters have moved on. If you would like to help a local section with their site (even if you aren't in that section), contact Angela at the CWEA office who will put you in touch with one of them. Links to local section websites are available at [http://www.cwea.org/cwq\\_cweaglace\\_localsec\\_websites.shtml](http://www.cwea.org/cwq_cweaglace_localsec_websites.shtml).

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 setting guidelines for advertising.

d. Logos:

Local sections may use the State logo on flyers, publications, and other material. A guide for logo use and e-version of the logo is available through staff at [mls@cwea.org](mailto:mls@cwea.org).

## 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 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).

Beginning in 2009, certification tests will be administered via computer continuously in four testing windows. The four testing windows will follow the standard quarterly schedule. Tests are given at over a hundred test locations throughout California, Michigan, Missouri and Hawaii.

Test questions are written by vocational specialists. CWEA Legal Counsel has reviewed the program and specified a process for validation of the testing, conforming with best practices, and 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. Each vocation is revalidated every 5-6 years, with at least one being reviewed each year).


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

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](http://www.cwea.org/cert_wte_cweatrainers.shtml)

Local section 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](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](http://www.cwea.org/members/mlr_leader_localec_dte.shtml). The Certification Preparation Task Force coordinates an annual Study Session Moderator Training workshop at each CWEA Annual Conference. The Task Force is also responsible for updating the study guides and Study Session Moderator Guides after each vocation is revalidated.
3. **Code of Ethics:** Like most professional certifications CWEA requires its certificate applicants, candidates, and holders to adhere to a [Code of Ethics](#).

4. **Application Sample\*** [http://www.cwea.org/cert\\_howcert.shtml](http://www.cwea.org/cert_howcert.shtml)



## 3. Guiding Information & Documents

- A. **Mission, Vision, Objectives, & Values**  
[http://www.cwea.org/cwq\\_cweaglace\\_desc\\_mv.v.shtml](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](http://www.cwea.org/members/mlr_leader_board_gd_csr.shtml)  
Local sections -  
[http://www.cwea.org/members/mlr\\_leader\\_board\\_gd\\_Iscaa.shtml](http://www.cwea.org/members/mlr_leader_board_gd_Iscaa.shtml)
- C. **Constitution**  
<http://www.cwea.org/pdf/Constitution.pdf>
- D. **Bylaws**  
<http://www.cwea.org/pdf/Bylaws.pdf>
- E. **Strategic Plan**  
[http://www.cwea.org/mlr\\_leader\\_strategicplan.shtml](http://www.cwea.org/mlr_leader_strategicplan.shtml)
- F. **Non-Financial Policies**  
[http://www.cwea.org/members/mlr\\_leader\\_board\\_gd\\_policies.shtml](http://www.cwea.org/members/mlr_leader_board_gd_policies.shtml)
- G. **Financial Policies**  
[http://www.cwea.org/members/mlr\\_leader\\_board\\_gd\\_policies.shtml](http://www.cwea.org/members/mlr_leader_board_gd_policies.shtml)

**Mission, Vision, Values & Objectives \***

[http://www.cwea.org/cwg\\_cweaglace\\_desc\\_mv.v.shtml](http://www.cwea.org/cwg_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.

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

\* Items included as separate documents.

**Mission, Vision, Values & Objectives – page 2**

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

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**

[http://www.cwea.org/members/mlr\\_leader\\_board\\_gd\\_csr.shtml](http://www.cwea.org/members/mlr_leader_board_gd_csr.shtml).

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.

**Local Section Standing Rules & the Affiliation Agreement**

[http://www.cwea.org/members/mlr\\_leader\\_localec\\_cc.shtml](http://www.cwea.org/members/mlr_leader_localec_cc.shtml)

As local sections are an integral part of CWEA, the board has adopted an Affiliation Agreement for local sections to review and sign annually. This Memorandum of Understanding is an opportunity to review the relationship between the whole association and the local sections, clarifying the legal expectations of both parties. This is a companion to local section standing rules, and is based on local section standing rules and the constitution, and includes some more specific information – such as the rights to use the CWEA logo by local sections.

**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 4 Board Committees.

## Strategic Plan\*

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

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, but 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 is to be held in the South as the 2004 annual conference was in the North. This meeting typically also includes free training on leadership issue related to association or workplace issues.

## 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. The companion dashboards, developed quarterly and annually, show metrics used to evaluate the association's progress towards its mission and goals.

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\* Items included as separate documents.

**Association Non-Financial Policies**

[http://www.cwea.org/members/mlr\\_leader\\_board\\_gd\\_policies.shtml](http://www.cwea.org/members/mlr_leader_board_gd_policies.shtml)

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 on the enclosed document, with those most relevant to local section leaders enclosed.

<b>Num ber</b>	<b>Subject</b>	<b>Creation</b>	<b>Last Revision</b>
–	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.

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

Copies of all policies are available upon request.  
Contact [mls@cwea.org](mailto:mls@cwea.org) or (510) 382-7800 for your copy.

**Financial Policies**

[http://www.cwea.org/members/mlr\\_leader\\_board\\_gd\\_policies.shtml](http://www.cwea.org/members/mlr_leader_board_gd_policies.shtml)

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 on the enclosed document, with those most relevant to local section leaders enclosed.

Number	Subject	Creation	Last Revision
--	Internal Financial Procedures	1/27/00	06/29/02
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	9/15/10
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	9/25/00
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 upon request.  
Contact [mls@cwea.org](mailto:mls@cwea.org) or (510) 382-7800 for your copy.

## 4. At the Heart of Leadership

### A. Liability Issues

### B. Three Standards of Leadership

### C. Seven Tasks of Leaders

### D. Knowledge-Based Decision Making

### E. State Board Nomination and Descriptions

#### 1. Nominations

[http://www.cwea.org/members/mlr\\_leader\\_likeleader\\_jcb\\_ni.shtml](http://www.cwea.org/members/mlr_leader_likeleader_jcb_ni.shtml)

#### 2. Composition

#### 3. Board Committees

#### 4. Contact Information

[http://www.cwea.org/cwq\\_cweaglance\\_board.shtml](http://www.cwea.org/cwq_cweaglance_board.shtml)

#### 5. Liaison Assignments

[http://www.cwea.org/members/mlr\\_leader\\_board\\_resp\\_la.shtml](http://www.cwea.org/members/mlr_leader_board_resp_la.shtml)

#### 6. Meeting Schedule

[http://www.cwea.org/members/mlr\\_leader\\_board\\_mi.shtml](http://www.cwea.org/members/mlr_leader_board_mi.shtml)

## Liability Issues

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.

## Three Standards of Leadership

### 1. **Standard of Care** (Also known as Duty of Care)

- a. 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.
- b. 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.
- c. Board members who do not act in accordance with the terms of paragraphs A and B shall have personal liability if they are found to have failed to meet the "standard of care."

### 2. **Standard of Loyalty**

The standard (duty) of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.

### 3. **Standard of Obedience**

The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

## Job Description for Leaders

Some ways in which a director (volunteer leader) shows that he/she is following the three leadership standards is by:

### 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.

## Knowledge-Based Decision Making

The CWEA Board of Directors has adopted a decision-making principle that has shown success in other associations over the past few years. This knowledge-based decision making approach relies significantly on the gathering and review of information, but still allows for the flexibility that associations require (so that not every decision is made on the basis of pure dollars and cents).

At the center of this approach are four questions, which are to be answered before any decisions are made:

- 1 – What do we know about the wants and needs of our members?
- 2 – What do we know about the capacity of the organization to provide these needs and wants?
- 3 – What do we know about the marketplace?
- 4 – What do we know about the ethical implications?

You can find an article about knowledge-based decision making in the September 2004 issue of *Leader Link*.

## State Board Nomination and Descriptions

Local section board and committee nominations and appointments are determined based on local section's individual constitutions and bylaws. Changes to local section constitutions and bylaws can be made by a local section membership vote and approval of the state Board of Directors. Changes to local section constitutions are reviewed by the Membership and External Relations committee of the Board.

### 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.

January: Deadline for nominations to slate – each candidate required to submit resume and questionnaire.

Executive Committee interviews Vice Presidential candidates and makes recommendation to Board re: slate, member record date, and proxy period.

Board approves slate, record date, and proxy period.

February: Deadline for nominations by member petition.

Mailing sent to members re: candidates by slate & member petition, record date, and proxy period. Information also made available online.

March: Proxy period closed for confirmation of membership. 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.

April: Annual business meeting, including election of officers and directors.

### 2. State Board Composition

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 elected to a two-year term as Chair of the Regional Committee by the delegates from the Northern and Southern LS, 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 3<sup>rd</sup> year Regional Director will be Northern in 2010-2011, and Southern in 2011-2012.

**State Board Description and Nomination, page 2**

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.

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.

### 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\\_cweaglace\\_board.shtml](http://www.cwea.org/cwq_cweaglace_board.shtml)

5. State Board Liaison Assignments (change every April)  
[http://www.cwea.org/members/mlr\\_leader\\_board\\_resp\\_la.shtml](http://www.cwea.org/members/mlr_leader_board_resp_la.shtml)

Your liaison to the Board is a resource for both you and the Board of Directors, in addition to your regional committee chair and staff. He/she will provide you with information about Board activity and process; and will listen to your questions and

**State Board Description and Nomination, page 3**

concerns, to help you get them answered or resolved or take your comments and suggestions to the Board for any action that may be required.

Please include your liaison on your distribution list for all of your Board meetings so that he/she can make arrangements to attend or follow-up with you after the meeting.

6. Board Meeting Schedule [http://www.cwea.org/members/mlr\\_leader\\_board\\_mi.shtml](http://www.cwea.org/members/mlr_leader_board_mi.shtml)

## 5. Local Section Leader Specifics

- A. Key Events Calendar
- B. Roles & Checklists
- C. Specialty Conference Calendar and Information
- D. CAN-SPAM – what does it mean for us?
- E. E-Bulletin & Wastewater Professional Articles

## Key Events Calendar

### January

- New LS Officer Lists Due (for installations in February - April)
- First ever CWEA Computer Based Testing (CBT) Certification Exam Available
- SRC Meeting
- State Board Workshop & Meeting
- State Award Nominations Due to Office (see Online Awards Binder for exact date – no extensions granted)
- E-Bulletin Deadline
- Wastewater Professional Deadline
- Scholarship Application Deadline

### February

- Bank Account Signature Cards Due (for officers changing in February)
- P3S Annual Conference

### March

- New Officer & Committee Lists Due (for installations in April)

### April

- Bank Account Signature Cards Due (for officers changing in April)
- Annual Budget and Reserve Fund Report Due
- Annual Conference
  - Board Meeting
  - Election of state Board of Directors
  - NRC, SRC, and Joint Regional Committee Meeting (determines LS Dues)
  - Training Coordination Committee Meeting

### May

- New Officer & Committee Lists Due (for installations in May/June)
- Receive new state Board Liaison assigned to section
- Update State Board & Committee lists

### June

- Bank Account Signature Cards Due (for officers changing in 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
- Certification Exam
- NRC Meeting
- Board Nominations Opened

**Key Events Calendar, page 2****August**

- Awards and Installation Banquet Dates Due (banquets November – December)
- Annual Financial Statement/Report and Inventory Due

**September**

- Awards and Installation Banquet Dates Due (banquets December - January)
- Tri-State Conference
- NRTC
- Northern Safety Conference
- Board Meeting
- NRC Meeting
- SRC Meeting
- Kirt Brooks Memorial Water Environment Scholarship Application Available

**October**

- Awards and Installation Banquet Dates Due (banquets January- February)
- New Officer & Committee Lists Due (for installations in November)
- Annual Planning Meeting for LS, Com, Board, etc.
- WEFTEC
- Board Nominations Due

**November**

- New Officer & Committee 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
- New Officer & Committee Lists Due (for Installations in January)
- Local Section Bank Account Signature Cards Due (for officers changing in December)

## Roles & Checklists

### President/Chair & Vice President/Vice Chair

- [http://www.cwea.org/members/mlr\\_leader\\_localec.shtml](http://www.cwea.org/members/mlr_leader_localec.shtml)
- 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

- [http://www.cwea.org/members/mlr\\_leader\\_localec.shtml](http://www.cwea.org/members/mlr_leader_localec.shtml)
- Distribute minutes of meeting, and agenda for next meeting to:
  - Each section board member and/or committee member,
  - Office, and
  - State board liaison  
([http://www.cwea.org/members/mlr\\_leader\\_board\\_resp\\_la.shtml](http://www.cwea.org/members/mlr_leader_board_resp_la.shtml)).
  - Should be done no more than 30 days after meeting, and no less than 2 weeks prior to next meeting
- Update calendar of activities

### Treasurer

- [http://www.cwea.org/members/mlr\\_leader\\_localec\\_fr\\_frme.shtml](http://www.cwea.org/members/mlr_leader_localec_fr_frme.shtml)
- Financial reports sent to CWEA office – see financial reporting binder for required monthly and annual reports, or obtain a new binder by contacting Brian Murray at [bmurray@cwea.org](mailto:bmurray@cwea.org)
- LS - Monthly membership check from office deposited (to receive from, or confirm proper amount was received, with Membership Chair)
- Send (quarterly, monthly, or after event) the non-member differential check to office

### Director

- <http://www.cwea.org/leadership>
- Attend all meetings
- Assist President/Chair as required

*These may vary slightly depending upon individual section procedures and descriptions; however this description provides the main responsibilities for the positions listed.*

**Roles & Checklists, page 2****Awards Chairs/Past Presidents**

- [http://www.cwea.org/members/mlr\\_leader\\_localsec\\_at.shtml](http://www.cwea.org/members/mlr_leader_localsec_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 Reporter**

- [http://www.cwea.org/members/mlr\\_leader\\_localsec\\_pub.shtml](http://www.cwea.org/members/mlr_leader_localsec_pub.shtml)
- Review due dates and submit articles and photos as appropriate

**Membership Chair (LS)**

- [http://www.cwea.org/members/mlr\\_leader\\_localsec\\_mt.shtml](http://www.cwea.org/members/mlr_leader_localsec_mt.shtml)
- Reconcile membership list with new list and check from office
- Provide Newsletter Editor with new member list for newsletter
- Give membership check (or confirm amount of check) with Treasurer for deposit

**Newsletter Editor**

- [http://www.cwea.org/members/mlr\\_leader\\_localsec\\_pub.shtml](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

**Regional Committee Delegates (North or South)**

- [http://www.cwea.org/cwq\\_cweaglance\\_comm\\_commdesc\\_rc.shtml](http://www.cwea.org/cwq_cweaglance_comm_commdesc_rc.shtml)
- Attend quarterly regional committee meetings
- Bring issues to/from RC for consideration & decision at next meeting – such as nominations, local section dues, leadership/procedural concerns and questions
- Coordinate future events to avoid conflicts between sections – including study sessions for certification and regional conferences

**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>
- Ensure testing site is arranged for exam
- Arrange for on-site moderators for exam
- Review and audit applications, as sent by office

**Training Coordinators and Professional Development Committee Chairs**

- [http://www.cwea.org/members/mlr\\_leader\\_localsec\\_dte.shtml](http://www.cwea.org/members/mlr_leader_localsec_dte.shtml)
- Notify office of next training event for inclusion on calendar
- Attend annual Training Coordination Committee Meeting (at the annual conference)

**Webmaster**

- [http://www.cwea.org/members/mlr\\_leader\\_localsec\\_pub.shtml](http://www.cwea.org/members/mlr_leader_localsec_pub.shtml)
- Ensure office has up-to-date user name and password for updates

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*These may vary slightly depending upon individual section procedures and descriptions; however this description provides the main responsibilities for the positions listed.*

### Specialty Conferences

[http://www.cwea.org/members/mlr\\_leader\\_comm\\_sct.shtml](http://www.cwea.org/members/mlr_leader_comm_sct.shtml)

The purpose of the CWEA Specialty Workshops is to deliver a comprehensive, in-depth, one-day training event 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 (i.e. Survey Info for Operators)
- Emerging national issues and crisis (i.e. Terrorism)
- New regulations (i.e. Operator Regulations, CMOM)
- Standing committee identification of issues (i.e. Stormwater, Microfiltration)

Topics 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.

### Students and Young Professionals (SYP) Chair

- <Link to SYP Handbook on the website>
- Organize activities to engage and recruit SYP members.
- Serve as the point of contact for SYP members and colleges and universities located within the local section.
- Report the status of SYP events to President/Chair periodically (either prior to each board meeting or quarterly).
- Work with President/Chair and Treasurer to develop budgets and cost structure for SYP events.
- Participate in the State SYP Committee.
- Actively seek nominations for the Outstanding Young Professional of the Year Award and encourage applications for the Kirt Brooks Scholarship.

## CAN-SPAM – what does it mean for us?

### CAN SPAM Act of 2003 - Frequently Asked Questions

Based on "The CAN SPAM Act: What Does it Mean for Your Association"  
December 16, 2003 - Hosted by the Center for Association Leadership

#### What is CAN SPAM?

On Tuesday, December 16, 2003, President Bush signed into law an act that regulates email communication. The law, entitled Controlling the Assault of Non-Solicited Pornography and Marketing Act (CAN SPAM) of 2003, regulates the email promotion and advertising and went into effect on **January 1, 2004**. This was less than three weeks from signature.

#### Why CAN SPAM now?

The law was pushed at record pace so that it could supercede the California anti-spam law that was signed by the Governor on September 23, 2003. The California law would have taken effect on January 1, 2004. The California law would have been even more restrictive than the new Federal law.

#### Who regulates CAN SPAM?

The Federal Trade Commission (FTC) is the body that will enforce and regulate this new law. Since the law was passed so quickly, it is now up to the Federal Trade Commission (FTC) to develop processes, guidelines and enforcement policies for the new law. The FTC has six months to set up these items. They have 18 months to report back to Congress on the development of a national do not email list.

#### Who is affected by CAN SPAM?

All businesses that market their products and services via emails are affected. Non-profits are affected the same as for-profit businesses. The term "commercial" was used very broadly. While majority of the law covers non-solicited pornography, there are some significant areas that apply to all organizations that promote their products and services via the internet.

- o The law focuses on "commercial electronic mail." Legal authorities have defined this as any email promoting a product or service that has a fee attached to it.
- o All emails will need to be evaluated for commercial messages; even person to person emails are included in this law, not just email blasts.
- o For CWEA, this includes any emails promoting conferences, study guides and non-member publications.

#### Are there any exemptions?

There are a number of exemptions to this law. They include:

- o Transactional and relationship emails including membership renewal notices, confirmations of online orders, account status and shipping information for orders placed.
- o Non-sales messages including legislature updates, industry news and member news. Member newsletters appear to be fine under this exemption as the primary purpose is member and industry news. Any advertising or promo in them would be seen as secondary to the member news.

**CAN-SPAM, page 2****What do we need to do to comply?**

The best thing is to classify your email communication 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 their request to opt-out of commercial emails. You must also refrain from releasing their 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" that each receives to the other. Therefore, if a Local Section receives "opt-outs" they are required to send them to CWEA and vice versa. CWEA would be unable to email those people emails of the same nature that they requested to no longer receive. Attached is a summary of the procedures for CWEA, Local Sections and Committees to follow in regards to "opt-outs."

**Are list serves affected?**

List serves are not an exemption. Legal authorities have indicated that it would be prudent to include the opt out and other requirements to any commercial emails sent to list serves unless you have received express written consent from the participants to send the list serve subscribers commercial emails.

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

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, then the requirements for opt-out would be needed.
2. If the email was responding to a question about a membership number (what is my membership number?) and you had a tagline on the next annual conference at the bottom of your email, it would not fall into the opt-out requirements.

**CAN-SPAM, page 3****Could we be sued for a violation?**

Unlike the Federal Communication Commissions (FCC) anti-fax law, that was suspended until January 1, 2005, this law does not allow individuals to sue (private rights) 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.

**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 Kristina Basgen 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 Serena Miller at ([smiller@cwea.org](mailto:smiller@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.

**CAN-SPAM, page 4****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]. Don't miss this great event by registering now. 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 525, 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]. Don't miss this great event by registering now. 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 & Wastewater Professional Articles

[http://www.cwea.org/members/mlr\\_leader\\_localec\\_pub\\_ebwwp.shtml](http://www.cwea.org/members/mlr_leader_localec_pub_ebwwp.shtml)

### 1. E-Bulletin

Content is needed from all Committees and Local Sections Leaders. You can either submit your articles and photos to Lola Dvorak, Communications & Membership Manager at [ldvorak@cwea.org](mailto:ldvorak@cwea.org) or post directly to the E-Bulletin as a contributor (contact Lola Dvorak for more information about becoming a contributor). Articles are continuously posted on E-Bulletin so you can submit an article any time. However, a highlights email is sent all members the 3<sup>rd</sup> Wednesday of every month.

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
- Submit photos of your events
- Being honored? Winning awards? Let CWEA know!
- Training or workshops coming up? Post it here!

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!

## E-Bulletin & Wastewater Professional Articles, page 2

[http://www.cwea.org/members/mlr\\_leader\\_localec\\_pub\\_ebwwp.shtml](http://www.cwea.org/members/mlr_leader_localec_pub_ebwwp.shtml)

### 2. Wastewater Professional

Content is needed from Committees, Local Section Leaders, and Members. Submit your articles and photos to Lola Dvorak, Communications & Membership Manager at [ldvorak@cwea.org](mailto: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 – Who's who and what exciting events are happening in the industry?
- Problems and solutions - How did you solve a major problem in your Agency?
- Agency news – What changes are happening at your Agency?

<b>Deadline</b>	<b>Issue</b>	<b>Issue Date</b>
October 1, 2010	Winter 2011	January 5, 2011
January 8, 2011	Spring 2011	April 1, 2011
July 9, 2011	Autumn 2011	October 1, 2011

### Schedule

Committees are asked to submit no less than one article every year. These should be submitted to Lola Dvorak at [ldvorak@cwea.org](mailto:ldvorak@cwea.org) to reserve your time. The Training Coordination Committee will be working to ensure that each committee has selected an issue.