CWEA BOARD OF DIRECTORS MEETING
MINUTES
September 11, 2002
Embassy Suites, South Lake Tahoe

A. CALL TO ORDER

President Pollak called the meeting to order at 9:00 a.m.

B. ROLL CALL

Present: President Denis Pollak, President-Elect Larry Tolby, Vice President Steven Agor, Treasurer Dave Badgley, Past President John Larson, Director Keith Smith, Director Kent Craney, Director Steve Swanback, Director Clay Yerby, Director Toby Weissert, Director Kathy Suter, TCP Chair Director James Rockafellow, WEF Director Tom Sutton, WEF Director Chuck Weir, and WEF Director Nick Pinhey.

A quorum was present.

Staff Present: Executive Director Elizabeth Allan, CAE, ABC; Conference and Membership Services Manager Julie Taylor, CAE; Certification Director Chris Lundeen, CAE; and Assistant to the Executive Director Angela Nielsen.

Also present: WEF Director-Elect Don Roberson, CA-NV AWWA Director Chet Auckly, CA-NV AWWA Executive Director Larry Hadcock, Akin Babatola, Leo Gonzalez, George Rivera, and Cynthia Royer.

C. AGENDA CHANGES

D.7. Closed session was added.
F.6. Report on California Association of Sanitation Agencies was added.
L.1. Joint Conferences with CA-NV AWWA and the PNWPCA
L.2. Northern Safety Conference

President Pollak called for a moment of silence to reflect upon the events of September 11, 2001.

President Pollak thanked WEF Director Pinhey for his service on the board of directors for the past 9 and a half years at this, his final board meeting. President Pollak recognized WEF Director-Elect Roberson who would become a voting member of the board in October.

D. PRESIDENT’S REPORT

D.1. Executive Committee Report*

President Pollak reported that the executive committee has reviewed personnel issues, reviewed the formal inclusion of the Executive Director as an ex-officio member of the board asking MER to develop language for a proposed change to the board bylaws, approved a $2000 expenditure for a personnel consultant to assist the Executive Director in developing a staff reward and recognition plan, and approved the closing of the office during the Christmas holidays (dates to be determined by Executive Director Allan). The executive committee is considering commissioning an audit committee, comprised of board members who are in line to become the treasurer. The Membership and External Relations Committee is charged with reviewing this possibility.

President Pollak encouraged board attendance at the Northern Instrumentation and Electrical Control Conference, on October 29th in San Ramon. He noted that the issue of TCP study sessions had come to his attention needing executive committee and TCP executive committee review.

D.2. Northern Safety Conference Update*

President Pollak reported that the conference was moving forward by San Francisco Bay Section, and that in the future it will be organized through the Training Coordination Committee.

* A written report was included in the board packet/on site
** Information included as an attachment to the minutes
D.3. Committee Chair Updates*

President Pollak announced the new chair of the Training Coordination Committee, Jeff Leads. He also announced his appointment of Chuck Weir as the liaison to CA-NV AWWA, Kent Craney to Water Reuse, and Keith Smith to the new Storm Water Association. He is making an effort to discuss the progress of the Government Affairs Committee with Chair Dave Williams.

D.4. Affiliation Agreements

President Pollak reported that, to date, affiliation agreements had been received from the Northern San Joaquin, San Diego, North Coast, and Sacramento Area Sections.

D.5. Specialty Conference Update

President Pollak reported that the Training Coordination Committee, which is responsible for Specialty Conferences, is meeting on September 16th to work on a schedule for conferences. A Membrane Technologies conference is being organized for mid-fall.

D.6. Board Structure Effectiveness Review

President Pollak reported that he will distribute a survey regarding the new board structure, to enable the board to see where there are weaknesses and strengths in this model.

D.7. Closed Session (9:20 – 9:25 a.m.)

E. EXECUTIVE DIRECTOR’S REPORT

E.1. Update on Program of Work*

The board was in consensus that the format of the written status report on the program of work is useful. Key points included the role of the Planning and Program Development Committee to review all proposed new work, the postponement of a new web design, the online registration system, and the shift of initial work on the E-Bulletin between staff members.

E.2. Further Observations

Executive Director Allan expanded on her presentation of June, focusing on issues of trust. Key points of the presentation included:

- Perception (particularly of motivation and the decision-making process) is reality,
- Volunteers, board, and staff must have a common definition of success,
- Trust is generated through competence, constancy, caring, candor, and congruity.
- The elimination of variation in messages is basic to ensuring trust
- Trust is demonstrated through a high level, and match, of what is said and what is done
- The intent of discussion in an association with a high level of trust is communication and understanding rather than an attempt by one group to pitch an idea for immediate buy-in,
- Three basic qualities for building trust and understanding are: consistency, simplicity, and repetition.

F. BOARD LIAISON REPORTS

F.1. Regional Committee Updates*

Director Swanback reported that the Northern Regional Committee had finished its review of the membership definitions, had discussed some problems with TCP study sessions, and would be reviewing its standing rules in December. Director Swanback also reported that there was interest in the joint training with the Pacific Northwest and the CA-NV AWWA. Leadership training will be done in December.
Vice President Agor reported that the Southern Regional Committee meeting is scheduled after this meeting. The major topic of discussion will be the membership categories.

F.2. Issues to Consider from Local Sections and Committees

The following issues and responses were noted:

- TCP Study Sessions: There are problems in finding moderators, and determining if they are qualified. There is uncertainty about the responsibilities of the local section host, and how to best support their efforts. The board discussed a joint committee (made up of board, regional committee, and TCP representatives) to review how to go about maximizing the ease of hosting and the benefits to the test takers.

- Northern Regional Training Conference: There are concerns in the north about not holding a regional training between 2002 and 2005, particularly with the addition of the contact hours requirement for certification. The board acknowledged that there is an unusual gap of time between these events, however it is expected to be filled by Specialty Conferences. National training events for WEF and AWWA will be in California in 2003. Anyone with concerns may submit them to the board, and they will be forwarded to the Training Coordination Committee, which will be discussing training issues and schedules at their September meeting.

- Local Sections are having difficulty attracting people to local section events, even with effective programs. It was thought that the new contact hours requirement and the addition of local section membership to previous state-only members would assist in increasing attendance.

F.3. Reports Submitted*

President Pollak noted that the reports have been a good tool for the board, and encouraged more board members to be diligent about sending them to staff for distribution to the board.

F.4. Affiliation Agreements*

President Pollak reported that the North Coast and Sacramento Area Sections have turned-in Affiliation Agreements.

F.5. CA-NV AWWA Liaison Report*

Chet Auckly and Larry Hadcock thanked the board for the invitation to the meeting. It was reported that CA-NV AWWA and CWEA are becoming increasingly cooperative, including the practice of having representation at each other’s conferences, sharing links on websites, and consideration of each association’s schedule when planning conferences to avoid conflicts. It was noted that there are many places in which the water and wastewater industries cross paths: need for increased focus on recruitment of young professionals and an overlapping membership base.

F.6. California Association of Sewerage Agencies Liaison Report

It was reported that CWEA is developing a closer relationship with CASA, which focuses more closely on the political and legislative aspects of the wastewater industry. CASA is having a meeting on January 17 – 18, 2003 in Palm Springs, and has asked for a CWEA leader to come and make a presentation on CWEA.

G. WEF REPORTS

G.1. WEF Activities

It was reported that WEFTEC is coming within the month, and CWEA will have a strong board and staff constituency present. WEF Director Pinhey will be leaving, and WEF Director Roberson will be taking office. Both WEFTEC 2002 and 2003 in Los Angeles will be looking for volunteers to work the CWEA booth. WEF has agreed to change the deadline for Stockholm Jr. Water Prize nominees to accommodate
the California State Science Fair, and will likely ask California to sponsor the onsite competition in the next few years.

G.2. WEF Executive Committee Report*

In addition to the executive committee meeting, the long range planning committee has met. WEF Director Weir was appointed as Vice Chair of the WEF Long Range Planning Task Force, and reported that a survey was distributed to the full membership, with 4000 responses. A draft long-range plan will be presented to the WEF board at the September annual meeting.

H. ACTION ITEMS

H.1. FP 113: Reserve Policy Revisions*

The Operations Committee recommended that they be given more time to develop a proposal for the revision of this policy. The board should expect a recommendation in January 2003.

H.2. FP 107: Checking and Credit Card Policy Revisions*

A motion was made, seconded, and approved to accept the revisions to FP 107 as proposed, to include:

- renaming of policy to Check Signing and Credit Card Accounts
- deletion of two signature checking requirements on the credit card accounts
- deletion of requirement that the Executive Director hold all credit cards except for travel
- acknowledgement of the role of the Finance Manager for monthly reconciliation of accounts
- inclusion of monthly review by the Operations Committee. **

H.3. New Format for Board Minutes*

A motion was made, seconded, and approved to accept the proposed revisions to the format of board minutes:

- to include:
  - an official statement recording that a quorum is present (when applicable),
  - a short summary of discussions made and actions taken
- to not include:
  - the vote count,
  - names of those who move and second motions,
  - names of those voting in opposition to a motion or abstaining, unless specifically requested at the time of the vote. **

H.4. WASA/CWWA Certification Proposal (TCP in T&T) *

The board reviewed the details of the pricing structure, expectations on impact of staff time, and the estimation of revenue based on the information provided by WASA and CWWA.

A motion was made, seconded, and approved to forward the proposal for wastewater employment certification services for WASA/CWWA for the start of negotiations; with a consistent staff hourly rate of $120, tests to be administered at a nonmember rate, and to give the final approval power to the Operations Committee.

H.5. Tagline for CWEA*

The board reviewed the proposed taglines, reviewed where and when it would be used, and conducted an informal pole to see what each board, staff, and association member present thought about the proposals and the use of “California” in the tagline text.

* A written report was included in the board packet/on site
** Information included as an attachment to the minutes
A motion was made, seconded, and approved to establish “Protecting our water environment through education and training” as the official CWEA tagline, and to retain “The clear choice for wastewater professionals” for internal membership and marketing purposes.

H.6. Technical Publication Name*

The board reviewed the proposed names for the publication, and conducted an informal poll to see what each board, staff, and association member present thought about the proposals and the use of “California” in the publication subtitle text.

A motion was made, seconded, and approved to establish “The Wastewater Professional: The technical resource for wastewater professionals” as the name of the paper technical publication.

H.7. Sewer Science: Public Education Committee Proposal*

It was proposed that further investigation be done regarding the Public Education Committee’s requests of CWEA, with additional detail on the program, costs, and time involved for the January board meeting.

H.8. CA-NV AWWA Reciprocal Pricing at Conferences*

The board reviewed the recommendation and discussed the possible impact on revenue for both conferences and membership.

A motion was made, seconded, and approved to grant members of CA-NV AWWA the privilege of membership rates at CWEA conferences, provided that the same privilege is provided to CWEA members at CA-NV AWWA conferences.

I. CONSENT CALENDAR*

A motion was made, seconded, and approved to approve the consent calendar as follows, with revisions to the June 29th board minutes to reflect WEFTEC in Los Angeles and 2.d) to reflect that the regional committees report to the Membership and External Relations Committee:

1. Approval of Minutes: June 28 & 29, 2002 Board Meetings
2. Board Committee Meeting Notes
   a) Membership and External Relations
   b) Operations
   c) Planning and Program Development
   d) Cheat Sheet of Committee Assignments and Roster
3. Financial Reports: Final Budget FY 02-03 as approved
4. Financial Reports: June, July
5. Standing Committee Reports
   a) Engineering and Research
   b) Public Education (Report acknowledged here, but contents reviewed under H.7.)
   c) Scholarship
   d) SWRCB
6. Administrative Reports
   a) Membership Report
   b) Technical Certification Report
   c) Website Report
   d) LS/COM Financial Activity Update
7. ELAP letter
8. Response to US-EPA re: Ambient WQ Criteria for Bacteria

* A written report was included in the board packet/on site
** Information included as an attachment to the minutes
J. TRENDS AND CHANGES IN THE INDUSTRY: NEXT STEPS*

From the list of themes generated at the June board meeting, with the addition of biosolids. The following were identified as the ten most urgent (will have the most impact and approaching with the greatest speed):

1. Biosolids.
2. Storm water.
3. A new generation of workers: need for basic skills and process control training.
5. Becoming increasingly difficult to find qualified people for the job.
6. Public education is needed, move the public away from the fear of what's in the water.
7. Financing the infrastructure: design life and growth after the 1970’s federal grant funding
8. Reclamation as a discharge alternative.
10. Engineering firms have difficulty recruiting and schools have declining enrollment in engineering department.

Additional results of the survey were not discussed at the meeting.**

K. COMMON THEMES IN WATER AND WASTEWATER

The following list of common themes was generated:

1. Disinfection Byproducts
2. Disinfection technology
3. Endocrine Disrupters
4. Safety: industry’s injuries & risk management
5. Funding
6. Certification and Continuing Education
7. Water Recycling
8. Management & Supervision
9. Groundwater Recharge and Protection
10. Qualified Workforce Recruitment
11. Integrated Resource Management
12. Construction Management and RFPs
13. Asset Management (GASB 34 Compliance
14. Water Conservation
15. Rate Setting & Impacts of Recycled Water
16. Proposition 218: Rate Structure
17. Storm Water Treatment
18. Regional-based Application of Watershed Water Quality Issues
19. Insurance
20. Public Education
21. Cross-training of water and wastewater issues
22. Energy Efficiency
23. Equipment Selection
24. Groundwater Recharge
25. Instrumentation & Information Technology uses
27. Video Conferencing
28. Maintenance and Mechanics
29. Seismic Retrofitting
30. Water Wars
31. Rural Outreach
32. SCADA
33. ELAP
34. Air Quality Regulations
35. Regulations in general
36. Security & Vulnerability Assessment

It was determined that this list would be used for follow-up at the January board meeting, and the CA-NV AWWA liaisons would forward it to the CA-NV AWWA board of directors.

L. NEW BUSINESS

L.1. CA-NV AWWA and Pacific Northwest Clean Water Association Joint Training with CWEA

It was noted that this would be an item of discussion at the Training Coordination Committee Meeting on September 16, 2002.

L.2. Northern Safety Conference

The board could expect a report from Leo Gonzalez outlining his concerns over the new format for training for which the Safety Committee and the Training Coordination Committee are responsible, if there are still concerns after the TCC meeting on September 16th. It was noted that under the new board committee structure, while it is the Planning and Program Development Committee’s responsibility to propose the
program of work (conferences), once the board has approved it, it is the responsibility of the Operations Committee to oversee and enact it.

M. ITEMS CONTINUED

M.1. Local Section Boundary Review (January 2003)
M.2. Local Section Lifetime, Student, and Retired Membership (January 2003)
M.5. Ethics and Nondiscrimination Codes (January 2003)
M.7. TCP Business Plan (January/April/June 2003)

N. ADJOURNMENT

The meeting was adjourned at 2:45 p.m.

The next workshop and meeting are scheduled for Friday and Saturday, January 18th - 19th, 2003 in San Diego.

Minutes prepared by Angela Nielsen, Assistant to the Executive Director.

APPROVED:

_______________________________________                                                ______________________
President Denis Pollak                                           Date
ATTACHMENTS

J. TRENDS AND CHANGES IN THE INDUSTRY: Results of Survey
Number of Participants: 17

### Trends - Urgency:
In order of most urgent: (2=most urgent, 10=least urgent)

<table>
<thead>
<tr>
<th>Trend</th>
<th>Urgency Score</th>
<th># People Unclear</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biosolids (identified at 9/11/02 meeting)</td>
<td>*</td>
<td>**</td>
</tr>
<tr>
<td>Storm Water.</td>
<td>3.94</td>
<td>0</td>
</tr>
<tr>
<td>Becoming increasingly difficult to find qualified people for the job.</td>
<td>4.18</td>
<td>0</td>
</tr>
<tr>
<td>Financing the infrastructure: design life and growth after the 1970’s federal grant funding</td>
<td>4.19</td>
<td>1</td>
</tr>
<tr>
<td>A new generation of workers: need for basic skills and process control training.</td>
<td>4.25</td>
<td>1</td>
</tr>
<tr>
<td>Reclamation as a discharge alternative.</td>
<td>4.27</td>
<td>2</td>
</tr>
<tr>
<td>Public education is needed, move the public away from the fear of what’s in the water.</td>
<td>4.41</td>
<td>0</td>
</tr>
<tr>
<td>Watershed management issues.</td>
<td>4.57</td>
<td>3</td>
</tr>
<tr>
<td>Engineering firms have difficulty recruiting and schools have declining enrollment in engineering department.</td>
<td>4.73</td>
<td>2</td>
</tr>
<tr>
<td>Non-point source issues.</td>
<td>5.00</td>
<td>0</td>
</tr>
<tr>
<td>Increasingly negative public image and increasingly difficult gap between wastewater professionals and other environmentalists: increased influence of other environmentalists on the boards of wastewater treatment plants and the regulators/government.</td>
<td>5.00</td>
<td>1</td>
</tr>
<tr>
<td>Federal funding – Congress reviewing proposal for $70-96 billion for water (60%) and wastewater (40%) infrastructure.</td>
<td>5.00</td>
<td>2</td>
</tr>
<tr>
<td>Implementing asset management.</td>
<td>5.25</td>
<td>1</td>
</tr>
<tr>
<td>Privatization.</td>
<td>6.25</td>
<td>1</td>
</tr>
<tr>
<td>Changes in definitions of competitive performance, with fewer staff.</td>
<td>6.50</td>
<td>3</td>
</tr>
<tr>
<td>Increased use of septic tanks, and need for training to prevent groundwater pollution.</td>
<td>7.25</td>
<td>1</td>
</tr>
</tbody>
</table>

*All present identified a high urgency score would have been given if it had been on the original list.
**None present identified it as being unclear, although it was not asked specifically.

### Trends - Unclear
In order of number of people who marked unclear about (or did not vote on) the trend

<table>
<thead>
<tr>
<th>Trend</th>
<th># People Unclear</th>
<th>Urgency Score***</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bioassay</td>
<td>8</td>
<td>5.78</td>
</tr>
<tr>
<td>303 De-listings, pathogens in storm water.</td>
<td>7</td>
<td>4.40</td>
</tr>
<tr>
<td>Water Rights.</td>
<td>6</td>
<td>5.27</td>
</tr>
<tr>
<td>Endocrine disrupters and pharmaceuticals.</td>
<td>5</td>
<td>4.58</td>
</tr>
<tr>
<td>Run-off from agriculture: pesticides.</td>
<td>5</td>
<td>4.67</td>
</tr>
<tr>
<td>Growing gap between agencies of wealth and those struggling.</td>
<td>5</td>
<td>5.75</td>
</tr>
<tr>
<td>Recycling: the desire to implement and/or the limitations and restrictions of..</td>
<td>4</td>
<td>4.62</td>
</tr>
<tr>
<td>Acceptable risk and the need to tie the wastewater with public behavior and habits.</td>
<td>4</td>
<td>5.15</td>
</tr>
<tr>
<td>More employers are cross training with water/wastewater/parks &amp; recreation – less specialization.</td>
<td>4</td>
<td>5.69</td>
</tr>
<tr>
<td>Special districts and mergers.</td>
<td>4</td>
<td>7.08</td>
</tr>
</tbody>
</table>

***Score estimated based on those who did vote.