



BOARD POLICY MANUAL

Association of California Water Agencies

Revised by the Board of Directors: June 5, 2026

Section:	GP-1 General Provisions	Approval Date:	9/25/2015
Policy:	GP-1.1 ACWA Board Policy Manual	Latest Revision:	N/A

GP-1.1 ACWA Board Policy Manual

1.1.1 Purpose

The purpose of the *Board Policy Manual*, adopted by the Association Board of Directors (Board), is to provide effective policy control of the Association, a sound basis for the administration of the organization by the Executive Director and staff, and to disclose to members the guidelines by which the Association is governed and administered. The policies set forth in this manual are designed to:

- Guide Board members, officers, and staff in the performance of their duties.
- Identify and delineate duties and responsibilities of Board members, officers, and staff.
- Provide the means for efficient leadership of ACWA functions within the framework of the Articles of Incorporation, Bylaws, and the California Corporations Code.
- Provide for the sharing of information with the membership.
- Provide for an efficient transition of changes in ACWA leadership.

1.1.2 Procedures

1.1.2.1 Adoption and Amendment

Policies of the Board may be adopted, revised, added to, or amended at any regular Board meeting by a majority vote. The *Board Policy Manual* will be updated as needed and formally evaluated at least once every five years at the direction of the Executive Director or his/her designee.

The Executive Director may develop administrative procedures as statements of method to be used in implementing Board policy. Such administrative procedures will be consistent with the intent of the Board policy. Administrative procedures may be revised as deemed necessary by the Executive Director.

Annually, the Executive Director will provide each member of the Board with any revisions to the administrative procedures that have occurred since the last distribution date. The Board may direct revisions to the administrative procedures.

These policies—along with associated procedures documenting the steps or activities designed to accomplish the goals and directives of a related policy—provide for a decisive process that one may follow, under various circumstances, to achieve consistency in the approach to decision-making. Aligned with the principles of the Association, these policies and procedures provide for day-to-day operational guidance for ACWA activities.

1.1.2.2 Guide for Use of Manual

The *Board Policy Manual* is divided into seven sections listed below. Each section contains all of the policies pertaining to that particular section.

- Section 1 General Provisions (GP)
- Section 2 Governance (GO)
- Section 3 Membership (M)
- Section 4 Finance and Business Services (FB)
- Section 5 Non-Dues Revenue (NDR)
- Section 6 Awards and Recognition (AR)
- Section 7 Other Organizations and Partnerships (OP)

The *Board Policy Manual* is published in sections based on operational subject matter for the efficient presentation of policies and to allow one or more sections to be revised without the need for reprinting the entire manual. Each section is identified by abbreviated letters pertaining to the contents of the section and with numbered headings to organize the contents of the policies contained within the section. The original approval date and latest revision date will be listed at the beginning of each policy.

Each year the latest version of the *Board Policy and Procedures Manuals* along with any revisions will be posted on the Association's website and made readily available to the Board, members, and staff through the Executive Director's office.

1.1.2.3 Policy Revisions and Deletions

A complete record of the revisions to a given policy will be listed in the "Revision History" table at the end of each policy. A record of the contents of revised and deleted policies will be kept on file in the Executive Department.

References:

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA Staff and Governance Workgroup

Section:	GP-1 General Provisions	Approval Date:	9/25/2015
Policy:	GP-1.2 Mission Statement	Latest Revision:	6/5/2026

GP-1.2 Mission Statement

ACWA provides comprehensive leadership, advocacy and education to serve California public water agencies' infrastructure and other water management needs to ensure high quality, sustainable and reliable water supplies in an environmentally, socially and fiscally responsible manner.

References:

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA Staff and Governance Workgroup
3/27/2020	Revised Policy GP-1.2. to reflect new Mission Statement approved as part of ACWA's Five-Year Strategic Plan process	ACWA Strategic Planning Committee and Board of Directors
6/5/2026	Revised Policy GP-1.2. to reflect revised Mission Statement approved as part of ACWA's 2025-2029 Five-Year Strategic Plan process	ACWA Board of Directors

Section:	GP-1 General Provisions	Approval Date:	3/27/2020
Policy:	GP-1.3 Vision Statement	Latest Revision:	6/5/2026

GP-1.3 Vision Statement

ACWA envisions a California that values and invests in water as an essential and plentiful resource that is managed efficiently and sustainably from headwaters to the ocean to meet all of California’s present and future needs.

References:

Revision History:

Revision Date	Description of Changes	Requested By
3/27/2020	Initial Release	ACWA Strategic Planning Committee and Board of Directors
6/5/2026	Revised Policy GP-1.3. to reflect revised Vision Statement approved as part of ACWA’s 2025-2029 Five-Year Strategic Plan process	ACWA Board of Directors

Section:	GP-1 General Provisions	Approval Date:	9/25/2015
Policy:	GP-1.4 Nonprofit and Federal Tax Exempt Status	Latest Revision:	3/27/2020

GP-1.4 Nonprofit and Federal Tax Exempt Status

The Association has two forms of nonprofit corporation status. The first is its status under state nonprofit corporation law. The second is its tax status.

1.4.1 Nonprofit Status

Although the Association was founded in 1910, it incorporated on November 23, 1970, pursuant to the General Nonprofit Corporation Law of the State of California, as an instrumentality of political subdivisions of the State of California.

The Association operates as a mutual benefit corporation. *See* Cal. Corp. Code 7110, *et seq.* A mutual benefit corporation is organized for the benefit of its members and, while a mutual benefit corporation is subject to less extensive state regulations and supervision than a public benefit corporation, the California Nonprofit Mutual Benefit Corporation Law does require the Association to do the following:

- Keep up-to-date versions of its Articles of Incorporation and Bylaws, *see* Cal. Corp. Code § 7160;
- Keep: (1) adequate and correct books and records of account; (2) membership records, including the Association's members' names, addresses and membership class; and (3) minutes of the proceedings of the members, board, and board committees, *see* Cal. Corp. Code § 8320(a);
- Prepare an annual report within 120 days after the close of the Association's fiscal year containing in appropriate detail: (1) a balance sheet as of the end of the fiscal year, an income statement and a statement of cash flows for that fiscal year, accompanied by an independent accountant's report or, if none, by the certificate of an authorized officer of the Association that they were prepared without audit from the Association's books and records; (2) a statement of the place where the names and addresses of the current members are located; and (3) a statement briefly describing any transaction or indemnification of the following kinds: (A) unless approved by members under Corporations Code § 7233(a), any transaction: (i) to which the Association was a party; (ii) which involved more than \$50,000 or was one of a number of such transactions with the same person involving, in the aggregate, more than \$50,000; and (iii) in which an interested persons had a direct or indirect material financial interest; and (B) a brief description of the amounts and circumstances of any loans, guaranties, indemnifications, or advances aggregating more than \$10,000 paid during the fiscal year to any officer or director of the Association unless the loan, guaranty, indemnification, or advance has already been approved by the members under Corporations Code § 5034, or the loan or guaranty is not subject to Corporations Code § 7235(a). (*See* Cal. Corp. Code § 8321 and § 8322.) The report must be sent to all directors and to any member who requests a copy in writing; and

- Biennially file a form SI-100 with the Secretary of State, including (1) the names and addresses of its chief executive officer, secretary and chief financial officer; (2) the street address for the Association’s principal office; and (3) the designation of an agent for service of process. *See*, Cal. Corp. Code § 8210(a)-(b).

1.4.2 Federal Tax-Exempt Status:

The Internal Revenue Service, in a private letter ruling dated October 30, 2007, determined that the Association is exempt from federal tax under Internal Revenue Code § 115. That section provides that gross income does not include income derived from the exercise of any essential governmental function and accruing to a state or political subdivision. (See 26 U.S.C. § 115. If an entity is established to perform a public or governmental function and it engages in an activity that furthers public or governmental interests, that entity will be deemed to be providing an “essential governmental function.” By assisting local governments provide cost-effective acquisition, treatment, and distribution of water to inhabitants of California, the Association performs an “essential governmental function,” thereby satisfying the first prong of § 115. The Association satisfies the second prong of § 115 because the income that it receives accrues to its members (local subdivisions of the State and agencies of State subdivisions), and not to private parties except incidentally.

References:

California Corporations Code; Internal Revenue Code § 115

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA Staff and Governance Workgroup
3/27/2020	Policy GP-1.3 renumbered to GP-1.4 as a result of the addition of a new policy, Policy GP-1.3 Vision Statement	ACWA staff

[https://acwacrm.sharepoint.com/sites/executive/shared documents/policy manual/board policy manual/1_gp-1_general provisions_2026-06-05.docx](https://acwacrm.sharepoint.com/sites/executive/shared%20documents/policy%20manual/board%20policy%20manual/1_gp-1_general%20provisions_2026-06-05.docx)

Section:	GO-2 Governance	Approval Date:	7/31/2015
Policy:	GO-2.1 Board of Directors	Latest Revision:	1/31/2025

GO-2.1 Board of Directors

2.1.1 Purpose

The Board is the governing body of the Association and is responsible for establishing policies to direct the Association's business. The Board has authority to take any action required to promote the purpose and achieve the mission of providing leadership, advocacy, information, and service to the Association's members. This policy sets forth the purpose, membership, and powers of the Board, consistent with the limits and provisions of California Nonprofit Corporation Law, the Association's Bylaws, and other applicable laws.

2.1.2 Membership

The Board will consist of the following members:

1. The Association President and Vice President.
2. The chair and vice chair of each region.
3. The chair of each standing committee.
4. The most Immediate Active Past President.
5. The Vice President of the ACWA/Joint Powers Insurance Authority.

2.1.3 Term of Office

The term of office of all members of the Board will commence on January 1 of the calendar year following election of the President and Vice President, except for those persons who serve on the Board by nature of their position as chairs of standing committees, whose terms will instead commence upon their ratification by the Board. The term of office for all members of the Board will terminate on December 31 of the following odd-numbered year two years later, or when their successors take office.

2.1.4 Attendance

In order to accomplish the overall mission of the Board and to achieve its objectives, Board members are expected to attend and participate in regularly-scheduled Board meetings. Any Board member who misses two consecutive regular Board meetings without being excused by the Board will no longer be a member of the Board.

1. If a region chair or vice chair misses two consecutive meetings of the Association's Board without being excused, the region board will appoint from among the existing region board a new region officer.

2. If a standing committee chair misses two consecutive meetings of the Association's Board without being excused, the President will appoint a new committee chair.
3. Board members will contact the Clerk of the Board (Clerk) to request an excused absence. Excused absences require approval of the Board to be effective.

2.1.5 Legal Obligations

California law imposes upon the Board members certain standards of conduct, including an obligation to act: (1) in good faith; (2) in a manner that the director believes to be in the best interest of the Association; and (3) with such care (including reasonable inquiry) as an ordinarily prudent person in a like position would use under similar circumstances.

2.1.6 Duties and Authority

The duties and responsibilities of the Board are as follows:

1. Establish and monitor policies and programs for the overall management and operation of the Association.
2. Identify a strategic vision, core principles, and goals through adoption of a Strategic and Business Plan for each two-year Board term, and annually assess progress toward accomplishing the established goals.
3. Adopt policy principles to direct the Association's business and advocacy efforts.
4. Determine the organizational structure of the Association, including the hiring and release of the Executive Director.
5. Set performance expectations for the Executive Director.
6. Receive, review, and consider approval of Executive Director recommended compensation, other terms and conditions of employment, and annual evaluations as prepared by the Executive Committee.
7. Ensure the financial health of the Association through conformance with up-to-date fiscal policies and procedures and through ongoing analysis of financial reports.
8. Review and approve the Association's annual budget prior to its effective date.
9. Set the level of membership dues for the Association.
10. Promote an understanding of the Association's purposes, goals/objectives, and activities to the membership.

2.1.7 Delegation

Except for the duties listed above, and subject to Section 3.02 of the Bylaws and corporation law, the Board may delegate the supervision, control, and direction of the Association's affairs to any person or

group, including a committee, provided the Board retains ultimate responsibility for the actions of such person or group. Where such powers are delegated, the delegation will be documented in writing.

2.1.8 Meetings

2.1.8.1 Regular Meetings

The Board will meet bimonthly each year at times and places set by the Board. The Board will approve an annual meeting schedule prior to the beginning of the meeting year. The approved schedule will be provided to each Board member and posted on the Association's website.

2.1.8.2 Special Meetings

The President may schedule special meetings according to procedures established in the Bylaws. No business except those items described in the notice will be transacted at any special meeting, except by consent of three-fourths of the Board members present.

2.1.8.3 Closed Session

At any regular or special Board meeting, the Board may adjourn into closed session for discussion of personnel matters; enforcement of violations of the code of conduct; pending or anticipated litigation or other legal matters, including but not limited to, considering whether to file or join an amicus brief; real property negotiations and discussions; and other confidential matters as determined by the Board to the extent permitted by applicable law. Upon conclusion of the closed session, the President may note actions taken, if appropriate. Actions taken that are not appropriate to be reported in open session will be recorded in the closed session minutes.

2.1.8.4 New Board Member Orientation

A new Board member orientation session will be held at the beginning of each new term in conjunction with the Board's first meeting of the term.

2.1.8.5 Meeting Procedures

Any meeting of the Board of Directors may be conducted in whole or in part by telephone, electronic transmission, or by electronic video screen communication. A member of the Board of Directors will be deemed present in person at the meeting if the following apply:

1. Each director participating in the meeting can communicate concurrently with all other directors.
2. Each director is provided the means of participating in all matters before the Board, including the capacity to propose, or to interpose an objection to, a specific action to be taken by the Board.

2.1.8.5.1 Quorum

The attendance of 50 percent of the voting members of the Board, or their permitted alternates, will constitute a quorum for the transaction of any business.

2.1.8.5.2 Alternates

Each region will designate an alternate for each chair and vice chair, who will meet the qualification requirements for chair and vice chair, to act as a permitted alternate at Board meetings when the chair or vice chair is unable to attend. The vice chair of each standing committee will be the permitted alternate to act at meetings of the Board when the standing committee chair is unable to attend. An alternate may not act or vote on behalf of more than one member of the Board. A Board member may not act as an alternate for any other Board member.

2.1.8.6 Rules of Order

When bringing or debating a motion before the Board, the following process will apply.

The three steps for bringing a motion before the Board are:

1. A Board member makes a motion;
2. Another Board member seconds the motion; and
3. The President states the motion.

Once the motion has been stated by the President, it is open to formal discussion. While only one motion can be considered at a time, and a motion must be disposed of before any other question is considered:

1. A motion may be amended before it is voted on, either by the consent of the Board members who moved and seconded, or by a new motion and second, which is then approved by the Board; or
2. A motion may be tabled before it is voted on by motion made to table, which is then seconded and approved by the Board; or
3. A motion may be rejected without further discussion of or action on the motion by a motion of “objection to consideration,” which is then seconded and approved by the Board; or
4. Further discussion of a motion can be terminated by a motion “to call the question,” which is then seconded and approved by the Board.

Any Board member, including the President, may make or second a motion. The affirmative vote of a majority of the Board members present at a meeting is required to pass a motion.

2.1.8.7 Agenda Preparation

The Clerk will prepare the Board meeting agenda under the direction of the Executive Director. The Clerk will distribute to each Board member the full agenda, including supporting documents, to allow adequate time to prepare for the Board meeting, prior to each Board meeting.

2.1.8.8 Minutes

The Clerk will keep the Board meeting minutes at the Association's principal office under the direction of the Executive Director. The Clerk will distribute to each Board member the minutes of each meeting at least five days prior to the next Board meeting.

2.1.9 Compensation

Board members will serve without compensation from the Association. The Association will reimburse the President and Vice President for necessary, actual, and reasonable expenses incurred in the performance of their duties while on authorized Association business. Additionally, the Association will reimburse the Immediate Past President for expenses associated with specified events and meetings subject to the approval by the Board.

References:

California Corporations Code, Bylaws, Articles 3 and 4.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/31/2015	Initial Release	ACWA Staff and Governance Workgroup
2/3/2023	Revised Policy GO-2.1 Board of Directors to incorporate revisions resulting from amendments to ACWA's Bylaws, specifically related to California Corporations Code provisions allowing meetings to be held by electronic communications, the election of ACWA's Board Officers, and section renumbering.	Amended & Restated Bylaws as approved by the members on 11/30/22
11/17/2023	Deleted GO-2.1.10 Code of Conduct Policy from GO-2.1 Board of Directors Policy; revised as a standalone policy, GO-2.1A, and expanded to include additional groups.	Board and Code of Conduct Task Force
6/7/2024	Revised GO-2.1.9 Compensation to incorporate language that states the Association will reimburse the Immediate Past President for expenses associated with specified events and meetings subject to the approval by the Board.	ACWA Staff
1/31/2025	Revised GO-2.1.8.3 to clarify the scope of issues that can be addressed by the Board in closed session.	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	Revised GO-2.1.8.4 to reflect consistency with Board practice.	ACWA Staff

Section:	GO-2 Governance	Approval Date:	11/17/2023
Policy:	GO-2.1A Code of Conduct	Latest Revision:	11/21/2025

GO-2.1A Code of Conduct

2.1.1A Purpose

The purpose of this Code of Conduct Policy (Policy) is to set forth the expectations for ACWA Board Members, ACWA past presidents, as well as for all individuals who serve on ACWA Regional Boards of Directors, ACWA Task Forces, ACWA Committees, ACWA Subcommittees, ACWA Working Groups, or any other permanent, temporary, or ad hoc ACWA group (“ACWA Groups”) established by ACWA to conduct its business, with respect to their conduct while acting in their ACWA capacity on any of these ACWA Groups. This Policy shall apply to all such persons participating in, any of ACWA Groups (all of whom are defined in this Policy, along with Board Members, as “ACWA-Related Individuals”). The term “ACWA-Related Individuals” does not include ACWA employees, who are governed by other conduct and personnel policies.

2.1.2A Code of Conduct

All ACWA-Related Individuals agree to abide by the following when serving an ACWA Group capacity:

1. Treat all persons in a courteous and respectful manner, particularly when acting in their ACWA capacity.
2. Act in accordance with all applicable laws of the United States and the State of California.
3. Refrain from abusive conduct, and verbal attacks upon the character or motives of other ACWA-Related Individuals or member agencies, ACWA Groups, the Association and its staff, or the public. For purposes of this Policy, the term “abusive conduct” shall carry the same meaning as found in Government Code section 12950.1 and shall include, but not necessarily be limited to, conduct which a reasonable person would find hostile, offensive, or unrelated to ACWA’s legitimate interests. Abusive conduct may consist of, but is not limited to, repeated infliction of verbal abuse, such as derogatory remarks, insults, and epithets; verbal or physical conduct that a reasonable person would find threatening, intimidating, or humiliating, or attempts to sabotage or undermine the work of others.
4. Refrain from any form of discrimination or harassment of any individual on account of that individual’s race, religious creed, color, national origin, ancestry, physical disability, mental disability, reproductive health decision making, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, veteran or military status or other legally protected class or characteristic, particularly when acting in their ACWA capacity.

5. Abide by the processes and rules of order for the ACWA Group in which they participate as established by that body or by ACWA and comply with the ACWA Board Policy Manual, including this Policy, and Bylaws.
6. Refrain from directly or indirectly indicating, in any communications with any outside group or persons, that they are speaking on behalf of ACWA, unless expressly authorized to do so by the ACWA Board, Executive Director, Deputy Executive Director, advocate on point on the relevant policy issue, or the Director of Communications with respect to any communications to the media. Providing factual information regarding official ACWA positions or statements, including providing copies of or links to official ACWA publications or statements, is permitted in all cases as long as the speaker does not indicate they are speaking on behalf of ACWA or acting as its representative.
7. Avoid conflicts of interest with their personal financial interests when acting in an ACWA capacity, and comply with Government Code section 87100, *et seq.* as interpreted by the Fair Political Practices Commission when acting on behalf of an ACWA member agency in an official capacity.
8. ACWA-Related Individuals will not disclose confidential ACWA information without proper authorization from the ACWA Executive Director or Board. Confidential information will be designated as such.
9. Refrain from directing (or giving the appearance of directing) the day-to-day operations of ACWA's staff, except as may be authorized by the ACWA Executive Director for any ACWA Board Member to facilitate the performance of their duties as an ACWA Board member.
10. Refrain from knowingly enabling the violation of this Policy by another person, including any act prohibited by an interim action of the Executive Director under Section 2.1.3A(3).

2.1.3A Investigation of Complaints

The following sets forth the procedures for investigating complaints against ACWA-Related Individuals for an alleged violation of this Policy.

1. All complaints involving alleged violations of this Policy shall be made to the ACWA President, Vice-President, and/or Executive Director. Upon receipt of a complaint, the ACWA President, Vice-President, Executive Director, and General Counsel shall be informed of the complaint and the underlying facts and circumstances. A copy of the complaint will not be provided to the subject of a complaint unless required by applicable law or ACWA Bylaws.
2. The ACWA Executive Director shall immediately inform the subject of the complaint, while not disclosing the complainant or their agency to guard against potential retaliation, that a complaint has been filed against them and shall inform that person of the general nature of the complaint.
3. The ACWA Executive Director will have the discretion to take any interim action necessary to protect the safety of any persons and/or to ensure the least amount of disruption to an event or a meeting. The discretion to take interim action includes, but is not limited to, a directive that

the person alleged to have violated the Policy temporarily cease all activities on the body to which they have been elected, appointed, or assigned during the pendency of the investigation.

- a. In the event that the subject of a complaint refuses to comply with any interim actions, the subject of a complaint shall immediately be removed from all ACWA Groups until completion of the disciplinary process for the underlying complaint.
4. The ACWA Executive Director, in consultation with the Board President (or Board Vice President in cases in which the Board President is the person alleged of violating this Policy) and General Counsel will determine whether an investigation of the complaint is warranted. If it is determined that an investigation is warranted, the ACWA Executive Director will undertake such an investigation immediately. The ACWA Executive Director shall retain a qualified third party (e.g., licensed investigator or attorney) to conduct the investigation unless determined to be unnecessary by the Board President (or Board Vice President in cases in which the Board President is the person alleged of violating this Policy) and General Counsel. The investigation should include discussions and interviews with witnesses as applicable.
5. Upon completion of the investigation, a report of the findings and conclusions of the investigation will be provided by the ACWA Executive Director to the Board President, Vice President, and ACWA's General Counsel, assuming none of those individuals are the subject of the investigation. Those individuals collectively will determine the recommended enforcement action to take in light of the findings, if any, and recommendations rendered following the investigation of the complaint. If no action is recommended, the complaint will be dismissed.
6. Once a determination of the recommended enforcement action has been made, the person alleged to have violated this Policy will be notified of the intended action. If the recommended enforcement action involves more than a verbal warning (i.e., temporary suspension or removal from the ACWA Group on which they serve) and unless the person alleged to have violated this Policy agrees to the recommended enforcement action, the Board of Directors will consider the matter in closed session at the next scheduled Board meeting. Board members will be provided with the recommended enforcement action and investigation summary as part of the closed session materials. At the meeting, during closed session, the accused person will have the opportunity to present to the Board reasons why the accused person believes they should not be subjected to the intended disciplinary action. The accused person is not entitled to call witnesses, but may present documentary evidence, to be included in the closed session materials, to the Board in support of their position. The Board will determine the appropriate disciplinary action, if any. If the person alleged to have violated this Policy agrees to the recommended enforcement action, the agreed disciplinary action shall be imposed.

2.1.4A Enforcement of the Code of Conduct and Discipline of an ACWA-Related Individual

1. A violation of this Policy may result in one or more of the following disciplinary actions:
 - a. Verbal Warning (Private Reprimand);
 - b. Public Censure;
 - c. Temporary suspension from the ACWA Group on which the accused person serves for one year unless determined otherwise due to the severity of the violation; or
 - d. Removal from the ACWA Group on which the accused person serves. ACWA-Related Individuals may apply for reinstatement to the Board after one year. If the person agreed to the discipline, without Board action being taken, the President and Vice President will review and consider the request for reinstatement.

To be imposed, any discipline above a Verbal Warning (Private Reprimand) must be imposed by a two-thirds or greater vote of the ACWA Board of Directors. A Verbal Warning (Private Reprimand) requires only a simple majority of those Directors in attendance at the meeting.

2. The ACWA Board of Director's action does not need to be reported out of closed session if the Board of Directors finds that the Policy was violated, and a Verbal Warning (Private Reprimand) is the appropriate level of discipline. In all other cases, the Board of Directors' decision will be reported out of closed session. A vote to remove will result in immediate removal of the accused person from the ACWA Group(s) on which they serve.
3. Any ACWA-Related Individual who takes any hostile or retaliatory action, directly or indirectly, against a complainant is subject to discipline and removal from the ACWA Group(s) on which they serve in conformance with Section 4.12 (b) of the Bylaws.
 - a. Should any ACWA-Related individual continue to take any hostile or retaliatory action after the procedures in Section 4.12 (b) of the Bylaws have been taken, the ACWA-Related individual's agency may be subject to removal from ACWA membership in accordance with Article 2, Section 2.01 (c) of the ACWA Bylaws, which may include a prorated refund of annual dues as determined by the Board or as required by the Bylaws or applicable law.
4. This Policy shall be interpreted consistent with Section 4.12 of the ACWA Bylaws. In the event of any inconsistency between this Policy and the Bylaws, the Bylaws shall control.

References:

California Corporations Code, Bylaws, Articles 3 and 4; Board agenda item VI.A.1. on 11/17/2023.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
11/17/2023	Initial Release: Deleted GO-2.1.10 Code of Conduct Policy from GO-2.1 Board of Directors Policy. Revised as a standalone policy and expanded to include ACWA Board Members, ACWA past presidents, as well as all individuals who serve on ACWA Regional Board of Directors, ACWA Task Forces, ACWA Committee, ACWA Subcommittees, ACWA Working Groups, or any other permanent, temporary, or ad hoc ACWA Group.	Board and Code of Conduct Task Force
11/21/2025	Revised policy to streamline future implementation and enforcement based on staff's review of policy since its initial approval in November 2023.	Required by Board's action when initially approved on 11/17/2023

Section:	GO-2 Governance	Approval Date:	7/31/2015
Policy:	GO-2.2 Executive Committee	Latest Revision:	1/31/2025

GO-2.2 Executive Committee

2.2.1 Purpose

The Executive Committee is responsible for supporting the Board, consistent with procedures established by Bylaws, to perform personnel actions, act between meetings, and perform other duties specifically delegated by the Board. This policy sets forth the membership, purpose, and powers of the Executive Committee.

2.2.2 Membership

The Executive Committee will consist of the following members:

1. The President of the Association, who will be the chair thereof.
2. The Vice President of the Association.
3. The most Immediate Active Past President.
4. The Chair of the Finance Committee.
5. Three at-large representatives selected from and by the members of the Board.

The election of the three at-large representatives to the Executive Committee will occur at the first Board meeting held in each even-numbered year, and the elected representatives will serve immediately following their election and until such time as their successors take office. To the extent practical, the Executive Committee will be constituted so as to reflect the geographic extent of the Association and the functions of the members of the Association. Should a vacancy occur in an at-large representative's position, the Board will elect a replacement at the next regularly scheduled Board meeting.

2.2.3 Powers

The Executive Committee will have the following authority:

2.2.3.1 Personnel

Subject to the budget adopted by the Board, the Executive Committee will perform the following personnel actions:

1. Recommend compensation for the Executive Director to the Board for review and approval.
2. Perform annual reviews of the Executive Director and submit that review to the Board for review and approval.

3. Review the classification and compensation plan and publicly posted salary schedule for Association employees, as submitted by the Executive Director, which will be approved by the Board of Directors.
4. Establish personnel policies for the conduct and behavior of employees, which will be reviewable by the Board.
5. Undertake such other personnel actions as may be requested by the Executive Director in support of his or her oversight of all other personnel matters, which will be reviewable by the Board in closed session upon request of the Board of Directors.

2.2.3.2 Delegation

The Executive Committee may act pursuant to any authority specifically delegated to it by the Board. The delegation will indicate whether the authority is still subject to the ultimate authority of the Board.

2.2.3.3 Authority to Act Between Meetings

The Executive Committee may act for the Board between Board meetings when calling a special meeting of the Board is impracticable, provided that no such action of the Executive Committee will be binding on the Board until ratified or approved by the Board. The Executive Committee has the authority to authorize actions recommended by the Legal Affairs Committee, with such actions to be ratified by the Board at its next meeting.

2.2.4 Meetings

The Executive Committee will hold regularly-scheduled meetings as set by the President, typically to coincide with the regular meetings of the Board. The President may schedule special meetings according to procedures established by Bylaws. All members of the Board may attend any meeting of the Executive Committee. Meetings of the Executive Committee may be closed to others at the discretion of the President or committee. Only members of the Executive Committee are allowed to vote on matters at a meeting of the committee.

2.2.4.1 Meeting Procedures

Any meeting of the Executive Committee may be conducted in whole or in part by telephone, electronic transmission, or by electronic video screen communication. An Executive Committee member will be deemed present in person at the meeting if the following apply:

1. Each committee member participating in the meeting can communicate concurrently with all other committee members.
2. Each committee member is provided the means of participating in all matters before the committee, including the capacity to propose, or to interpose an objection to, a specific action to be taken by the Executive Committee.

2.2.4.1.1 Quorum

A majority of the Executive Committee members in attendance will constitute a quorum for the transaction of business at any meeting of the Executive Committee.

2.2.4.1.2 Voting and Alternates

Each voting member will have one vote. No member may be represented by an alternate at a meeting of the Executive Committee.

2.2.4.2 Agenda Preparation

The Clerk will prepare the meeting agenda under the direction of the Executive Director. The Clerk will distribute to each Executive Committee member the full agenda, including supporting documents, to allow committee members adequate time to prepare for the Executive Committee meeting, prior to the each meeting. The Clerk will distribute the Executive Committee agendas to the Board.

2.2.4.3 Reporting

The President, or any person designated by the President, will report the Executive Committee actions to the Board at each regular Board meeting. A report on actions of the Executive Committee will be available to any member of the Board upon request to the Executive Director.

2.2.4.4 Minutes

The Clerk will keep the Executive Committee meeting minutes at the Association's principal office under the direction of the Executive Director. The Clerk will distribute to each Board member the minutes of each meeting at least five days prior to the next Board meeting, except in cases in which the Executive Committee meets during or immediately prior to a conference of the Association or immediately prior to a Board meeting, in which case the minutes, which may still be in draft form, will be mailed to each Board member promptly thereafter.

References:

California Corporations Code; Bylaws, Article 6.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/31/2015	Initial Release	ACWA Staff and Governance Workgroup
2/3/2023	Revised Policy GO-2.2 Executive Committee to incorporate revisions resulting from amendments to ACWA's Bylaws, specifically related to California Corporations Code provisions allowing meetings to be held by electronic communications.	Amended & Restated Bylaws as approved by the members on 11/30/22
1/31/2025	Revised Policy GO-2.2.3.1 to clarify that the ACWA Board is the approving authority for ACWA's public salary schedule, as required by CalPERS. The Executive Committee will review and make a recommendation to the Board.	Amended & Restated Bylaws as approved by the members on 12/4/2024

Section:	GO-2 Governance	Approval Date:	7/31/2015
Policy:	GO-2.3 Board Officers	Latest Revision:	1/31/2025

GO-2.3 Board Officers

The President and Vice President are the elected officers of the Association.

2.3.1 President

The President is an elected officer of the Association and presides at all meetings of the Board, the Executive Committee, and the general membership. The President is responsible to the Board of Directors and the general membership for the duties established by the Bylaws.

2.3.1.1 Duties and Authority

Within the limits of Bylaws and the Duties and Authorities established for Board members, and in coordination with the Executive Director, the President:

- Serves on the ACWA Board and presides at all meetings.
- Serves as the chair of the Executive Committee and presides at all meetings.
- Schedules special Board and Executive Committee meetings.
- Presides over all general membership meetings.
- Serves as a non-voting *ex officio* member of each committee, but will not be an *ex officio* member of the Election Committee or the region boards.
- Appoints members of all committees upon recommendation from members and regions as communicated by the region chairs.
- Appoints the chair and vice chair of each committee, each of whom will be subject to ratification by the Board.
- Appoints one representative to serve on the Election Committee in the odd-numbered year.
- Appoints special committees, work groups, and task forces from time to time as needed to accomplish a specific task or assignment, consistent with and supportive of the mission of the Association.
- Participates in the Association's spring and fall conferences.
- Represents and supports the Association's official policies and positions when acting in capacity of President.

- Represents and promotes the Association’s purposes, policies, and goals at a variety of Association functions/events, including visits to member agencies for ceremonies, meetings, and retention efforts in coordination with the Executive Director.
- Represents and promotes the Association’s purposes, policies, and goals at a variety of external functions/events, including speaking engagements, event participation, and news media and other contacts in coordination with the Executive Director.
- Performs other responsibilities assigned by the Board.
- Authorizes expenditures from the Executive Director’s contingency fund in conjunction with the Vice President and Finance Committee Chair.
- Reviews and approves the Executive Director’s monthly expense reports in conjunction with the Finance Committee Chair.

2.3.1.2 Qualification

The President will be an elected or appointed member of the governing body or commission of a member agency of the Association at the time of his/her election.

2.3.1.3 Term of Office

The members of the Association will elect the President by written ballot in each odd-numbered year before the Association’s annual meeting, with the election results formally announced at the annual meeting. The President will take office on January 1 of the calendar year following election and will hold office until December 31 of the following odd numbered year two years later or until his/her successor takes office or is appointed. An elected President is not permitted to succeed himself/herself to that office.

2.3.1.4 Vacancy

Should a vacancy occur in the President’s office, the Vice President will assume the duties of that office and succeed the President for the unexpired term. Should the Vice President not be able to assume this role, the Board will appoint a person to fill the office for the unexpired term thereof.

2.3.1.5 Compensation

The President will serve without compensation by the Association. The Association will reimburse the President for necessary, actual, and reasonable expenses incurred in the performance of his/her duties while on Association business. The Association will reimburse the President for expenses incurred for attending conferences, meetings, seminars, and workshops or other events and which are mutually beneficial to the officer and the Association and have been authorized by either the Board or the Executive Director.

2.3.2 Vice President

The Vice President is an elected officer of the Association and is a voting member of the Board. The Vice President is responsible to the Board of Directors and the general membership for the duties established by Bylaws.

2.3.2.1 Duties and Authority

Within the limits of the Bylaws and the Duties and Authorities established for ACWA Board members, and in coordination with the Executive Director and President, the Vice President:

- Serves as a voting member of the Board.
- Serves as a voting member of the Executive Committee.
- Performs the duties of the President in the President's absence.
- Succeeds the President for an unexpired term if vacancy occurs.
- Serves on the ACWA JPIA Executive Committee.
- Serves as a non-voting, *ex officio* member of each committee, but will not be an *ex officio* member of the Election Committee or the region boards.
- Participates in the Association's spring and fall conferences.
- Represents and supports the Association's official policies and positions when acting in capacity of Vice President.
- Represents and promotes the Association's purposes, policies, and goals at a variety of Association functions/events, including visits to member agencies for ceremonies, meetings, and retention efforts in coordination with the Executive Director.
- Represents and promotes the Association's purposes, policies, and goals at a variety of external functions/events, including speaking engagements, event participation, and news media and other contacts in coordination with the Executive Director.
- Authorizes expenditures from the Executive Director's contingency fund in conjunction with the President and Finance Committee Chair.
- Serves as a chair/vice chair or participant on committees or task forces as appointed by the President or Board.
- Performs other responsibilities assigned by the Board and President.

2.3.2.2 Qualification

The Vice President will be an elected or appointed member of the governing body or commission of a member agency of the Association at the time of his/her election.

2.3.2.3 Term of Office

The members of the Association will elect the Vice President by written ballot in each odd-numbered year before the Association's annual meeting, with the election results formally announced at the annual meeting. The Vice President will take office on January 1 of the calendar year following election and will hold office until December 31 of the following odd numbered year two years later or until his/her successor takes office or is appointed.

2.3.2.4 Vacancy

Should a vacancy occur in the Vice President's office, the Board will appoint a person to fill the office for the unexpired term thereof.

2.3.2.5 Compensation

The Vice President will serve without compensation by the Association. The Association will reimburse the Vice President for necessary, actual, and reasonable expenses incurred in the performance of his/her duties while on Association business. The Association will reimburse the Vice President for expenses incurred for attending conferences, meetings, seminars, and workshops or other events and which are mutually beneficial to the officer and the Association and have been authorized by either the Board or the Executive Director.

2.3.3 Election of Board Officers

In accordance with the Bylaws, the President and Vice President of the Association will be the elected officers of the Association. They will be elected by written ballot by the members of the Association in each odd-numbered year before the Association's annual meeting, with the election results formally announced at the annual meeting.

2.3.3.1 Eligibility Criteria

2.3.3.1.1 Qualification

At the time of their election, the President and Vice President will each be an elected or appointed member of the governing body or commission of a member agency of the Association.

2.3.3.1.2 Resolutions

An official nominating resolution from the Association member agency on whose board the nominee serves will accompany all nominations for the position of President and Vice President. An authorized signatory of the member agency's Board of Directors will sign said resolution.

2.3.3.1.3 Statement of Qualifications

Each nomination will include a statement of qualifications or resume highlighting the candidate's qualifications for the position, such as active involvement in ACWA task forces, region boards, committees, or the like. Candidates must also submit an abbreviated statement that can be included with the official ballot.

2.3.3.2 Call for Candidates Nominations Notice

A written notice requesting nominations of candidates for the election of President and Vice President of the Association will be sent electronically or by first class mail to each member in good standing by

the established date in each odd-numbered year. The nominations and accompanying resolution and statement of qualifications to nominate a candidate must be received by mail or electronically by the Association before the established deadline. Nominations received after the deadline date will be deemed invalid.

2.3.4 Election Committee

There will be an Election Committee consisting of eleven representatives whose purpose will be to present qualified individuals for the offices of President and Vice President of the Association. The Election Committee will screen all candidates to determine if the eligibility criteria have been met. The Election Committee will endorse a preferred candidate for President and Vice President before presenting an open ballot with all qualifying candidates to the members for a vote.

2.3.4.1 Selection

The Election Committee will be selected in the following manner:

1. Each of the 10 currently seated Region Boards in the odd-numbered year will appoint a representative from their respective regions to serve on the Election Committee.
2. One representative appointed by the President in the odd-numbered year will also serve on the Election Committee. Neither the President nor the Vice President qualifies to be appointed to this position.

2.3.4.2 Qualification

In order to serve on the Election Committee, an individual must be an officer, employee, or member of the governing body of a member agency of the Association, or other representative duly designated by a member agency of the Association to represent that member at the time of the appointment. Past Presidents, who are Honorary Life Members, may also serve on the Election Committee without meeting stated qualifications unless otherwise disqualified. Where an individual ceases to meet these criteria during the election cycle, the individual may not continue to serve. When the disqualified member represented a Region Board, the affected Region Board will select a replacement representative. When the disqualified member represented the President, the President will select an alternate representative.

Election Committee members may not run for the office of President or Vice President during the time they are serving on the committee.

2.3.4.3 Timing

The Region Boards and the President will appoint their representatives to the Election Committee by February 28 of each odd-numbered year.

2.3.4.4 Chair

The Election Committee will meet as needed throughout the election cycle to facilitate the election of the Board Officers. At its first meeting, the Election Committee will elect a chair to preside over the committee's meetings and duties for the duration of the election cycle.

2.3.4.5 Duties

The duties of the Election Committee are to:

1. Meet as needed throughout the election cycle to review materials governing the election of Board Officers and develop materials for the candidate interview process. Election Committee meetings are not open to the general membership.
2. Review the *Call for Candidates Nominations* notice prior to transmittal to the members.
3. Determine if the nominated candidates have met the eligibility criteria.
4. Conduct candidate interviews.
5. Endorse a preferred candidate for President and Vice President before presenting an open ballot with all qualifying candidates to the members for a vote by written ballot.
6. Election Committee Chair or his/her designee oversees ballot count.
7. Confirm that if a write-in candidate prevails in any election for President or Vice President that such individual will not be officially elected to such position until the Election Committee determines the individual meets the eligibility criteria.

2.3.5 Election by Written Ballot

ACWA's President and Vice President will be elected by written ballot in each odd-numbered year. The Election Committee will present an open ballot with all qualifying candidates to the members for a vote on a schedule that will allow sufficient time for a run-off ballot and the election of the officers prior to fall conference. The Association will use a direct or web-based online voting system to facilitate the written ballot process.

2.3.5.1 Voting

Each member of the Association in good standing at the time a vote is cast is entitled to one vote for the election of the President and Vice President that will be cast by its authorized representative by written ballot. At the beginning of each election cycle, members must designate their authorized representative by the established deadline.

2.3.5.1.1 Default Designations

If a member does not designate an authorized representative, ACWA will identify the member agency's general manager as the authorized representative and will transmit an electronic ballot directly or via third-party to the agency's general manager.

2.3.5.2 Ballot

All solicitations of votes by written ballot will: (1) include the names of all qualifying candidates; (2) state the number of ballots needed to meet the quorum requirement (50 returned ballots); (3) specify the time by which the written ballot must be received by the Association in order to be counted or cast electronically; and (4) allow any authorized representative acting on behalf of the member to write in

the name of an eligible qualified candidate. Each written ballot schedule will provide a reasonable time in which to return the ballots to the Association electronically.

2.3.5.3 Return of Ballots

Written ballots must be cast by electronic communication by close of business (5:00 p.m.) on the designated election date. Electronic ballots should be cast using the Association's designated electronic format. All written ballots electronically cast by the designated election deadline will be counted. Written ballots received from voting members after the specified date will be invalid and will not be counted.

2.3.5.4 Write-In Candidates

Nominating resolutions for write-in candidates must be received by the deadline for the return of ballots. If a write-in candidate prevails in any election for President or Vice President, such individual will not be officially elected to such position until the Election Committee confirms that the individual meets the eligibility criteria and qualifications requirements.

2.3.5.5 Ballot Counting

All electronic ballots will be tabulated and kept confidential under the oversight of the Election Committee Chair or his/her designee. Following the designated election deadline, electronic ballot results will be totaled in the presence of the Election Committee Chair or his/her designee.

Candidates or a designated observer may be present during the ballot counting process based on the established schedule.

Election of a nominee to the position of President or Vice President will be valid only when: (1) the number of votes cast by written ballot within the time specified, equals or exceeds the required quorum of 50; and (2) the number of written ballots approving the election of a nominee receives a majority of the ballots cast. If both the President and Vice President receive a majority vote, the results will be formally announced at fall conference.

2.3.5.6 Run-off Election

In the event a nominee does not receive a majority of the votes for President or Vice President in the first ballot round, a run-off election will be held for the office or offices for which a majority of the votes have not been received. The run-off election will only involve the nominees who received the two highest amounts of votes. The run-off election shall be conducted in the same manner as the initial election.

In the event the run-off election results in a tie vote, the successful candidate will be chosen by drawing straws. The Election Committee Chair will oversee this process.

2.3.6 Campaigning

The following policies are provided to establish the framework for how election campaigns will be conducted.

1. Staff will create an Election section on ACWA's website to feature informational materials related to the election process. The site will also include the candidate's photo and statement of qualifications.
2. Candidates will not post election materials to the ACWA Newsroom page.
3. ACWA will host an Election Townhall webinar for members at the onset of the written ballot process. All interested candidates will be introduced and members can ask questions. A recording of the webinar will be posted to the ACWA website for members to access.
4. Candidates will be provided with members' mailing and email data provided they agree to use the information exclusively for the election campaign
5. Region Boards and committees are free, but not required, to handle campaigning requests from candidates as they see fit if all candidates are treated equally.

2.3.7 Election Arbiter

ACWA's General Counsel will serve as the arbiter of rules related to the Board Officers' election process.

2.3.8 Additional Procedures for Election of Officers

The Board will have the authority to adopt policies for elections ("Election Policy") of President and Vice President setting forth the details for the election of such positions when not otherwise contrary to or covered by the Bylaws.

References:

California Corporations Code; Bylaws, Articles 3, 8, and 9.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/31/2015	Initial Release	ACWA Staff and Governance Workgroup
2/3/2023	Revised Policy GO-2.3 Board Officers to incorporate revisions resulting from amendments to ACWA's Bylaws and Election Task Force recommendations, primarily related to the election of ACWA's Board Officers.	Election Task Force on 9/23/2023 Amended & Restated Bylaws as approved by the members on 11/30/22
7/26/2024	Revised Policy GO-2.3.5 Election by Written Ballot to eliminate the paper ballot option.	ACWA Staff
1/31/2025	Revised Policy GO-2.3.2.1 to clarify the Vice President's relationship to ACWA's committees, similar to the provisions established for the President.	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	Revised Policy GO-2.3.4.2 to allow unaffiliated Past Presidents to serve on the Election Committee without meeting the stated criteria since they are Honorary Life Members of ACWA.	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	Revised Policy GO-2.3.5.4 to clarify that write-in candidates for president or vice president must submit a nominating resolution by the election deadline since they do not go through the Election Committee review process.	Amended & Restated Bylaws as approved by the members on 12/4/2024

Section:	GO-2 Governance	Approval Date:	7/31/2015
Policy:	GO-2.4 Immediate Past President	Latest Revision:	6/7/2024

GO-2.4 Immediate Past President

2.4.1 Purpose

The Immediate Past President is a voting member of the Board and Executive Committee, automatically assuming the position at the conclusion of his/her elected term as President. In the event the most Immediate Active Past President is unavailable to serve, the most recent and available active Past President in succession will serve in this capacity.

2.4.2 Duties and Authority

The Immediate Past President provides advice and counsel to the President and Vice President and functions within the boundaries established by the Association's Bylaws and decisions of the Board. The Immediate Past President:

- Serves as a voting member of the Board.
- Serves as a voting member of the Executive Committee.
- Serves as a chair/vice chair or participant on committees or task forces as appointed by the President or Board.
- Represents the Association at meetings and events when requested.
- Performs such other duties from time to time as may be assigned by the President or Executive Director.

2.4.3 Term of Office

The term of office for the Immediate Past President will commence on January 1 of the calendar year following election of the President and Vice President and will terminate on December 31 of the following odd-numbered year two years later.

2.4.4 Compensation

The Immediate Past President will serve in their capacity without financial compensation by the Association. However, the Association may reimburse the Immediate Past President for reasonable expenses directly related to their participation in the following events: Spring and Fall Conferences, Washington DC Conference, State Legislative Symposium, ACWA Board of Directors (Board) and Executive Committee meetings, and other events as deemed advisable. Reimbursement for such expenses shall be subject to approval by the Board. The Immediate Past President must submit a request for reimbursement prior to attending the specified event or meeting during their term. Upon

approval by the Board, the Immediate Past President is required to promptly submit receipts for all incurred expenses to ACWA's Clerk of the Board immediately following the conclusion of the event.

References:

California Corporations Code; Bylaws, Article 4 and 6.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/31/2015	Initial Release	ACWA Staff and Governance Workgroup
6/7/2024	Revised GO-2.4.4 Compensation to incorporate language that states the Association will reimburse the Immediate Past President for expenses associated with specified events and meetings subject to the approval by the Board.	ACWA Staff

Section:	GO-2 Governance	Approval Date:	7/31/2015
Policy:	GO-2.5 Staff Officers	Latest Revision:	1/29/2021

GO-2.5 Staff Officers

The Executive Director/Secretary and Controller/Treasurer of the Association are also officers of the Association.

2.5.1 Executive Director

The Executive Director/Secretary is an officer of the Association and is appointed by and holds office at the pleasure of the Board.

2.5.1.1 Duties and Authority

As an officer of the Association, the Executive Director has such authority to perform duties as set forth in the Association's Bylaws or as assigned by the Board directly or through the President or the Executive Committee. The Executive Director reports to the Board and is the principal executive responsible for implementing the policies and direction of the Board. The Executive Director is responsible for the Association's consistent achievement of its mission, financial objectives, and operations and functions, including overall strategic planning, revenue generation, financial management, organizational development, staff management, and programs and activities. In addition to the duties and authority set forth in the Bylaws, and within the constraints established in the Association's resolutions, policies, and annual budget, the Executive Director is responsible for the following:

2.5.1.1.1 Strategy and Planning

- Develops and leads the strategy of the organization within the broad context of the local and federal landscape by using performance measurements to guide strategic and operational decision-making.
- Takes a leadership role in driving a collaborative process with the Board, staff, and members which results in the development of goals, objectives, and operational plans for the organization.
- Oversees preparation of the annual budget and other necessary financial documents. Provides information and justifications for Board in its budgetary review and approval process.
- Cultivates a strong partnership with the Board in setting policies consistent with the mission of the Association.
- Directs staff activities to support the action of the Association's committees, subcommittees, task forces, and work groups.

2.5.1.1.2 Organizational Management

- Leads, motivates, and develops staff so that they are passionate about what the Association has achieved and are committed to working effectively toward continual improvement.
- Ensures that the organization has diverse staff with skills appropriate to the needs of the position through people-management activities including recruitment and hiring, separation of employment, ongoing staff development, performance management, compensation, and benefits.
- Ascertains that employment policies are adhered to in all employment practices and partners with the Board to implement changes.
- Ensures that the Association has the appropriate systems, physical space, and technology to operate efficiently and effectively.

2.5.1.1.3 Fiscal Oversight

- Leads organization's financial growth in order to maintain healthy cash flow, provide full services to our members, and maintain adequate reserves to support Board-approved investments and risk-taking.
- Executes contracts, agreements, or documents for which the Board has provided previous direction, policy, or approval covering such action.

2.5.1.1.4 External Affairs / Government Relations

- Promotes the Association's visibility and welfare through participation and membership in community forums, civic organizations, and activities that are aligned with the Association's mission and vision.
- Advocates at the local, state, and federal level for the public water policy issues that impact the Association's member agencies.
- Serves as the chief spokesperson for the Association with all key audiences; protects and promotes the Association's brand.

2.5.1.1.5 Program Development and Implementation

- Oversees and supports the development, design, and delivery of program initiatives, assuring that the goals and objectives are aligned with the Association's overall strategic plan.
- Oversees and supports the delivery of all program services to members.
- Provides for quality assurance monitoring of all the Association's programs, assuring correction of any deficiencies in program services.

2.5.1.2 Evaluation of the Executive Director

A. The Board believes that periodic evaluation of the Executive Director will help accomplish the following goals:

- Clarify the Executive Director's leadership and management role;

- Maintain a harmonious working relationship between the Board and the Executive Director; and
 - Assure the Board that the Association's general policies are being effectively administered by the Executive Director.
- B. The Executive Committee will formally evaluate the Executive Director's performance annually according to duties set forth herein as well as annual performance goals established by the Board. This evaluation will take place during Executive Committee's fall meeting, or as otherwise scheduled by the Executive Committee. Based on that evaluation, the Executive Committee will provide a summary report of the evaluation, including any recommendations pertaining to salary adjustment and other terms and conditions of employment, to the Board in closed session at the Board's next regularly-scheduled meeting.

2.5.2 Controller/Treasurer

The Controller/Treasurer is an officer of the Association whose duties will be performed by an Association staff position appointed by the Executive Director/Secretary. The Controller/Treasurer will be appointed by, report to, and act under the direction of the Executive Director/Secretary.

2.5.2.1 Purpose

The Controller/Treasurer, jointly with the Executive Director and Finance Committee Chair, ensures that current records are maintained, reflecting the financial condition of the Association. These records will include cash, investments, accounts receivable and other assets, accounts payable and other liabilities, and net asset balances.

2.5.2.2 Requisite Qualifications

The Controller/Treasurer must display knowledge of the Association's organization and personal commitment to its goals and objectives as well as an in-depth understanding of financial accounting, systems, controls, and reporting for nonprofit organizations. A certified public accountant (CPA) certificate is preferred for the Controller/Treasurer position, but is not required.

2.5.2.3 Duties and Authority

The Controller/Treasurer has such authority to perform duties as assigned by the Executive Director, those required by law, or as general usage would dictate. The Controller/Treasurer is responsible for the following duties and responsibilities:

- Ensure that effective systems and internal controls of accounting, budgeting and forecasting, investment management, payroll, credit and debt management, and cash flow management are maintained.
- Lead the development of the annual budget, coordinating with the Executive Director and Finance Committee and Budget Subcommittee.
- Lead biannual development of the other post-employment benefits (OPEB) evaluation report.
- Serve as the staff liaison to the Finance Committee and related subcommittees.

- Provide the Chair of the Finance Committee with timely updates on all budget matters and financial performance on a regular basis.
- Prepare or cause to be prepared and distributed as appropriate the following information/reports on behalf of the corporation:
 - Keep up-to-date versions of the Association's Articles of Incorporation and Bylaws;
 - Monitor the status of the Internal Revenue Service (IRS) section 115 designation and file formal designation information as necessary;
 - Keep: (1) adequate and correct books and records of account, and (2) membership records, including the Association's members' names, addresses, and membership class;
 - Prepare an annual report within 120 days after the close of the Association's fiscal year containing in "appropriate detail," (1) a balance sheet as of the end of the fiscal year, an income statement and a statement of cash flows for that fiscal year, accompanied by an independent accountant's report or, if none, by the certificate of an authorized officer of the Association that they were prepared without audit from the Association's books and records; (2) a statement of the place where the names and addresses of the current members are located; and (3) a statement briefly describing any transaction or indemnification of the following kinds: (A) unless approved by members under Corporations Code § 7233(a), any transaction (i) to which the Association was a party;(ii) which involved more than \$50,000 or was one of a number of such transactions with the same person involving, in the aggregate, more than \$50, 000; and (iii) in which an interested persons had a direct or indirect material financial interest; and (B) a brief description of the amounts and circumstances of any loans, guaranties, indemnifications, or advances aggregating more than \$10,000 paid during the fiscal year to any officer or director of the Association unless the loan, guaranty, indemnification, or advance has already been approved by the members under Corporations Code § 5034, or the loan or guaranty is not subject to Corporations Code § 7235(a). See Cal. Corp. Code § 8321 and § 8322. The report must be sent to all directors and to any member who requests a copy in writing; and
 - Biennially file a **form SI-100 with the Secretary of State**, including: (1) the names and addresses of its chief executive officer, secretary, and chief financial officer;(2) the street address of the Association's principal office; and (3) the designation of an agent for service of process.
- Manage and oversee CalPERS contract and policies, workers' compensation, and other assigned contracts.
- Oversee the purchase and maintenance of any insurance policy or policies or bond on behalf of the Board, officers, or employees against any liabilities, other than for violating provisions

against self-dealing, incurred by the director, officer, or employee in such capacity or arising out of their status as such as established by the Association's Bylaws.

- Attend, prepare reports, and participate in Board meetings and committee meetings.
- Sign on all accounts held by the Association.
- Participate in the Association's strategic planning process.
- Perform all duties incident to the office of the Controller/Treasurer.

References:

California Corporations Code; Bylaws, Articles 3 and 4.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/31/2015	Initial Release	ACWA Staff and Governance Workgroup
9/30/2016	Eliminated requirement for a CPA certificate for the Director, Finance and Business Services position as part of Succession Plan action items, resulting in deletion of language from Policy 2.5.2.2 Requisite Qualifications for Controller/Treasurer. Revised policy indicates CPA certificate is preferred but not required.	ACWA Staff based on action by Executive Committee on 7/29/2016.
1/29/2021	Revised Policy 2.5.2 Controller/Treasurer to address language related to the Executive Director/Secretary's appointment of the position that performs the duties of Controller/Treasurer.	ACWA Staff based on recent organizational changes approved by the Executive Committee and Board of Directors.

Section:	GO-2 Governance	Approval Date:	7/31/2015
Policy:	GO-2.6 Councils, Committees, and Special Committees and Task Forces	Latest Revision:	1/31/2025

GO-2.6 Councils, Committees and Task Forces

2.6.1 Council of Past Presidents

The Bylaws establish a Council of Past Presidents as a mechanism for the past presidents to continue to make valuable contributions to the Association.

2.6.1.1 Purpose

The purpose of the council is to:

- Enable the past presidents to advise and counsel the President and Board on Association matters from their unique perspective of experience and background.
- Provide an opportunity for fellowship for past presidents.
- Perform such other duties and responsibilities as may be assigned by the President and/or Executive Director/Secretary, with approval of the Board.

2.6.1.2 Membership and Attendance at Board and Executive Committee Meetings

The Council of Past Presidents will consist of all past presidents of the Association who serve on the council until each is no longer able to or wishes to serve. Members of the Council of Past Presidents are invited to attend and participate in the Association's Board and Executive Committee meetings, including attending closed session, as well as attending other special events. With the exception of the Immediate Past President, members of the Council of Past President will be non-voting.

2.6.1.3 Honorary Life Membership

All past presidents are granted an honorary life membership in the Association.

2.6.2 Committees

2.6.2.1 Purpose

Committees are an integral part of the Association's activities and policy development. Structured to include representation from all 10 of the Association's regions, committees provide key technical and policy input to the Board and bring together expertise and members' perspectives from across the state. The subject matter focus ranges from water management/quality and federal/state legislation to membership and communications.

Committees elevate issues of importance to the Board for information and action. Additionally, the Board may assign specific policy and technical work to committees before determining a specific course of action.

2.6.2.2 Duties and Authority

The Association's committees provide key technical and policy input in support of the Board's approved goals and objectives, consistent with the parameters established by Bylaws and policies.

Committees will develop an action plan at the beginning of each term consistent with and in support of the Board's adopted Strategic and Business Plan. The action plan will include:

- A discussion of the goals for the committee's term.
- A detailed work plan and schedule for accomplishing the goals.
- A list of committee member assignments to meet the schedule.

Following the Board's adoption of the Strategic and Business Plan, committees will submit their action plans to the Board for review and concurrence with the Board's approved goals and objectives.

Following the Board's review, the action plans for each committee will be forwarded to all committee chairs to facilitate coordination between committees on matters of mutual concern.

Committees will evaluate their action plans at the end of each term and make appropriate recommendations for consideration by the newly appointed committee.

2.6.2.3 Committee Chairs

2.6.2.3.1 Duties and Authority

The committee chairs will:

- Serve as a voting member of the Board as the principal liaison between the committee and the Board.
- Preside at meetings of their respective committees.
- Present a written or oral report regarding committee activities or recommendations to the Board as needed.
- Coordinate the scheduling of meetings to foster total committee member attendance and avoid conflicts.
- Appoint subcommittees as necessary to carry out the committee responsibilities.
- Coordinate with other committees that deal with matters of mutual concern.

The committee vice chairs will perform the duties of the committee chairs in their respective committee chair's absence.

2.6.2.4 Committee Composition

Each limited standing committee will have a membership composition that is comprised of members in the quantity and with qualifications as defined by the provisions of the Association's Bylaws and as defined in Board policies. The committee chair position will not be included in the maximum count for determining the committee composition total of any given limited committee. The committee chair will, however, be a voting member of their respective committees subject to the rules and procedures of each committee.

2.6.2.5 Appointment Process

In order to serve on any standing or regular committee, an individual must be an officer, employee, or member of the governing body of a member agency of the Association, or other representative duly designated by a member agency of the Association to represent that member at the time of the appointment. A duly designated representative will not have access to member benefits unless they are affiliated with a member agency, associate, or affiliate of the Association. If an individual ceases to meet these criteria during the term of the appointment, the individual may not continue to serve during the remaining term of that appointment unless that individual can again meet the criteria for appointment and is appointed to complete the term.

All committees of the Association will strive to provide continuity in leadership, geographically distribute membership, and ensure all regions are adequately represented.

Association members will submit nominations for committee appointments in writing for consideration by the region chair and vice chair. If an agency chooses to designate a representative other than a director or salaried staff member, written confirmation to that effect must be received in the Association's office prior to appointment consideration. Nomination forms can be obtained from the Association office.

For purposes of determining membership on a limited committee, only one agency representative may be appointed with the following exceptions:

- Two members from the same agency can be represented on a limited committee when one serves as the committee chair as the chair position is not included in the maximum count for determining the committee composition total.
- Other individuals representing the same agency may serve on subcommittees of a given limited committee.

The President will appoint all committee chairs, vice chairs, and members, who will serve for a two-year term to coincide with that of the President. The term of the standing committee chairs and vice chairs will commence as soon after January 1 of the even-numbered year as they may be appointed by the President and ratified by the then-seated Board. The President will make the committee appointments following the recommendations submitted by region chairs and vice chairs.

2.6.2.6 Vacancy Appointment Process

When a vacancy occurs on any given committee throughout the two-year term, the President and affected region chair will fill the vacancy consistent with the eligibility criteria set forth in Policy 2.6.2.5 and committee composition criteria set forth in Policy 2.6.2.10.

2.6.2.6.1 Deadline for Filling Vacancies

Committee vacancies occurring in the odd-numbered year after July 31 will remain vacant until the next term.

2.6.2.7 Attendance

If any committee chair has two consecutive, unexcused absences from their respective committee meetings, the President will appoint a new committee chair. Two consecutive, unexcused absences from a limited committee will constitute a resignation, and a replacement will be named as soon as possible thereafter.

2.6.2.8 External Liaison Committee Member

Upon recommendation of a committee chair, region chair/vice chair, or the Executive Director, the President may appoint liaison committee members who will serve for the same term as the President. Liaison members will be chosen due to their knowledge and expertise in an identified area.

Liaison members cannot vote, but will receive copies of *ACWA News* and can register for the Association's activities utilizing the member fee structure as an acknowledgment of the service provided the Association.

2.6.2.9 Staff Liaison Role to Committee

The Executive Director will appoint a staff liaison to each committee to support and assist with the accomplishment of its goals. Staff liaisons will, as appropriate:

- Review with the respective committee chair existing Association policies and procedures that pertain to committees and their functions. Staff liaison will monitor compliance with the Association's policies and procedures and provide clarification when necessary.
- Establish with the chair guidelines for the handling of agendas, minutes, meeting scheduling, follow up, and reporting. Staff liaison will ensure committee meeting minutes are prepared, distributed, maintained, and posted to the Association's website.
- Work with respective committee chair to facilitate the development of committee's work plan.
- Work with appropriate staff to schedule the Association's conference rooms and to coordinate other location arrangements when meetings are held outside of the Association.
- Coordinate facility arrangements, meeting room setup, and audio-visual resource requirements for meetings.

- Provide information link from the Association to the committee, report to the committee on Association and Board actions, work with the chair to facilitate reports to the Board on committee's activities, as needed.
- Provide updates to appropriate staff supervisor on key issues/problems that arise from committee activities consistent with established procedures.
- Work closely with appropriate staff to ensure the integration of committee needs, such as articles for *ACWA News*, conference programs, seminars, etc.
- Verify and monitor committee's budget and expenses and provide direction to accounting staff for disposition, as appropriate.
- Monitor timelines for committee activities and ensure appropriate follow through.
- Track committee attendance throughout the term utilizing established internal procedures.
- Notify appropriate staff when a vacancy occurs to ensure vacant positions are promptly filled.

2.6.2.10 Standing Committees

2.6.2.10.1 Meetings

Standing Committees will meet at such times and places as determined by the respective committee chair to conduct the committee's business, but no less than two times a year.

Any committee meeting may be conducted, in whole or in part, by telephone, electronic transmission, or by electronic video screen communication. A committee member will be deemed present in person at the meeting if the following apply:

1. Each committee member participating in the meeting can communicate concurrently with all other committee members.
2. Each committee member is provided the means of participating in all matters before the committee, including the capacity to propose, or to interpose an objection to, a specific action to be taken by the committee.

2.6.2.10.2 Agriculture Committee

Purpose: The purpose of the Agriculture Committee is to develop and recommend Association policy, positions and programs to the Board, State Legislative Committee, Federal Affairs Committee or other committees, as appropriate, regarding agricultural issues affecting the interests of the Association and its members.

Committee Composition: Unlimited. The committee will consist of at least one member from each region.

2.6.2.10.3 Business Development Committee

Purpose: The purpose of the Business Development Committee is to develop and recommend to the Board programs and activities to be provided or administered by the Association that generate non-dues revenue and provide a service or benefit to member agencies.

Committee Composition: Unlimited. The Business Development Committee will consist of at least one member from each region and may include members from any of the other standing committees.

2.6.2.10.4 Communications Committee

Purpose: The purpose of the Communications Committee is to develop and make recommendations to the Board regarding a comprehensive internal and external communications program for the Association.

Committee Composition: Limited. The Communications Committee will consist of a maximum of 40 members. Of that number, at least one member will be from each region.

2.6.2.10.5 Energy Committee

Purpose: The purpose of the Energy Committee is to recommend policies and programs to the Board and to the State Legislative Committee and/or Federal Affairs Committee as appropriate.

Committee Composition: Unlimited. The Energy Committee will consist of at least one member from each region.

2.6.2.10.6 Federal Affairs Committee

Purpose: The purpose of the Federal Affairs Committee is to review all federal legislative proposals and regulatory proposals affecting member agencies, after consulting with other appropriate committees, and to develop Association positions consistent with existing policy, where it has been established; recommend sponsorship of bills that will resolve problems or improve conditions for member agencies; and assist in the establishment of the Association's federal legislative program.

Committee Composition: Limited. The Federal Affairs Committee will consist of at least one, but no more than five members from each region.

DC Conference: Committee members are strongly encouraged, but not required, to attend the annual DC Conference.

2.6.2.10.7 Finance Committee

Purpose: The purpose of the Finance Committee is to make recommendations to the Board regarding annual budgets, dues formula and schedules and other revenue-producing income, annual audit and selection of an auditor, and investment strategies.

Committee Composition: Limited. The Finance Committee will consist of the President and Vice President of the Association as *ex officio* members, either the chair or vice chair from each of the Association's 10 region boards, and one additional member from each region with experience in financial matters.

Committee Chair: In addition to the duties and authority set forth in Policy 2.6.2.3.1 for committee chairs, the Finance Committee Chair performs the following duties:

- Serves as a voting member of the Executive Committee.
- Authorizes expenditures from the Executive Director's contingency fund in conjunction with the President and Vice President.
- Reviews and approves the Executive Director's monthly expense reports in conjunction with the President.

2.6.2.10.8 Groundwater Committee

Purpose: The purpose of the Groundwater Committee is to recommend policies and programs to the Board and to the State Legislative Committee and/or Federal Affairs Committee as appropriate.

Committee Composition: Unlimited. The Groundwater Committee will consist of at least one member from each region.

2.6.2.10.9 Legal Affairs Committee

Purpose: The purpose of the Legal Affairs Committee is to support the mission of the Association, and more particularly to deal with requests for assistance involving legal matters of significance to member agencies, including but not limited to state and federal court litigation, water rights matters, selected regulatory and resources agency matters, proposed bylaw revisions, review of legislation as requested by the State Legislative Committee, etc. The committee will consider matters and issues submitted to it in order to determine which ones are of major significance to member agencies and, assuming a finding of major significance, recommend to the Board the position(s) which the committee believes the Association should take with respect thereto.

Committee Composition: Limited. The Legal Affairs Committee will be composed of 34 to a maximum of 44 attorneys, each of whom will be a member of the California Bar and will be, or act as, counsel for a member agency, representing diverse interests within the Association, including but not limited to, different geographical areas throughout the state, large and small agencies, agricultural and urban agencies, agencies created under the various enabling statutes, etc. The committee will consist of at least one member from each region.

2.6.2.10.10 Local Government Committee

Purpose: The purpose of the Local Government Committee is to recommend policies to the State Legislative Committee, as appropriate, and Board on matters affecting water agencies as a segment of local government in California.

Committee Composition: Limited. The Local Government Committee will consist of at least one, but no more than three members from each region.

2.6.2.10.11 Membership Committee

Purpose: The purpose of the Membership Committee is to assist staff in developing membership recruitment and retention programs, make recommendations to the Board regarding membership policies, eligibility, and applications for membership and review and make recommendations to the Finance Committee regarding an equitable dues structure.

Committee Composition: Unlimited. The Membership Committee will consist of at least one member from each region.

2.6.2.10.12 State Legislative Committee

Purpose: The purpose of the State Legislative Committee is to review all state legislative proposals affecting member agencies and to establish Association positions, consistent with existing policy, where it has been established; sponsor bills that will resolve problems or improve conditions for member agencies; and assist in the establishment of the Association's legislative program. The State Legislative Committee may establish Association positions on bills before the Legislature to propose initiatives, referenda, or other ballot measures. However, once a measure qualifies for the ballot, any Association position will be established by the Board.

Committee Composition: Limited. The State Legislative Committee will consist of members representing a variety of types of member agencies and at least one, but no more than four members from each region.

2.6.2.10.13 Water Management Committee

Purpose: The purpose of the Water Management Committee is to recommend policy and programs to the Board on any area of concern in water management.

Committee Composition: Limited. The Water Management Committee will consist of at least one, but no more than four members from each region.

2.6.2.10.14 Water Quality Committee

Purpose: The purpose of the Water Quality Committee is to develop and recommend Association policy, positions, and programs to the Board, to promote cost-effective state and federal water quality regulations that protect the public health, to enable interested member agencies to join together to develop and coordinate with other organizations, and to present unified comments regarding agricultural and domestic water quality regulations.

Committee Composition: Unlimited. The Water Quality Committee will consist of at least one member from each region.

2.6.3 Special Committees and Task Forces

2.6.3.1 Other Committees and Task Forces

The President may appoint other committees and task forces from time to time as needed to accomplish a specific task or assignment, consistent with and supportive of the mission of the Association. The following criteria will apply:

1. The formation of special committees or task forces will be approved by the Board.
2. The President will appoint task force members in consultation with the Executive Director.
3. To the extent possible, task force members should reflect geographic distribution of members across the state.
4. To the extent possible, task force members should reflect the diversity of the interests among the Association's members (large and small, urban and rural, domestic and agricultural water service).
5. Task force members should bring unique expertise and/or ability to marshal resources quickly that would otherwise not be easily assembled through committees or subcommittees.
6. Task force members should be able and willing to support the recommendations of the task force and should have a reasonable expectation that the particular water agency they represent will support the task force recommendations and the resulting positions taken by the Association.

References:

Bylaws, Articles 2 through 8; Previous Board Policy K., L. N. and O.; Committee Guidelines

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/31/2015	Initial Release	ACWA Staff and Governance Workgroup
3/31/2017	Added Policy 2.6.2.5 and 2.6.2.5.1 to provide clarifying language pertaining to the committee vacancy appointment process.	ACWA staff
2/2/2018	Updated language pertaining to Policy 2.6.2 Committees to be consistent with amended Bylaws, which were approved by the membership on 11/29/2017, including the creation of an Agriculture Committee.	ACWA membership action and staff
2/2/2018	Updated language to entire Policy GO-2.6 resulting from periodic review of the entire policy as required by Policy 1.1.2.1.	ACWA staff
9/28/2018	Revised Policy 2.6.2.5 to add clarifying language stating that a duly designated representative will not have access to member benefits unless they are affiliated with a member agency, associate, or affiliate of the Association	Business Development Committee and ACWA Board

Revision Date	Description of Changes	Requested By
2/3/2023	Revised Policy GO-2.6.2.10.1 Meetings to incorporate revisions resulting from amendments to ACWA's Bylaws, specifically related to California Corporations Code provisions allowing meetings to be held by electronic communications.	Amended & Restated Bylaws as approved by the members on 11/30/22
2/3/2023	Deleted Policy GO-2.6.3.1 Nominating Committee to address revisions resulting from amendments to ACWA's Bylaws and Elected Task Force recommendations, specifically related to the election of ACWA's Board Officers. Replaced with new policy 2.3.4 Election Committee.	Election Task Force on 9/23/2023 Amended & Restated Bylaws as approved by the members on 11/30/22
9/20/2024	Revised Policy 2.6.2.10.12 State Legislative Committee to establish the Board Policy on how ACWA takes positions on State Ballot Measures.	ACWA Staff
1/31/2025	Revised Policy 2.6.1.2 to clarify that Past Presidents are non-voting representatives on ACWA's Board and Executive Committee with the ability to participate in the full range of activities, including closed session.	Amended & Restated Bylaws as approved by the members on 12/4/2024

Section:	GO-2 Governance	Approval Date:	9/25/2015
Policy:	GO-2.7 Regions	Latest Revision:	4/4/2025

GO-2.7 Regions

2.7.1 Purpose

As a result of the 1993 strategic planning process known as Vision 2000, the Association modified its governance structure from one that was arranged by sections, which were based on the legislative acts that created water agencies, to a regional-based configuration. To accomplish greater efficiency and improve member involvement, Vision 2000 established ten regions to provide geographic balance and to group agencies with similar interests for the purpose of providing grassroots support to advance the Association's legislative and regulatory agenda.

2.7.2 Duties and Authorities

The duties and authority of the region boards are as follows:

1. Provide a structure where agencies can come together to resolve issues of mutual concern and interest and based on that interaction provide input to the Board.
2. Assist with building the local grassroots support for the Association's Outreach Program in order to advance the legislative and regulatory priorities as determined by the Board and the State Legislative, Federal Affairs, or other policy committees.
3. Provide a forum to educate region members on the Association's priorities and issues of local and statewide concern.
4. Assist staff and the Membership Committee with membership recruitment at the regional level, as needed.
5. Recommend specific actions to the Board on local, regional, state, and federal issues as well as recommend endorsement for various government offices and positions. Individual regions cannot take positions, actions, or disseminate communication on issues and endorsements without going through the Board structure.
6. Conduct meetings at both spring and fall conferences and at such other times and places as may be determined by the region chairs to conduct region business.

2.7.2.1 Committee Recommendations and Representation

All regions will be given equal opportunities to recommend representatives of the region for appointment to the Association's committees. If a region fails to provide full representation on all Association committees for their respective region, those committee slots will be left open for the

remainder of the term or until such time as the region designates a representative to complete the remainder of the term.

At the first region board or membership meeting of the new term, regions will designate a representative to serve on each committee as the official reporters to and from the committee on behalf of the region to facilitate input and communication.

2.7.2.2 Finance Committee Service by Region Chairs/Vice Chairs

At the time of making committee recommendations, each region will designate either the chair or the vice chair to serve as its official region representative to the Finance Committee.

2.7.2.3 Endorsements

As a statewide organization, the Association encourages the endorsement of candidates on boards or commissions who have the potential for impacting member agencies or the way they do business. The region boards will make recommendations to the Board for the endorsement of candidates for various local, regional, or statewide boards or commissions. The Board will take action on the regions' endorsement recommendations.

- For local positions, endorsement recommendations should be sent to the region in which the local board or commissions is located.
- For regional positions, endorsement recommendations should be sent to each region that has a position within the geographic boundaries of the position under consideration.
- For statewide positions, endorsement recommendations should be sent to the region from which the individual being recommended resides and to all other Association regions. Relevant committees will be notified regarding an endorsement that pertains to its assigned area of responsibility. Committees need to make their thoughts known to the recommending region in a timely manner.

2.7.3 Region Chair and Vice Chair Roles

The region chairs and vice chairs, with support from their region boards, provide regional leadership to fulfill the roles of the region. The region chair will schedule region meetings at both spring and fall conference and at other such times and places deemed necessary to conduct business.

Each region chair and vice chair will serve as a member of the Board at its bimonthly meetings and at other such times and places as the Board may determine.

The region chairs will make recommendations to the President regarding appointments to committees.

The region chairs and vice chairs will serve as an Outreach Ambassador in the Association's Outreach Program. The region chairs will appoint an Outreach Captain or multiple captains for the term.

The region chairs will appoint committee reporters, from the existing committee members, for the term.

The region chairs may appoint work groups as needed.

2.7.3.1 Alternates

At the beginning of the term, the region boards will appoint an alternate for each of the region chair and vice chair positions. The role of an alternate is to attend Board meetings in the event the chair or vice chair cannot attend. The alternates will serve in their appointed positions for the designated term.

2.7.4 Meetings

The region membership meetings will be held at both the spring and fall conferences and at such other times and places as may be determined by the region chair. Any region board meeting, regular or special, may be conducted, in whole or in part, by telephone, electronic transmission, or by electronic video screen communication. A region board member will be deemed present in person at the meeting if the following apply:

1. Each region board member participating in the meeting can communicate concurrently with all other committee members.
2. Each region board member is provided the means of participating in all matters before the committee, including the capacity to propose, or to interpose an objection to, a specific action to be taken by the region board.

2.7.4.1 Quorum

Representatives of five or more members of the Association from the region present at any region meeting will constitute a quorum for purposes of conducting the business of the region.

2.7.5 Attendance

Regular attendance by region board members at region activities, such as board meetings, business meetings, planning meetings, tours, programs, and other events is required to ensure effective region governance. If a region board member has three consecutive unexcused absences from region board or general membership meetings, the region board will convene to discuss options for removal of the inactive member.

2.7.6 Region Board Elections

The region boards will consist of a chair, vice chair, and three to five board members who will be elected by the respective regions in each odd-numbered year. A region may maintain a board of fewer than five but not less than three members as provided in the region's rules and regulations. The officers of the region board will take office on January 1 of the calendar year following the election and will hold office for two years, or until their successors take office.

2.7.6.1 Election by Written Ballot

The Association's region boards will be elected by written ballot in each odd-numbered year. Association staff will verify legitimacy of the ballot.

2.7.6.1.1 Voting

Each member of the Association in good standing at the time a vote is cast is entitled to one vote for the election of its respective region board that must be cast by its authorized representative by written ballot. An agency can only cast a vote within its own region. At the beginning of each election cycle,

members must designate their authorized representative by the established deadline as set forth in Board Policy 2.3.5.1.

2.7.6.2 Ballot

All solicitations of votes by written ballot will: (1) include the names of region nominating committee's recommended slate; and (2) include the names of all qualifying candidates interested in being included on the ballot.

2.7.6.3 Run-off Election

In the event a nominee does not receive a majority of the votes for a region board position in the first ballot round, a run-off election will be held for the office or offices for which a majority of the votes have not been received. The run-off election will only involve the nominees who received the two highest amounts of votes. The run-off election shall be conducted in the same manner as the initial election. In the event the run-off election results in a tie vote, the successful candidate will be chosen by drawing straws. The Region Nominating Committee Chair will oversee this process.

2.7.6.4 Candidates

Region board members will be an officer, employee, or member of the governing body of a member agency of the Association, or other representative duly designated by a member agency of the Association to represent that member at the time of the appointment. A duly designated representative will not have access to member benefits unless they are affiliated with a member agency, associate, or affiliate of the Association.

A resolution of support from each sponsoring member agency will accompany all nominations for the positions of region chair, vice chair, and board member. An authorized signatory of the member agency's Board of Directors will sign said resolution.

Member agencies are required to notify Association staff in writing in the event the agency rescinds its resolution of support for a region board member. If an individual loses his/her qualifying status to serve on a region board by no longer being employed or serving in an elected capacity to his/her supporting agency, the agency may continue its support of the individual's region board status as a duly designated representative by submitting written notice of its continued support to staff.

Each member agency may nominate only one individual to run for election to its respective region board.

An individual cannot simultaneously hold seats on more than one region board.

Region boards may adopt more stringent criteria for board member qualifications as part of their rules and regulations.

2.7.6.5 Nominating Committees

There will be a nominating committee for each region consisting of three or more designees, each representing a member of the Association located within the region, which will be appointed by the

chair of the region and approved by the region board. Nominating committees will be formed by February 28 of each odd-numbered year.

The region chairs will consider the following criteria when selecting the nominating committee:

- Geographic diversity of region
- Rotation of the composition and individual member's service on prior nominating committees
- Current agency representation on the region board

If the region chair does not appoint a nominating committee by the February 28 deadline, the Association's Vice President may appoint a nominating committee for the region.

Nominating committee members may not run for the region board during the time they are serving on the committee.

Agencies with representatives serving on the region nominating committees will strive not to submit nominations for the region board from their agency.

The Association will offer training for nominating committee members during the spring of the election year.

2.7.7 Region Board Vacancies

A vacancy in the office of any region board position is deemed to exist when a region board member: (1) resigns the office; (2) is no longer an officer, employee, or member of the governing body of the supporting member agency, or other representative duly designated by a supporting member agency of the Association to represent that member; or (3) is otherwise removed by a member agency of the Association. In the event a vacancy occurs before the end of the term, the following process will apply:

1. The remaining members of the region board will decide whether or not to fill the position based on the criteria established in the Bylaws and the given region's rules and regulations.
2. The region board will issue a call for candidates to members if it decides to fill the vacancy.
3. The region board will appoint a candidate to fill the vacant position from the results of the call for candidates process.
4. If the vacancy occurs in the chair or vice chair position, the existing region board may appoint from within the current board consistent with its region rules and regulations and can backfill the board member vacancy with a call for candidates.
5. Region board vacancies will not be filled after the region election call for candidates is issued during a region election year.

2.7.8 Rules and Regulations

Each region will adopt rules and regulations for the conduct of its meetings and business affairs consistent with the Articles of Incorporation and Bylaws. The general membership of each region may revise the region rules and regulations by a vote of its membership.

Each region will abide by Policy GO-2.1.10.2, Code of Conduct, adopted by the Board.

2.7.9 Region Event Policies

Region boards may host meetings, programs and/or tours in their region. A region board may decide to serve as the planning group for the event or appoint a work group, which must have at least one representative from the region board.

The work group will determine program content, venue, and logistics with input from the Association staff and others as appropriate.

Region events are considered “Association events” and will follow the Association’s standard contractual process. All regional events requiring vendor or accommodation contracts are subject to the Association’s review and approval process.

The work group, with guidance from the Association, is responsible for keeping the costs associated with the event within the regional budget.

The work group should reach out to contacts who are Association members and/or potential members to attend the event. The Association will develop marketing materials and promote the event to members.

2.7.9.1 Region Tour Policy

As part of a membership service, the Association may develop and conduct various tours for the regions or other groups.

All tour attendees must sign a “release and waiver” to attend any and all region tours. Attendees are responsible for reviewing all trip information provided by the Association, and understand as thoroughly as possible the physical and mental demands of the tour or event, as well as the possible risks.

Attendees are also responsible for properly equipping themselves in accordance with recommendations of Association staff which will be provided in advance to the attendees in the event marketing materials.

Attendees agree to follow environmental guidelines and regulations in accordance with direction from Association staff, and will respect the rights and privacy of other attendees.

2.7.10 Region Financial Policies

Region fundraising is encouraged to cover costs for activities, which may include charging for meals, meeting costs, or other event costs. Any funds remaining from registration fees, once event costs are covered, will be carried over to subsequent years.

Allocation of region sponsorship funds and event registration fees may be used to offset the event costs for venue fees, catering, no-host reception or meal, audio/visual equipment, transportation (e.g., bus,

boats, vans, etc.), meeting materials (e.g., handouts, badges, stickers, folders, etc.), printed signs, brochures, materials, shipping, or other event/meeting costs. Region boards may authorize use of region funds for speakers' expenses to participate in region events consistent with the conference speakers' expense policy in the Section 5, Non-Dues Revenue.

Individual region boards may opt to create a region scholarship funded by their specific region carryover funds. These scholarships are to be distributed to members within the region who apply to the region board and used for Association events only.

Funds raised through sponsorships must be expensed for the specific agreed upon event, product, or activity and cannot be carried over to other events.

2.7.10.1 Region Event Registration Fees

A \$25 minimum registration fee per person, per each day of the event, must be charged for each region event to offset costs. The region board will have discretion to waive the registration fee for any event if the circumstances warrant a waiver and if the costs of the event are covered by the region carryover funds and/or sponsorship contributions.

The region board may offer complimentary registration to sponsors, speakers, potential members, or others when doing so is in the interest of the Association. This policy does not apply to spouses or companions/guests of Association members.

Region event registration fees will include non-member pricing at one and one-half times the member price, consistent with the Association's conference policy.

2.7.10.2 Region Event Sponsorships

The Association encourages the region boards to use carryover funds prior to soliciting sponsorships to offset registration fees for region events. Association staff will work with the region boards to coordinate the sponsorship solicitation during the event planning process. Use of local sponsors will be encouraged as much as possible so as not to over burden statewide Association sponsors (Friends of ACWA). Use of local, non-Association member sponsors will be allowed if the majority of their business is conducted within the region of the event. A sponsorship contribution of at least \$250 for a single event is recommended to cover administrative costs.

Region event sponsors may receive the following for their sponsorship:

- Billing as event sponsor on all promotional materials
- Mention as a sponsor in *ACWA News* and e-News when covering the event
- Appropriate signs and recognition at the event
- Ability to provide handout materials or table top materials at event (if event format allows)
- Enrollment into the Association's annual statewide sponsorship program (Association members only)

2.7.10.3 Use of Association Funds for Adult Beverages

Region sponsorship funds, event registrations, or region event general fund allocations cannot be used to purchase alcoholic beverages. These funds can be used to provide the necessary equipment for a “no-host” environment (i.e., the physical bar and licensed bartender).

2.7.10.4 “In Conjunction With” (ICW) Events

The regions may decide to allow “In Conjunction With” (ICW) events to occur within the duration of the region event. An ICW event is an event (i.e., a reception, a hospitality suite, etc.) hosted/sponsored by an independent entity. The ICW host must make all arrangements for the event and assume financial responsibility for the ICW event. The ICW event must be open to all Association members attending the coinciding region event. ICW events are not recognized as an Association-sponsored event; however, the Association may disseminate information regarding details of the ICW event to its membership. ICW events do not qualify for the Association’s annual sponsorship program. This is standard practice for all Association general workshops, seminars, and conferences.

2.7.10.5 General Fund Allocations for the Regions

The Association budgets for staff support services for the regions based on historical use. These line item budget amounts include region support of normal operating expenses such as staff travel and other staff expenses. Any amounts remaining at year-end will not carry over to subsequent years.

2.7.11 Request for Members to Change Regions

The Membership Committee will evaluate change of region requests from Association members and make a recommendation to the Board for final action. The committee will use the following criteria to evaluate requests for change of region status:

1. Whether the agency has a portion of its service area in the region to which it’s requesting a change;
2. Proximity to the region being requested;
3. Numerical balances among regions;
4. Commonality of agency functions within region;
5. Commonality of issues within region;
6. Opinion of chairs from both regions affected;
7. Reasons set forth for request by agency; and
8. Other factors considered relevant.

References:

Bylaws, Article 5; Previous Board Policy G.16. and P; Role of the Regions, ACWA Planning Guidelines for Regional Event; and ACWA's Financial Guideline for ACWA Region Events

See Administrative Procedure: *To be determined*

Revision History:

Revision Date	Description of Changes	Requested By
7/31/2015	Initial Release	ACWA Staff and Governance Workgroup
9/28/2018	Revised Policy 2.7.6.1 to add clarifying language stating that a duly designated representative will not have access to member benefits unless they are affiliated with a member agency, associate, or affiliate of the Association	Business Development Committee and ACWA Board
5/31/2019	Revised Policy 2.7.10, Region Financial Policies, to allow regions to create and administer a region scholarship program, if they choose, utilizing their region carryover funds.	Region Working Group
2/3/2023	Revised Policy GO-2.7 Regions to incorporate revisions resulting from amendments to ACWA's Bylaws, specifically related to California Corporations Code provisions allowing meetings to be held by electronic communications and the Region Board elections.	Amended & Restated Bylaws as approved by the members on 11/30/22
7/26/2024	Revised Policy GO-2.7.10 Region Financial Policies to provide the regions greater flexibility to fund scholarships for members within the regions to attend Association events.	ACWA Staff
4/4/2025	Revised Policy GO-2.7.6 Region Board Elections to create consistency between the Board Officer and Region Election Policies and to establish a run-off process should a tie occur in the region elections.	ACWA Staff

Section:	GO-2 Governance	Approval Date:	7/31/2015
Policy:	GO-2.8 Membership Meetings	Latest Revision:	1/31/2025

GO-2.8 Membership Meetings

2.8.1 Meetings

Meetings of the members of the Association will be held at the Association's conferences to provide a report to members on the Association's activities during the past year, provide an overview of the Association's finances, announce the newly elected President and Vice President in each odd-numbered year, and to transact such other proper business as may come before the meeting.

2.8.1.1 Special Meetings

The Board, the President, or five percent or more of the members of the Association may call a special meeting of the members of the Association. Except when called by the Board, a request for a special meeting must be in writing and must be delivered in person or mailed by first-class mail addressed to the President at the principal office of the Association, with a copy to the Executive Director/Secretary. The request must state the general nature of the business proposed to be transacted at the meeting.

A special meeting that has been called by written request of five percent of the member agencies of the Association to the Board will be set by the Board on a date that is not less than 35 or more than 90 days after receipt of the request.

2.8.1.2 Meetings by Remote Communication

Any meeting of the members may be conducted, in whole or in part, by electronic transmission by and to the Association or by electronic video screen communication. The member will be deemed present in person at the meeting if the following apply:

1. The Association implements reasonable measures to provide the member a reasonable opportunity to participate in the meeting and to vote on matters submitted to the members, including an opportunity to read or hear the proceedings of the meeting substantially concurrently with those proceedings.
2. If any member votes or takes other action at the meeting by means of electronic transmission to the Association or electronic video screen communication, a record of that vote or action is maintained by the Association.
3. The Association verifies that each person participating remotely is an authorized representative of a voting member.

2.8.1.3 Notice Requirements for Membership Meetings

Written notice of any membership meeting will be given to each voting member of the Association. The notice will state the date, time, and place of the meeting; the means by which members may participate; and the general nature of the business to be transacted. The member notification information will also be posted on the Association's website.

Except as otherwise provided in the Bylaws or California law, a written notice of regular membership meetings will be given not less than 10 or more than 90 days before the date of the meeting to each member who, on the record date for notice of the meeting, is entitled to vote; provided, however, that if notice is given by mail, and the notice is not mailed by first-class, registered, or certified mail, that notice will be given not less than 20 days before the meeting.

2.8.1.4 Notice Requirements for Special Meetings

The Executive Director/Secretary will cause notice to be given to all members of the Association, which notice will state the date, time, and place of the meeting and the general nature of the business to be transacted at the meeting. No business except that specified in the request and notice may be transacted at said special meeting. If notice of the requested special meeting is not given within 20 days after receipt of the request, the person or persons requesting the meeting may give the notice.

2.8.1.5 Voting

Each member of the Association in good standing at the time of the annual or special meeting is entitled to one vote that will be cast by its authorized representative. Each member must designate its authorized representative prior to the annual or special meeting or vote by written ballot. It is the member's responsibility to designate or update its authorized representative as needed. Members must also confirm the identity of their authorized representative for the purpose of casting written ballots in any election of the President and Vice President, amendments to the Bylaws, or other Association business that requires a vote.

The Association will issue each authorized representative attending the annual or special membership meeting a keypad or other mechanism for voting purposes. To be eligible to vote at the membership meeting, each authorized representative has a responsibility to do the following:

- Pick up handheld keypad or other designated voting mechanism prior to the start time of the membership meeting as specified in the meeting notice.
- Be physically present and inside the meeting room at the start of the membership meeting as specified on the meeting agenda.

If the meeting has a virtual option available as specified in the meeting notice, the authorized representative participating virtually has a responsibility to do the following to be eligible to vote:

- Log into the virtual option of the membership meeting using the information provided by staff by the start of the membership meeting as specified in the meeting notice.

- Log into the virtual voting system using the unique voting participant ID provided by staff by the start of the membership meeting as specified on the meeting agenda.

All questions, except amendments or revisions to the Bylaws, are determined by a majority of the members present and voting. Amendments or revisions to the Bylaws require two-thirds of the members present and voting at any meeting. A member representative may request a roll call vote.

2.8.1.6 Quorum

The presence of the authorized representative of 50 members of the Association at any meeting of the members will constitute a quorum for transacting business. Actions taken by written ballot shall require the timely receipt of the written ballot from the authorized representative of at least 50 members to constitute a quorum.

2.8.1.7 Amendments, Revisions, and Resolutions

Before any amendments or revisions to the bylaws, or resolutions, may be considered at any meeting of the Association, any such amendment, revision, or resolution will be submitted to the Executive Director/Secretary at least 90 days prior to the first day of such meeting. The Executive Director/Secretary will promptly distribute any proposed amendments or revisions to the Legal Affairs Committee for the Legal Affairs Committee to develop an unbiased analysis of the amendments or revisions. Following development of an analysis for the proposed amendments or revisions, the Executive Director/Secretary will distribute copies of any resolutions, amendments or revisions, including any applicable analyses, to all members of the Association not less than 10 days or more than 90 days prior to presentation at such meeting. The written notice of the membership meeting will be given to each voting member of the Association consistent with the provisions set forth in the Association's Bylaws and in Board policy. The 90-day rule may be suspended at any meeting of the Association by consent of three-fourths of the members present.

2.8.1.8 Action by Written Ballot

To the extent permitted by applicable law and subject to all applicable requirements, any action that may be taken at a regular or special member meeting of the members may be approved by written ballot if a ballot is sent to each member entitled to vote on the matter. If approved by the Board, ballots may be sent and returned by electronic transmission as permitted in the Corporations Code. Ballot format, solicitation and voting thresholds shall meet the requirements of the Corporations Code and be consistent with applicable provisions of the Bylaws.

2.8.1.9 Conduct of Meetings

The Association will conduct all membership meetings in accord with the latest edition of Robert's Rules of Order Newly Revised unless the Board adopts alternate rules of conduct for itself and/or its committees, region boards, and region workgroups.

2.8.1.10 Minutes

The Clerk will keep the membership meeting minutes at the Association's principal office under the direction of the Executive Director.

References:

California Corporations Code; Bylaws, Articles 3, 9, and 11.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/31/2015	Initial Release	ACWA staff and Governance Workgroup
2/2/2018	Updated language pertaining to Policy 2.8.1.6 Amendments, Revisions, and Resolutions to be consistent with amended Bylaws, which were approved by the membership on 11/29/2017; increased the lead time for submitting bylaw amendment requests.	ACWA membership action and staff
2/3/2023	Revised Policy GO-2.8 Membership Meetings to incorporate revisions resulting from amendments to ACWA's Bylaws and Election Task Force recommendations, specifically related to meetings by remote communication, election of ACWA's Board Officers, and voting.	Election Task Force on 9/23/2023 Amended & Restated Bylaws as approved by the members on 11/30/22
1/31/2025	Revised Policy GO-2.8.1.5 to expand language to cover additional actions where an authorized representative will need to be confirmed for the purpose of casting a ballot (see newly added Policy 2.8.1.8).	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	Revised Policy GO-2.8.1.6 to clarify the written ballot quorum language to cover other actions besides the election of President and Vice President.	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	Creation of new Policy GO-2.8.1.8 to allow the flexibility to act by written ballot beyond the currently approved process of electing the President and Vice President by written ballot.	Amended & Restated Bylaws as approved by the members on 12/4/2024

Section:	GO-2 Governance	Approval Date:	2/3/2023
Policy:	GO-2.9 Code of Conduct for ACWA Events, Conferences, and Meetings	Latest Revision:	11/21/2025

GO-2.9 Code of Conduct for ACWA Events, Conferences, and Meetings

2.9.1 Introduction

ACWA is proud to be the organization that people turn to for the latest and best information about water policy in California. Whether individuals are policymakers, journalists, local leaders, or concerned citizens, ACWA offers them accurate, relevant analyses of the issues surrounding the reliable delivery of safe water to millions of Californians. To fulfill this mission, however, it is imperative that all attendees, ACWA staff, and other participants at ACWA’s events comport themselves in a respectful and courteous manner. Accordingly, all attendees, ACWA staff, and event participants at ACWA’s events (“Persons”) must adhere to the standards of behavior set forth in this Code of Conduct Policy (“Policy”). For this Policy, ACWA conferences, meetings, workgroups, task forces, workshops, symposia, and other forums organized and hosted by ACWA held at any venue, including virtual environments, shall be defined and referred to as “Events”. For the sole purposes of applying this Policy, a “Private Event” shall be included in the definition of “Events.” A “Private Event” is an event that (i) is held during an ACWA conference at a nearby location, (ii) is hosted by a professional services firm or ACWA member agency, and (iii) for which invitations are distributed in advance, whether or not included in ACWA-published materials. In the case of an alleged violation of this Policy at a Private Event, ACWA may provide the complaint or report to the host of the Private Event and may rely on the investigation and any recommendation of the host of the Private Event when determining any appropriate level of discipline under this Policy. In applying the Policy to Private Events, ACWA is not assuming any duty to protect, creating a special relationship between ACWA and any attendee of a Private Event, or giving rise to a reasonable expectation of compliance with the Policy at a Private Event.

2.9.2 Code of Conduct

To ensure Events are informative and enjoyable for all Persons, all Persons attending or staffing an Event are expected to conduct themselves with integrity and in a manner that is professional, respectful, tolerant, and responsible. ACWA will not tolerate discriminatory, disrespectful, or abusive conduct at any Event toward any Person. Specific examples of conduct that is prohibited by this Policy and toward which ACWA adopts a “zero-tolerance” approach, include, but are not limited to, the following:

1. Conduct that is discriminatory or harassing toward other Persons based on their race, religious creed, color, national origin, ancestry, physical disability, mental disability, reproductive health decision making, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, veteran or military status or other legally protected class or characteristic.

2. Conduct that is abusive toward other persons. For purposes of this Policy, the term “abusive conduct” shall carry the same meaning as found in Government Code section 12950.1 and shall include, but not necessarily be limited to, conduct which a reasonable person would find hostile, offensive, or unrelated to ACWA’s legitimate interests related to the Event. Abusive conduct may consist of repeated infliction of verbal abuse, such as derogatory remarks, insults, and epithets; verbal or physical conduct that a reasonable person would find threatening, intimidating, or humiliating, or attempts to sabotage or undermine the work of other persons.
3. Conduct involving unwelcome sexual attention toward other persons, including sexualized comments or jokes, or sexual advances.
4. Conduct that disrupts live or virtual Events during talks or presentations.
5. The unauthorized copying, distribution, or alteration of ACWA's proprietary or confidential resources, which are marked as such.
6. Any other conduct not covered above deemed inappropriate and/or that may jeopardize the success of an Event, conference or meeting, or may jeopardize ACWA reputation and goodwill.

2.9.3 Enforcement of the Code of Conduct

Any Person asked to stop unacceptable behavior is expected to comply immediately. By participating or attending an ACWA Event all Persons agree to abide by this Policy and understand they may be subject to the following actions if they violate the requirements of this policy.

1. Verbal Warning;
2. Immediate removal from, or denial of admission to, a specific ACWA Event without refund;
3. Temporary suspension from participating or attending Events for one year unless determined otherwise due to the severity of the violation; and
4. Permanent ban from participating or attending future ACWA Events. Persons may apply for reinstatement to the Board after one year. If the person agreed to the discipline without Board action being taken, The President and Vice President will review and consider the request for reinstatement.

The enforcement steps set forth above should not be viewed as, and are not intended as, being progressive in nature. ACWA shall have the discretion to utilize any one of the above-referenced enforcement mechanisms in the first instance depending upon the nature and severity of the conduct at issue. Threats, intimidation, or any other form of retaliation against a Person who has made a complaint or provided information in support of a complaint are prohibited and subject to enforcements actions outlined in Board Policy 2.1A.

2.9.4 Investigation of Reports

All reported concerns will be treated seriously and investigated promptly. All Persons are expected to cooperate fully and honestly with any investigation. The process for investigating alleged violations of this Policy are as follows:

1. All complaints involving violations of this Policy shall be made to the ACWA President, Vice-President, and/or Executive Director. Upon receipt of a complaint, the ACWA President, Vice-President, Executive Director, and General Counsel shall be informed of the complaint and the underlying facts and circumstances. A copy of the complaint will not be provided to the subject of a complaint.
2. The ACWA Executive Director shall immediately inform the subject of the complaint, while not disclosing the complainant or their agency to guard against potential retaliation, that a complaint has been filed against them and shall inform that Person of the general nature of the complaint.
3. The ACWA Executive Director will have the discretion to take any interim action necessary to protect the safety of any persons and/or to ensure the least amount of disruption to an Event. The discretion to take interim action includes, but is not limited to, a directive that the Person be removed from an on-going Event or disinvited from future Events during the pendency of the investigation. In the case of removal from an Event as an interim measure, the Board will consider whether to uphold this decision or refund the Person's fees for such Event as part of its consideration of the complaint.
4. The ACWA Executive Director, in consultation with the Board President (or Board Vice President in cases in which the Board President is the Person accused of violating this Policy) will determine whether an investigation of the complaint is warranted. If the ACWA Executive Director, in consultation with the Board President or Vice President, as the case may be, determines that an investigation is warranted, the ACWA Executive Director will undertake such an investigation immediately. The ACWA Executive Director shall retain a qualified third party (e.g., licensed investigator or attorney) to conduct the investigation unless determined to be unnecessary by the Board President (or Board Vice President in cases in which the Board President is the person alleged of violating this Policy) and General Counsel. The investigation should include discussions and interviews with witnesses as applicable.
5. Upon completion of the investigation, a report of the findings and conclusions of the investigation will be provided by the ACWA Executive Director to the Board President, Vice President, and the ACWA General Counsel, assuming none of those individuals are the subject of the investigation. Those individuals collectively will determine the recommended enforcement action to take in light of the findings, if any, and recommendations rendered following the investigation of the complaint. If no action is recommended, the complaint will be dismissed.
6. Once a determination of the recommended enforcement action has been made, the accused Person will be notified of the intended action. If the recommended enforcement action involves

more than a verbal warning (i.e., temporary or permanent suspension or expulsion from an ACWA Event(s)) and unless the person alleged to have violated this Policy agrees to the recommended enforcement action, the Board of Directors will consider the matter in closed session at the next scheduled Board meeting. Board members will be provided with the recommended enforcement action and investigation summary as part of the closed session materials. At the meeting, during closed session, the accused person will have the opportunity to present to the Board reasons why the accused person believes they should not be subjected to the intended disciplinary action. The accused person is not entitled to call witnesses, but may present documentary evidence, to be included in the closed session materials, to the Board in support of their position. The Board will determine the appropriate disciplinary action, if any. If the person alleged to have violated this Policy agrees to the recommended enforcement action, the agreed disciplinary action shall be imposed.

References:

Board agenda item V.A.3. on 2/3/2023; Board agenda item VI.A.1. on 11/17/2023.

See Administrative Procedure: To be determined.

Revision History:

Revision Date	Description of Changes	Requested By
2/3/2023	Initial Release	ACWA Staff
11/17/2023	Revised to expand coverage and enforcement language.	Board & Code of Conduct Task Force
11/21/2025	Revised policy to streamline future implementation and enforcement based on staff's review of policy since its initial approval in November 2023.	Required by Board's action when initially approved on 11/17/2023

Section:	GO-2 Governance	Approval Date:	11/17/2023
Policy:	GO-2.10 Communications	Latest Revision:	Initial Release

GO-2.10 Communications

2.10.1 Purpose

The purpose of this Communications Policy (Policy) is to set forth communications expectations and protocols for ACWA Board Members, ACWA past presidents, as well as for all individuals who serve on ACWA Regional Boards of Directors, ACWA Task Forces, ACWA Committees, ACWA Subcommittees, ACWA Working Groups, or any other permanent, temporary, or ad hoc ACWA group (“ACWA Groups”). This Policy applies to all persons participating in any of ACWA Groups (all of whom are defined in this Policy, along with Board Members, as “ACWA-Related Individuals”). The term “ACWA-Related Individuals” does not include ACWA employees, who are governed by other conduct and personnel policies.

2.10.2 Code of Conduct

ACWA-Related Individuals shall refrain from directly or indirectly indicating, in any communications with any outside group or persons, that they are speaking on behalf of ACWA, unless expressly authorized to do so by the ACWA Board, Executive Director, Deputy Executive Director, advocate on point on the relevant policy issue, or the Director of Communications with respect to any communications to the media. Providing factual information regarding official ACWA positions or statements, including providing copies of or links to official ACWA publications or statements, is permitted in all cases as long as the speaker does not indicate they are speaking on behalf of ACWA or acting as its representative.

2.10.3 Email Protocols

ACWA-Related Individuals shall adhere to the following protocols for email communications:

- a. Emails from committee liaisons or committee leadership to committee members will generally be transmitted by use of “cc list” while committee guests (i.e., non-members) will receive the same email communications via “bcc list.”
- b. Recipients on emails from committee liaisons or committee leadership will be asked not to “reply-all” to email communications that are informational in nature. To make it clear to recipients they are receiving an informational message, the label “Informational-only” should be included in the subject line of the email as well as the following disclaimer in the body of the message: “Please do not “reply-all” to this informational email.” The leadership of each committee will have the discretion to appropriately address any issue with noncompliance.

- c. For all other email communications from committee liaisons or committee leadership that are not labeled “informational” or treated as sensitive in nature (see below), committee members may respond using “reply-all.”
- d. “Bcc list” may be used to transmit certain email messages to committee members, including on subcommittees and working groups, when the leadership and liaison of a committee determine the content of an email communication is sensitive in nature (e.g., concerning a politically sensitive legislative or regulatory issue or ACWA’s strategy for advocacy), and it is prudent to guard against the potential creation of an unwanted public record should someone respond using “reply-all.”
- e. The members of committees, and their subcommittees and workgroups, are highly encouraged to meet in person, online or by phone to collaboratively discuss and decide positions on legislative and regulatory matters and those decisions should not be re-opened later by committee members or others through use of email. After a position is decided and advocated, if circumstances have changed (e.g., a new version of the proposal is in print or published or the politics have changed) and a member believes the position should be reconsidered, the member should contact the lead advocate on the issue and make and discuss that suggestion.

2.10.4 Enforcement of Policy

Violations of this Policy will be enforced as set forth in GO-2.1A Code of Conduct.

References:

California Corporations Code, Bylaws, Articles 3 and 4; Board agenda item VI.A.1. on 11/17/2023.

See Administrative Procedure: To be determined.

Revision History:

Revision Date	Description of Changes	Requested By
11/17/2023	Initial Release	Board & Code of Conduct Task Force

Section:	M-3 Membership	Approval Date:	6/3/2016
Policy:	M-3.1 Purpose	Latest Revision:	N/A

M-3.1 Purpose

This policy sets forth the categories of membership and eligibility criteria, methodology for the calculation of dues, and the membership application and termination process requirements in accordance with the Association's Bylaws.

References:

Internal Revenue Code § 115, Bylaws, Article 2

See Administrative Procedure: *N/A*

Revision History:

Revision Date	Description of Changes	Requested By
6/3/2016	Initial Release	ACWA Staff and Governance Workgroup

Section:	M-3 Membership	Approval Date:	6/3/2016
Policy:	M-3.2 Classes of Membership	Latest Revision:	N/A

M-3.2 Classes of Membership

The Association will have the following categories of membership: agency and honorary life members.

3.2.1 Agency

The Board may approve membership in the Association for the following entities: a public district, public agency, or public organization created and operated for the purpose of controlling, treating, developing, acquiring, using or supplying water for any purpose for inhabitants or lands within the state of California, or for the protection, drainage or reclamation of lands within the state of California.

3.2.2 Honorary Life Members

The Board may grant an honorary life membership in the Association to any person who has rendered exemplary service in furthering the purposes of the Association. This membership status will be exempt from payment of dues or assessments. Honorary life members will not be entitled to a vote or to hold office automatically because of their status as honorary life members. All past presidents are granted an honorary life membership in the Association.

3.2.2.1 General Criteria

1. Nominations will be based on exemplary service rendered by an individual in furthering the purposes of the Association over a multi-year period and will be awarded by the Board.
2. Nominations must be made through or by a member agency's board of directors or the Board.

3.2.2.2 Recognition

1. The Association will recognize new honorary life members with the presentation of a life membership certificate at conference.
2. The individual and his/her spouse will be the Association's guests at the function where the presentation will be made.

References:

Internal Revenue Code § 115; Bylaws, Article 2; Previous Board Policy E.1.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
6/3/2016	Initial Release	ACWA Staff and Governance Workgroup

Section:	M-3 Membership	Approval Date:	6/3/2016
Policy:	M-3.3 Dues	Latest Revision:	2/3/2023

M-3.3 Dues

The viability of any non-profit organization is directly dependent upon its ability to fund its operations. Membership dues are a critical component of the Association's revenue and a significant portion of the annual operating budget. The Board will establish the annual dues of each member of the Association based on the provisions set forth below.

3.3.1 Membership Term and Renewal

Membership in the Association is based on a calendar year, January 1 to December 31. Agencies joining after the beginning of the calendar year will have their dues pro-rated on a monthly basis for the remainder of the year. Agencies joining after October 1 will have their dues pro-rated for the current year and will be billed concurrently for the following year's dues. Membership in the Association is automatically renewed upon payment of annual dues, which are due by January 31 of each year. Membership dues are nonrefundable.

3.3.2 Hardship Renewal

If a member is adversely impacted as a result of a dues increase or is suffering a hardship, the member agency's authorized representative may submit a written request to the Executive Director for a payment plan of up to six months. The request will be reviewed and approved or denied by the Executive Director within 10 business days.

3.3.3 Dues Calculation Methodology

Membership dues will be determined by the following methodology.

Beginning in the spring of each year, staff will solicit from member agencies their State Controller's Report or audited financial statements for the fiscal year ending June 30 or prior calendar year ending December 31 identifying operation and maintenance (O&M) costs. The Association will then determine a total annual growth factor for increasing the dues schedule, which will be based on the difference between the average O&M growth and the CPI percentage identified for that period. This figure will serve as the basis for an adjustment to the dues schedule for the following calendar year.

If the Association does not receive a member's State Controller's Report or audited financial statements by September 1, the member's dues will be based on the previous year's O&M plus a 25% increase, which will then be adjusted upon receipt of the State Controller's Report or audited financial statements.

3.3.3.1 Dues Schedule

The Board will review and approve any adjustments to the dues schedule for public agency members as part of the Association's annual budget process. Any adjustments to the dues schedules will ensure that all steps and dues amounts are consistent and equitable and include the following provisions:

- Operations and maintenance (O&M) steps break at even 000's.
- Dues amounts are rounded up at all levels to the nearest 0 or 5.
- Be no more than 2% of O&M or the lowest dues amount on the dues schedule, whichever is greater.

3.3.3.2 Dues Formula

The dues formula for members will be based on the adjusted O&M expenses for the following activities as reported to the State Controller:

- Water, including, but not limited to, reclaimed water, recycled water, desalination, stormwater, groundwater, and surface water
- Wastewater
- Electric
 - Hydropower facilities requiring a FERC license will be charged on the full electric enterprise, with the exception that members that are cities with a membership status prior to 2016 are exempt from this assessment
- Land reclamation and levee maintenance
- Flood control and water conservation; and drainage and drainage maintenance

3.3.3.3 Dues Calculation Steps

The Association will calculate member dues using the following steps:

1. Adjust total O&M by subtracting water purchases, groundwater replenishment and depreciation. Capital expenditures can also be subtracted if they have been included as an expense item. Purchased power can be deducted only if purchased for the purposes of resale.
2. Subtract pumping from the total resulting from 1. above and multiply the result by two.
3. Use the lessor of 1. or 2. as the total O&M to apply to the dues schedule.
4. Adjustment: A member's dues will be set at the same level as the previous year if the change in O&M would otherwise result in a reduction in dues.
5. Adjustment: A member's dues cannot be greater than 2% of the adjusted O&M calculation or the lowest dues amount on the dues schedule, whichever is greater.
6. Exemption: In some cases, a member may experience a permanent structural change in its operations that warrants a corresponding reduction in dues. If a member has incurred such a change, the following exemption procedure will be used to identify cases where the exception to the O&M adjustment is warranted:

- a. A formal written request from the member agency's authorized representative will be submitted to the Executive Director describing why the exemption is warranted.
- b. The overarching criteria used to determine if an exception is warranted is if a structural change has occurred, and:
 - 1) The structural change is the cause of the reduction in O&M, and
 - 2) The structural change is expected to persist over time and is not temporary.
- c. The request will be reviewed by the Revenue Subcommittee and a determination will be made within 30 days of receipt of the request.
- d. Association staff will respond in writing to the member requesting the exemption within two weeks of the decision by the Revenue Subcommittee.

3.3.3.4 Agency Merger and Consolidation

When member agencies merge, the O&M expenses for the merging agencies will be calculated separately, and then added together, for purposes of the dues calculation until there is one full year of combined operating expenses in the State Controller's Report or a combined audited financial statement is submitted to the Association.

3.3.3.5 Dispute of Annual Dues

If a member disagrees with its annual dues, it can submit a written dispute of the dues amount to the Executive Director. The request will be reviewed by the Revenue Subcommittee and a determination will be made within 30 days of receipt of the written dispute.

3.3.4 Step-up to Membership Program

The Association's Step-up to Membership Program for new members provides access to all aspects of membership, while gradually stepping up to the full dues amount over a two-year period. The program is a one-time offer per entity and is not available to current members who terminate their membership for any reason.

For the first year, the new member receives a 50% discount on its calculated dues. During the second year, it receives a 25% discount on its calculated dues. By the third year, the member receives no discount and pays 100% of its calculated dues.

For new members joining during the last quarter of the year, the first year's discount of 50% would apply for the final quarter and the entire following year, with the 25% discount applying to the next year and no discount for subsequent years.

References:

Bylaws, Article 2; Previous Board Policy E.1, 3 and 4.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
6/3/2016	Initial Release	ACWA Staff and Governance Workgroup
9/30/2016	Revised Policy 3.3.3.2, Dues Formula, to include language pertaining to hydropower facilities requiring a FERC license, based on the recommendation of the ACWA Dues Structure Task Force.	ACWA Staff based on action by Board of Directors on 7/29/2016
3/30/2018	Revised Policy 3.3.3.2, Dues Formula, to exempt members that are cities with a membership status prior to 2016 from the electric enterprise assessment.	ACWA Staff
3/30/2018	Revised Policy 3.3.3.4, Agency Merger and Consolidation, to clarify how dues are calculated when member agencies merge.	ACWA Staff
9/24/2021	Revised Policy 3.3.3.1, Dues Schedule, to allow the minimum dues amount to raise along with all other levels when the Board of Directors approves dues increases.	ACWA Staff and Finance Committee
9/24/2021	Revised Policy 3.3.3.3, Dues Calculation Step, to allow the minimum dues amount to raise along with all other levels when the Board of Directors approves dues increases.	ACWA Staff and Finance Committee
2/3/2023	Deleted Policy 3.3.5 Advance Dues Deposit Program, and Policy 3.3.5.1 Participating Agencies, following the sale of the 910 K Street building as the program ended.	ACWA Staff

Section:	M-3 Membership	Approval Date:	6/3/2016
Policy:	M-3.4 Benefits and Services	Latest Revision:	N/A

M-3.4 Benefits and Services

In addition to advocacy and a voice on key water issues, Association membership provides access to a wide variety of information, resources, and value-added programs.

3.4.1 Agency Members

Agency members receive the following benefits and services:

- Access to expertise in water quality, local government, water management, and other areas.
- Effective representation in the legislative and regulatory arenas in Sacramento and Washington, D.C.
- Opportunity to participate in the Association's active region and committee structure.
- Timely, informative communications and turnkey outreach materials on important issues.
- Participation in the Association's awards, scholarship, and sponsorship programs.
- Discounted member rates on all Association events and publications.
- Access to valuable programs and services through ACWA's Preferred Provider Program.
- Access to the Association's Classified Ad section of the website, which allows members to post job descriptions, RFPs, items for sale, and other miscellaneous advertisements.
- Subscriptions to the Association's monthly printed newsletter *ACWA News* for board of directors, general manager and up to three other agency personnel.
- Copies of ACWA's annual Summary of Legislation and ACWA's Summary of Appellate Cases.
- Exclusive opportunity to partner with ACWA JPIA for Health, Dental, Vision, Life, Workers' Compensation, Liability, Long-term Disability, and Employee Assistance Program.

3.4.2 Honorary Life Members

Honorary life members receive the following benefits:

- Lifetime subscription to the Association's monthly printed newsletter *ACWA News*.
- A special invitation to attend all the Association's conferences without payment of the basic registration fee as long as the individual is no longer affiliated with a member agency or business related to the water industry.

References:

Bylaws, Article 2; Previous Board Policy B.1. and D.3.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
6/3/2016	Initial Release	ACWA Staff and Governance Workgroup

Section:	M-3 Membership	Approval Date:	6/3/2016
Policy:	M-3.5 Application for Membership	Latest Revision:	2/3/2023

M-3.5 Application for Membership

The Board may approve membership in the Association following the official review of an application by staff and recommendation by the Membership Committee that the entity meets the criteria for public agency membership and upon payment of the required dues. The membership will be renewed on a calendar year basis upon payment of annual dues.

3.5.1 Membership Standing

Upon Board approval, a member of the Association will be in good standing if in compliance with all bylaws and requirements of the membership, including timely payment of annual dues and emergency assessments.

References:

Bylaws, Article 2.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
6/3/2016	Initial Release	ACWA Staff and Governance Workgroup
2/3/2023	Added Policy 3.5.1 to incorporate amended bylaw language related to membership standing.	Amended & Restated Bylaws as approved by members on 11/30/2022

Section:	M-3 Membership	Approval Date:	6/3/2016
Policy:	M-3.6 Termination	Latest Revision:	N/A

M-3.6 Termination

Membership in the Association may be withdrawn or terminated for the reasons listed below. Withdrawal or termination of membership ends any participation in the Association's activities and services and will terminate a member's interest in the Association's assets.

Termination of Association membership for non-payment of dues or member withdrawal will affect the continued eligibility to partner with ACWA JPIA for liability, property, workers' compensation, and employee benefits coverage.

3.6.1 Non-Payment of Dues

Membership in the Association may be terminated for non-payment of dues.

3.6.2 Member Withdrawal

Any member may terminate membership in the Association by sending written notification of its intention to withdraw to the Association's Sacramento office. The effective date of such termination of membership will be 10 business days from receipt of the termination notice.

3.6.3 Interests of the Association

The Board may terminate the membership of any member upon 30 days' written notice by first-class mail when it is determined at any regular or special Board meeting that continuance of such membership would not be in the best interest of the Association.

References:

Bylaws, Article 2; Previous Board Policy E.1.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
6/3/2016	Initial Release	ACWA Staff and Governance Workgroup

Section:	FB-4 Finance and Business Services	Approval Date:	7/28/2017
Policy:	FB-4.1 Accounting	Latest Revision:	6/4/2021

FB-4.1 Accounting

4.1.1 Purpose

This policy sets forth the accounting practices for the Association consistent with accounting standards and best management practices. The Association will use accounting procedures that conform to Generally Accepted Accounting Principles (GAAP) to ensure accuracy of information and compliance with external standards.

4.1.2 Authorizing Disbursements

The Controller/Treasurer will cause the appropriate staff to facilitate the prompt processing and payment of the Association's accounts payable, in accordance with established procedures.

4.1.3 Check/Financial Account Signing Authority

The Board will designate by resolution which persons, other than the Controller/Treasurer, may sign for expenditures and have signing authority for the Association's authorized banking and investment institutions.

4.1.4 Credit Cards

The Controller/Treasurer in consultation with the Executive Director will determine who among staff will hold a company credit card and the credit card limits.

Issued credit cards will remain the sole property of the Association and will be issued in the names of both the authorized employee and the Association. Association-issued cards may be used only for approved or budgeted Association business expenditures. Personal charges are not allowed. Should personal and business charges be mixed unavoidably, staff will reimburse the Association for the personal expense(s) upon submittal of the associated expense report.

Each employee will submit a detailed expense report with supporting receipts for manager approval consistent with the procedures and timelines established by the Association. The Executive Director's expense report will be approved by the President and the Finance Committee Chair.

4.1.5 Expense Reimbursement for Board Officers

The Association's Board officers (i.e., President and Vice President) will serve without compensation by the Association. The Association will reimburse the officers for necessary, actual, and reasonable expenses incurred in the performance of his/her duties while on Association business consistent with the Association's approved budget. The Association will reimburse the officers for expenses incurred for attending conferences, meetings, seminars, and workshops or other events and which are mutually

beneficial to the officer and the Association and have been authorized by either the Board or the Executive Director.

The Association will pay for the cost for registration and meals for the attendance of an officer's spouse at any official Association function.

Requests for reimbursement will be submitted together with a detailed expense report and receipts to the Clerk of the Board within ten days after the close of each month. The Executive Director will review the expense report for consistency with this policy prior to approving reimbursement of the expenses.

4.1.6 Fiscal and Dues Year

The fiscal year and dues year for the Association will be January 1 to December 31.

4.1.7 Fixed Assets

The Association will record and maintain all fixed asset purchases of \$5,000 or greater in a fixed asset subsidiary ledger. Asset purchases of less than \$5,000 will be expensed.

4.1.8 Loans from Financial Institutions

The Controller/Treasurer will cause the appropriate staff to prepare an expenditure/acquisition plan for the Finance Committee's approval for any major item in excess of \$500,000 that warrants payment from a source other than operating funds. Following the Finance Committee's approval of the expenditure/acquisition plan, staff will negotiate with banks and financial institutions for a loan package as applicable. Staff will present the loan proposal and any recommended financing packages to the Finance Committee who will make a recommendation to the Board for final review and action.

4.1.9 Petty Cash

The Finance staff will keep a petty cash box not to exceed \$100. Petty cash will be used primarily to make nominal purchases for items not normally available from vendors with whom the Association has a formal purchasing arrangement or when the use of a vendor is impractical. Petty cash will be replenished by a check made out to the petty cash custodian.

The use of this fund may not be substituted for other appropriate purchasing procedures.

4.1.10 Receiving/Depositing Remittances

The Controller/Treasurer will cause the appropriate staff to receive and deposit remittances in a timely manner that will ensure accountability.

4.1.11 Reconciling Accounts/Post General Ledger

The Controller/Treasurer will cause the appropriate staff to reconcile the books on a timely basis.

4.1.12 Sponsorship Requests for External Organizations

The Association defines sponsorships to external organizations as mutually beneficial and in keeping with the Association's mission. The Association agrees to sponsor and/or support external organizations through in-kind services, products, names, and/or logo usage. The Association may also provide financial

sponsorships for events or other activities. The Association in turn benefits from recognition and affiliation with the external organization.

4.1.12.1 Criteria

Sponsorship requests from external organizations must meet the following criteria:

- Requests should relate to the water industry in general and benefit a significant segment of the Association's members in particular.
- Requests from members for member-sponsored programs will take precedence over requests from non-members.

4.1.12.2 Approvals

All sponsorship requests will go through the appropriate approval process.

4.1.12.3 Use of Association Name and/or Logo

All use of the Association's name and branding will be authorized by appropriate Association staff.

4.1.12.4 Revocation

The Association reserves the right to refuse or revoke any approved sponsorship that is judged to be unsuitable or inappropriate to the advancement of its mission.

References:

Bylaws, Article 11; Previous Board Policy G.2.b, G.3., G.18., J.3.; historical practices.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/28/2017	Initial Release	ACWA Staff and Governance Workgroup
6/4/2021	Revised Policy 4.1.9 Petty Cash to delete reference to Finance and Business Services Department and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.

Section:	FB-4 Finance and Business Services	Approval Date:	7/28/2017
Policy:	FB-4.2 Internal Controls	Latest Revision:	6/4/2021

FB-4.2 Internal Controls

4.2.1 Purpose

This policy sets forth the system of internal controls the Association implements and maintains to safeguard assets, operate effectively and efficiently, record financial transactions accurately, report financial information reliably, and comply with applicable laws and regulations.

4.2.2 Conflict of Interest

All employees are expected to use good judgment, to adhere to high ethical standards, and to act in such a manner as to avoid any actual or potential conflict of interest. A conflict of interest occurs when the personal, professional, or business interests of an employee conflict with the interest of the organization. Both the fact and the appearance of a conflict of interest should be avoided.

4.2.3 Physical Security

The Association maintains physical security of its assets to ensure that only people who are authorized have physical or indirect access to money, securities, real estate, and other valuable property.

4.2.4 Segregation of Duties

The Association's financial duties will be distributed among multiple Association staff to help ensure protection from fraud and error. The distribution of duties aims for maximum protection of the Association's assets while also considering efficiency of operations. Whenever practical the duties of recording, custody, and authorization will be segregated.

4.2.4.1 Cash Controls

The duties of initiating billings, recording collections, depositing funds, and subsequently reconciling bank statements will be divided so that no individual is in a position to complete the entire series of accounting functions.

References:

Previous Board Policy G.2.a.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/28/2017	Initial Release	ACWA Staff and Governance Workgroup
6/4/2021	Revised Policy 4.2.4 Segregation of Duties to delete reference to Finance and Business Services Department and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.

Section:	FB-4 Finance and Business Services	Approval Date:	7/28/2017
Policy:	FB-4.3 Financial Planning and Reporting	Latest Revision:	N/A

FB-4.3 Financial Planning and Reporting

4.3.1 Purpose

This policy sets forth the financial planning and reporting criteria for the Association consistent with accounting standards and best management practices.

4.3.2 Budget

The Executive Director in conjunction with the Controller/Treasurer will prepare the Association's two-year budget with three additional years of financial projections in the same format for review and recommendation by the Finance Committee each even numbered year for the subsequent two years. The Finance Committee will make a recommendation regarding the budget as well as for mid-budget adjustments, which will be approved by the Board no later than its September meeting each year.

The budget of the Association will serve the following major purposes:

- Provide the fiscal direction of the Board of Directors;
- Provide an operational guide for the administrative staff in the management and control of fiscal resources; and
- Present the Association's financial plan for the ensuing fiscal years; itemizing projected revenues and estimated expenses.

4.3.2.1 Executive Director's Contingency Fund

The Association's annual budget will include a contingency fund in an amount up to \$50,000 for the Executive Director's use to cover expenses not already budgeted elsewhere within the planned budget. The Executive Director may expend up to \$10,000 per authorization, following consultation with and unanimous consent from the President, Vice President, and Finance Committee Chair. The Executive Director will provide a regular report to the Board on the use of the contingency fund.

4.3.2.2 Other Postemployment Benefits (OPEB)

Each year of the budget will provide for funding the Association's other postemployment benefits (OPEB) trust for an amount equal to or greater than the Annual Required Contribution based on an actuarial analysis until fully funded. A new actuarial analysis will be performed in accordance with GASB 45 every other year.

4.3.3 Financial Oversight and Reporting

The Association's financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP). The presentation of the Financial Statements will follow the recommendation of the Financial Accounting Standards Board (FASB) No. 117, "Financial Statements of Not-For-Profit Organizations." The net position of the Association is classified as unrestricted, restricted and invested in capital.

The Controller/Treasurer or designee will present quarterly financial reports, including the unaudited year-end report, to the Finance Committee at its earliest meeting following the end of each quarter. The reports will include Statement of Net Position, Statement of Revenues and Expenses, Investment Report, Reserve Report, and Region Financials. An analysis of revenue and expense variances will be provided with the reports. The Finance Committee's recommendation will be presented to the Board for its review and approval at the earliest meeting date following the committee's review.

The audited year-end financial report will be provided to the Board for its review and approval at the earliest meeting date following the Audit Subcommittee and Finance Committee's review.

4.3.4 Audits

The Association will annually engage an outside auditing firm to perform an audit of the Association's financial position and state of internal control system. The completed audit will be placed on the Board's agenda for review and approval at the earliest meeting date, following review by the Audit Subcommittee and the Finance Committee.

4.3.4.1 Selection of Auditor

Every three to five years or as otherwise deemed necessary, the Association staff will issue a Request for Proposal for Audit Services (RFP) for its financial statements. Following review of the Finance Committee's recommendation, the Board will approve an auditor of record for a contract period of one to three years, with the option of renewing the contract for a fourth and fifth year upon subsequent approval by the Board. The same auditing firm can be selected by the Board to perform the Association's audit services at the conclusion of the contract period under the following circumstances:

- A new Request for Proposal for Audit Services is issued.
- A different partner in the firm directs the auditing services.

4.3.4.2 Financial Exit Audits

The Association will perform complete financial exit audits by the auditor of record, independent from the annual financial audit, with the departure of the Executive Director or the Controller/Treasurer.

References:

Bylaws, Articles 4, 7 and 11; Previous Board Policy G.1.a, g, and i.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/28/2017	Initial Release	ACWA Staff and Governance Workgroup

Section:	FB-4 Finance and Business Services	Approval Date:	3/25/2016
Policy:	FB-4.4 Reserves	Latest Revision:	7/28/2017

FB-4.4 Reserves

4.4.1 Purpose

The Association has established reserves to meet obligations and facilitate budgeting and long-range financial planning. The Association will maintain reserves to fund budgeted operating and capital requirements, in addition to reserves that represent valid long-term obligations reportable under current accounting standards on the Association's financial statements. For purposes of this Reserves Policy, the term "Available Funds" will mean unrestricted cash and investments less deferred revenue with the regions' Fund-Raising/Event carryover budget amounts considered restricted. During the budgeting process, the Board will consider the adequacy of projected reserve levels throughout and at the end of the budgeted year.

4.4.2 Operating Reserves

An Operating Reserve will be maintained to provide a means of funding variations in cash flow as part of normal operations in addition to having funds available to meet any unexpected and significant expenses. Operating Reserves will equal two months of budgeted expenses.

Management has the discretion to supplant up to one month of cash operating reserves with a bank line-of-credit. Two months of budgeted expenses would be maintained as operating reserves, with freed-up cash adding to other reserves balances, which would be available to pay down debt balances, such as OPEB or pension obligations.

4.4.3 Capital Asset Reserve

A Capital Asset Reserve will be maintained to provide funding for capital assets budgeted (or included in long-range planning) but not yet fully funded. The Capital Asset Reserve balance will equal the lesser of (1) Available Funds less the Operating Reserve balance or, (2) the cost of capital assets budgeted and not yet funded.

4.4.4 Other Reserves

Available Funds in excess of the Operating and Capital Asset reserves will be maintained in a Pension Obligation Reserve, OPEB Reserve, Advance Dues Deposit Reserve and/or any reserve that represents a valid long-term obligation reportable under current accounting standards on the Association's financial statements. The excess Available Funds will be allocated to these other reserves at management's discretion and not exceed the reportable balance of the related liability under current accounting standards.

4.4.5 Expenditures not Budgeted

Expenditures in excess of \$10,000 and not included in the budget or covered by budget transfers must be approved by the Board.

References:

Previous Board Policy G.6.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
3/25/2016	Initial Release	ACWA Staff and Finance Committee
9/30/2016	Revised Policy 4.1.2, Operating Reserves, to require the funding requirement be set at the equivalent of two months instead of three months of budgeted expenses; change was part of 2017 Budget recommendation.	ACWA Staff and Finance Committee
7/28/2017	Revised Policy 4.4.2, Operating Reserves, to allow for a line of credit to supplant Operating Reserves, and provide flexibility so that management may use cash reserves to reduce costly OPEB or pension obligations. Policy renumbered from FB-4.1 to FB-4.4 for organizational purposes within the section.	ACWA Staff, Governance Workgroup and Finance Committee

Section:	FB-4 Finance and Business Services	Approval Date:	7/29/2016
Policy:	FB-4.5 Investments	Latest Revision:	2/3/2023

FB-4.5 Investments

It is the policy of the Association that the Investment Subcommittee, through the Finance Committee, will provide recommendations to the Board for the investing of Association funds pursuant to the conditions and restrictions herein. This Investment Policy Statement establishes the policies and guidelines for three distinct investment pools: a short-term investment fund, a medium-term investment fund, and a long-term investment fund (the “Accounts”) and is intended to assist the Finance Committee (the “Committee”) in effectively selecting, monitoring and evaluating investment alternatives utilized in the Accounts. Specifically, this Investment Policy Statement:

- Establishes an investment plan for ACWA. which correlates with cash flow needs, funding activities, and both short-term and long-term investment goals.
- Defines the roles and responsibilities of those responsible for the Plan’s investment options.
- Establishes the benchmarks and guidelines against which performance will be evaluated.
- Defines the investment risk appetite and establish written guidelines on how funds may be invested.

This Statement is intended to be dynamic in nature. The Committee will review this document on an intermittent basis and revise it to reflect changing benchmarks, goals, capital market conditions and spending initiatives. The Committee will evaluate the performance of the investments over a complete market cycle and rolling multi-year time periods.

4.5.1 Investment Authority

The Executive Director/Secretary and Controller/Treasurer will have the full authority to invest funds in accordance with this policy. A separate investment report showing a minimum of, if applicable, the investment type, issuing institution, date of purchase, date of maturity, cost, yield, current value and maturity value will be maintained by the Executive Director/Secretary and Controller/Treasurer and made available to the Board on a quarterly basis.

4.5.2 General Provisions and Objectives

There are three separate accounts covered under this investment policy.

The purpose of this policy for the short-term and medium- term investment fund is to ensure the investment of Association funds is accomplished in a safe and secure manner, particularly with respect to limiting exposure of the Association to unnecessary risk. It is to provide for adequate liquidity to cover expenditures and other obligations as they occur. Funds not required for immediate expenditure will be invested in compliance with this policy. Criteria for selecting investments and the absolute order of priority are safety, liquidity, and yield. Investments will be made in a range of instruments and maturity

dates to ensure diversification and liquidity of assets in the event of an emergency or when a large cash outlay is necessary. The time horizon for the short-term investment fund is 2 years or less. The time horizon for the medium-term investment fund is less than five years.

The purpose of this policy for the long-term investment fund is to generate long-term investment growth consistent with the overall market, including equities. The time horizon for the long-term investment fund is greater than five years.

4.5.3 Policies for the Short-Term and Medium-Term Investment Funds

4.5.3.1 Safety of Principal

Safety of principal is the foremost objective of the Association. Each investment transaction will seek to ensure that capital losses are avoided, whether from securities default, broker-dealer default, or erosion of market value. The Association will seek to preserve principal by mitigating the two types of risk: credit risk and market risk.

4.5.3.1.1 Credit Risk

Credit risk, defined as the risk of loss due to failure of the issuer of a security, will be mitigated by investing in investment grade securities and by diversifying the investment portfolio so that the failure of any one issuer does not unduly harm the Association's capital base and cash flow.

4.5.3.1.2 Market Risk

Market risk, defined as market value fluctuations due to overall changes in the general level of interest rates, will be mitigated by limiting the average maturity of the Association's investment portfolio to one year for short-term funds and a maximum maturity of five years for medium-term funds.

4.5.3.2 Liquidity

Historical cash flow trends are to be compared to current cash flow requirements on an ongoing basis in an effort to ensure that the Association's investment portfolio will remain sufficiently liquid to meet all reasonably anticipated operating requirements. All investments should be laddered for maximum liquidity.

4.5.3.3 Return on Investment

Maximizing the return on investment is of utmost importance. Tying a benchmark to a specific index is difficult due to volatile market conditions; therefore, the objective is to seek the highest level of return consistent with the risk tolerance of the authorized investment vehicles stated in this policy.

4.5.3.4 Prudent Investor Standard

The investment process will recognize that the investment portfolio is subject to the prudent investor standard and will seek to act responsibly as fiduciary of Association members. Investments will be made with the care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the Association, that a prudent person acting in a like capacity and familiar with those matters would use in the conduct of funds of like aims, to safeguard the principal and maintain the liquidity needs of the Association. In a diversified

portfolio, occasional measured losses may be inevitable and must be considered within the context of the overall portfolio's return and the cash flow requirements of the Association.

4.5.3.5 Authorized Investments

The Association's approved investments are as follows:

1. Certificates of Deposit representing a deposit of funds at a commercial bank or credit union for a specified period of time and for a specified return at maturity. Eligible Certificates of Deposit will be issued by a nationally or state chartered bank or a state or federal association whose senior debt obligations are rated "AAA" or equivalent by Standard & Poor's or Moody's. The full amount of the principal and interest that may be accrued during the maximum term of each Certificate of Deposit will at all times be insured by the Federal Deposit Insurance Corporation or the National Credit Union Administration, or fully collateralized.
2. Instruments fully guaranteed by the Federal Government, such as Treasury Bills, Notes, etc.
3. Savings Account or Money Market Account fully insured by the Federal Deposit Insurance Corporation, or fully collateralized.
4. Authorized Investment Institutions.
 - a. State of California Local Agency Investment Fund (LAIF)
 - b. CalTrust

4.5.3.6 Investment Funds

There will be two investment funds, operating/short-term and medium-term, as detailed below:

1. Operating/Short-term Investment Fund
These are funds expected to be spent in the normal course of business during the current budget cycle. Authorized funds are all those specified in Policy 4.5.3.5.
2. Medium-term Investment Fund
These are funds not required to meet the immediate needs of the Association. The maturities on the Medium-term Fund will be limited to five years or less. Authorized funds are all those specified in Policy 4.5.3.5.

4.5.3.7 Oversight, Monitoring and Review

The short-term and medium-term investment portfolios will be managed in accordance with the parameters specified within this policy. The objective of the portfolio should be to obtain a stable rate of return taking into consideration economic constraints commensurate with the investment risk and cash flow requirements. Portfolio performance should be compared to appropriate benchmarks on a regular basis as determined by the Controller/Treasurer.

This investment policy will be reviewed annually by the Investment Subcommittee for any necessary revisions.

4.5.4 Policies for the Long-Term Investment Fund

4.5.4.1 Asset Class Guidelines

Long-term investment performance is primarily a function of asset class mix. In choosing which asset classes should be included in the Accounts, the Committee weighs the long-term performance and risk characteristics of the asset category. Historically, while interest-generating investments, such as bonds, have the advantage of relative stability of principal value, they provide little opportunity for real long-term capital growth due to their susceptibility to inflation. On the other hand, equity investments, such as common stocks, clearly have a significantly higher expected return but have the disadvantage of much greater year-by-year variability of returns.

Even more important than an investment's standalone performance and risk characteristics is its potential to enhance the overall risk-return profile of the portfolio.

The following asset classes may be included in the long-term Account's overall asset allocation strategy:

Cash or Cash Equivalents	
Money Market	
Bonds	
Ultrashort Bond	Bank Loans
Short-Term Government / Bond	High Yield Bond
Intermediate-Term Government / Bond	Convertibles
Long-Term Government / Bond	International Bonds
Inflation-Protected Bond	Emerging Markets Debt
Multisector Bond	Non-Traditional Bonds
Domestic Equity	
Large Cap (Value / Blend / Growth)	Small Cap (Value / Blend / Growth)
Mid-Cap (Value / Blend / Growth)	
International Equity	
Foreign Large Cap (Value / Blend / Growth)	Small-Value, Small Blend, Small Growth
Foreign Small-Mid Cap (Value / Blend / Growth)	Diversified Emerging Markets
Global Equity	
World Stock	
Non-Traditional	
Absolute Return	Multi-alternative
Commodity	Real Estate (US / Global)

4.5.4.2 Investment Objectives

The investment objective of the Long-Term Account is to generate growth and income to fund future programs and expenses of ACWA within an acceptable, established risk tolerance.

4.5.4.2.1 Long-Term Account

1. **Time Horizon:** 5 years or greater
2. **Risk:** Moderate, growth oriented
3. **Acceptable Investments:** index/mutual funds, collective investment trusts (CITs), ETFs
4. **Liquidity:** The Account should be fully invested as long-term cash holdings will tend to reduce long-term rates of return.

Subject to any statutory or regulatory limitations, investment alternatives will be publicly available mutual funds, index funds, exchange traded funds, or similar vehicles. Investments being offered will fluctuate in value with market conditions and, when redeemed, may be worth more or less than the amount originally invested. Each of the offered investment alternatives will be designed to follow a specific stated investment objective.

4.5.4.3 Selection of Investments

In selecting the investments for the Accounts, the Committee may consider a variety of quantitative and qualitative factors. These factors may include but are not limited to the investment option's investment objectives, performance relative to its index and peer group, risk characteristics, investment style, fees, manager tenure.

The Committee also anticipates each investment will be examined with the objective of determining if it appropriately complements the overall diversification and risk and return parameters of the Accounts.

ACWA, with the assistance of the Investment Consultant, will review the Investment Policy and monitor each investment on an ongoing basis. ACWA and the Consultant will periodically evaluate the investment results of the investments.

Each investment is evaluated on an ongoing basis using several measures that quantify the expenses, returns and risk-adjusted performance of each fund within its peer group.

Each investment is reviewed at least annually against its peer group and benchmark index to determine the performance and quality of each offering. Each is evaluated using the following criteria:

- a. Trailing one-, three-, five-, and ten-year returns
- b. Rolling 12-month returns (five years)
- c. Batting Average
- d. Sharpe Ratio (five years)
- e. Alpha (five years)
- f. Up Capture Ratio (ten years)
- g. Down Capture Ratio (ten years)
- h. Style Consistency to the appropriate index (R-Squared)
- i. Expense Ratio

As noted in Appendix B, each fund is benchmarked to a specific market index, and fund performance is evaluated and compared to a relevant peer group using Morningstar category classifications.

In addition to the quantitative methodology described above, many qualitative criteria and possible warning signs are monitored in order to highlight a fund's potential exposure to risk that may make it unsuitable as an investment. The warning signs may include (but are not limited to):

- a. Above-average operating expenses
- b. Above-average style drift (as determined by returns-based and holdings-based analyses)
- c. High degrees of portfolio concentration among individual holdings
- d. High degrees of portfolio concentration among economic sectors
- e. Above-average performance volatility
- f. Above-average portfolio turnover
- g. Below-average Alpha
- h. Below-average manager tenure and/or above-average turnover
- i. Rapid fund size growth
- j. Significantly positive and negative cash flows
- k. Unusual levels of corporate scrutiny; poor public perception
- l. For bond portfolios, very low average credit quality relative to peers
- m. For bond portfolios, significantly above- or below-average portfolio duration
- n. Recent changes to or concerns with the firm structure / ownership
- o. Recent changes to or concerns with the corporate management team structure

As a general guideline, subject to any further delegation to an investment consultant or investment manager, the Committee should consider following the below procedure:

Whenever the average ranking score for an investment alternative is in the 3rd quartile based on the Investment Consultant's scoring system, except as previously noted for index funds or funds that are not scored, it should be placed on the Watch List. The alternative will be monitored and remain on the Watch List for four consecutive quarters, even if its performance improves. If the alternative remains in the 3rd quartile for four consecutive quarters, a detailed review of the alternative should be made and a recommendation to replace or retain the alternative should be presented to the Committee. The alternative may be reviewed sooner at the Committee's discretion.

Whenever an investment alternative falls into the 4th quartile based on the Investment Consultant's scoring system, a detailed review of the alternative should be made as soon as possible or at the next investment subcommittee meeting, and a recommendation to replace or retain the alternative should be presented. Any actions will be reported at the next scheduled Finance Committee meeting.

Investment alternatives that fail to meet qualitative criteria (i.e.: manager changes, fund company reorganizations, strategy changes) will be put on the Watch List by the Committee.

4.5.4.4 Investment Monitoring Criteria

The ongoing monitoring of investment options should be a regular process. It is the mechanism for revisiting the investment options selected and verifying that the criteria originally satisfied continues to be satisfied within an acceptable range. Each investment is evaluated on an ongoing basis using several measures that quantify the expenses, returns and risk-adjusted performance of each fund within its

peer group. Each investment is reviewed at least annually against its peer group and benchmark index to determine the performance and quality of each offering.

The Committee may remove an investment option if they determine that such removal is in the best interests of the Accounts, taking into account the relevant factors including the fund's current and potential future performance as well as market conditions.

The Committee shall have the discretion to establish, modify, amend, or adjust acceptable performance measurement standards by which each investment is to be evaluated.

Final selection, replacement and/or removal of an investment shall be completed only after conducting a thorough review of the identified investment alternative.

4.5.4.5 Proxy Voting

All voting of proxies is to be done in a timely manner by the Investment Managers.

Review and Revisions

The Committee reserves the right to amend the Investment Policy Statement at any time it deems such amendment to be necessary or to comply with changes in applicable law, as these changes affect the investment of the Plan's assets. Until revised or amended by the Committee, the Investment Policy Statement shall remain in effect.

References:

Previous Board Policy G.5.

See Administrative Procedure: To be determined.

Revision History:

Revision Date	Description of Changes	Requested By
7/29/2016	Initial Release	ACWA Staff and Finance Committee
7/28/2017	Policy renumbered from FB-4.2 to FB-4.5 for organizational purposes within the section.	ACWA Staff and Governance Workgroup
11/22/2019	Minor edits to Policies FB-4.5, FB-4.5.1, and FB-4.5.2.3 to fine-tune policy language.	ACWA Staff and Finance Committee.
6/4/2021	Revised Policy 4.5.1 Investment Authority to delete reference to the Director of Finance and Business Services and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.

Revision Date	Description of Changes	Requested By
6/4/2021	Revised Policy 4.5.5 Oversight, Monitoring and Review to delete reference to the Director of Finance and Business Services and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.
2/3/2023	Comprehensive revision of Policy FB-4.5 Investments to incorporate provision to help increase the long-term return on investments.	ACWA Staff and Finance Committee

APPENDIX A – Asset Allocation

The broad asset class allocation target and range for the long-term Account is:

Asset Class	Strategic Target	Permitted Range
Equities/Growth	60%	50-80%
Bonds/Stability	40%	20-50%
Cash	0%	0-30%

The committee will determine, update, and monitor specific fund allocations during quarterly or semi-annual investment reviews. Rebalancing will take place at least annually and occur if the broad asset class allocations vary more than 5% from target allocations. Taxes and transaction costs will be evaluated to determine if rebalancing should take place.

APPENDIX B – Asset Category, Peer Group Universe, Benchmark/Index

Investment categories are defined based on their Morningstar category classifications, which also serve as the peer groups against which investment are assessed. The following list of investment categories and their corresponding benchmarks which may be used in the investment alternative evaluation process, includes but is not limited to:

Investment Alternative Category	Benchmark/Index	APPENDIX B
Money Market-Taxable	ICE Bank of America Merrill Lynch 3-Month T-Bill Index	
Bond		
Ultrashort Bond	Bloomberg Barclays US Govt/Credit 1-3 Yr TR USD	
Short-Term Bond	Bloomberg Barclays US Govt/Credit 1-3 Yr TR USD	
Short Government	Bloomberg Barclays Government 1-5 Yr TR USD	
Intermediate Government	Bloomberg Barclays US Govt/Mortgage TR USD	
Intermediate Core Bond	Bloomberg Barclays US Agg Bond TR USD	
Intermediate Core-Plus Bond	Bloomberg Barclays US Agg Bond TR USD	
Long Government	Bloomberg Barclays US Government Long TR USD	

Investment Alternative Category	Benchmark/Index	APPENDIX B
Long-Term Bond	Bloomberg Barclays US Govt/Credit Long TR USD	
Inflation-Protected Bond	Bloomberg Barclays US Treasury US TIPS TR USD	
Corporate Bond	Bloomberg Barclays US Credit TR USD	
Multisector Bond	Bloomberg Barclays US Agg Bond TR USD	
High Yield Bond	Bloomberg Barclays US HY 2% Issuer Cap TR USD	
World Bond	Bloomberg Barclays Global Aggregate TR USD	
Emerging Markets Bond	JPM EMBI Global TR USD	
Nontraditional Bond	Wilshire Liquid Alts TR	
Large Cap		
Large Value	Russell 1000 Value TR USD	
Large Blend	S&P 500 Index Russell 3000 Index CRSP U.S. Total Market Index	
Large Growth	Russell 1000 Growth TR USD	
Mid-Cap		
Mid-Cap Value	Russell Mid Cap Value TR USD	
Mid-Cap Blend	Russell Mid Cap TR USD S&P Mid Cap 400 Index MSCI U.S. Mid Cap 450 Index CRSP U.S. Mid Cap Index S&P Completion Index DJ US Completion Total Stock Market Index	
Mid-Cap Growth	Russell Mid Cap Growth TR USD	
Small-Cap		
Small Value	Russell 2000 Value TR USD	
Small Cap Blend	Russell 2000 TR USD	

Section:	FB-4 Finance and Business Services	Approval Date:	7/28/2017
Policy:	FB-4.6 Records Retention	Latest Revision:	6/4/2021

FB-4.6 Records Retention

4.6.1 Purpose

The purpose of this retention schedule is to establish effective and economic records retention and disposition controls over the Records in the Association's custody. "Records" means all documents, files, or records created by Association personnel while acting within the scope of their duties pertaining to Association business or operations, including but not limited to contracts, computer records, electronic mail, voice mail messages, handwritings, photocopies, photographs, facsimiles, etc., without regard to the manner in which the record has been stored.

The purposes of this Policy include (a) retention and maintenance of documents necessary for the proper functioning of the Association as well as to comply with applicable legal requirements; (b) destruction of documents which no longer need to be retained; and (c) guidance for the Board, officers, staff and other constituencies with respect to their responsibilities concerning document retention and destruction. Notwithstanding the foregoing, the Board reserves the right to revise or revoke this Policy at any time.

4.6.2 Responsibilities of the Administrators

The Executive Director and Senior Director of Operations and Member Engagement will be the administrators (together, the "Administrator") in charge of administering this Policy.

The Administrator's responsibilities will include supervising and coordinating the retention and destruction of documents pursuant to this Policy and particularly the Document Retention Schedule below. The Administrator will also be responsible for documenting the actions taken to maintain and/or destroy Association documents and retaining such documentation.

The Administrator may (a) modify the Document Retention Schedule from time to time as necessary to comply with law and/or to include additional or revised document categories as may be appropriate to reflect the Association's policies and procedures; (b) periodically review this Policy and Policy compliance with legal counsel and to report to the Board as to compliance since the Board maintains the ultimate direction of management; and (c) appoint one or more assistants to assist in carrying out the Administrator's responsibilities, with the Administrator, however, retaining ultimate responsibility for administration of this Policy.

Questions regarding this Policy should be directed to the Administrator.

4.6.3 Scope

All Records pertaining to the Association's business that are maintained or created by Association personnel, including any Records created or maintained off Association property, are subject to this Policy.

This Policy will also apply to Records created, maintained, stored or otherwise in the possession of third party vendors. In particular instances, the Administrator may require that the contract with the third party vendor specify the particular responsibilities of said vendor with respect to this Policy.

4.6.4 "Legal Hold" – Suspension of Document Destruction; Compliance

The Association becomes subject to a duty to preserve (or halt the destruction of) documents once litigation, an audit or a government investigation is reasonably anticipated. Further, federal law imposes criminal liability (with fines and/or imprisonment for not more than 20 years) upon whomever "knowingly alters, destroys, mutilates, conceals, covers up, falsifies, or makes a false entry in any record, document, or tangible object with the intent to impede, obstruct, or influence the investigation or proper administration of any matter within the jurisdiction of any department or agency of the United States ... or in relation to or contemplation of any such matter or case."

If the Administrator becomes aware that litigation, a governmental audit or a government investigation has been instituted, or is reasonably anticipated or contemplated, the Administrator will immediately order a halt to all document destruction under this Policy, communicating the order to all affected constituencies in writing. The Administrator may thereafter amend or rescind the order only after conferring with legal counsel.

If any Board member or staff member becomes aware that litigation, a governmental audit or a government investigation has been instituted, or is reasonably anticipated or contemplated, with respect to the Association, and they are not sure whether the Administrator is aware of it, they will make the Administrator aware of it.

Failure to comply with this Policy, including, particularly, disobeying any destruction halt order, could result in possible civil or criminal sanctions. In addition, for staff, it could lead to disciplinary action including possible termination.

4.6.5 Administration

Documents will be stored in a safe and accessible manner.

Records in electronic format will be maintained just as hard copy or paper documents are, in accordance with the Document Retention Schedule. Due to the fact that the integrity of electronic Records, whether with respect to the ease of alteration or deletion, or otherwise, may come into question, the Administrator will attempt to establish standards for document integrity, including guidelines for handling electronic files, backup procedures, archiving of documents, and regular checkups of the reliability of the system. In the event the Records to be destroyed are in an electronic format, the method used must ensure that the electronic Records are completely destroyed and are not retrievable from any storage media.

Documents which are necessary for the continued operation of the Association in the case of an emergency will be regularly duplicated or backed up and maintained in an off-site location. The Administrator will develop reasonable procedures for document retention in the case of an emergency

On-site Records will be destroyed in accordance with the Document Retention Schedule.

Off-site Records will be labeled with a destruction date. Each month, the Administrator will review a list of all Records that have reached the destruction date and will confirm that the Records can be destroyed without violating the Association's obligation to produce Records for a known investigation or litigation. If an outside vendor is used for the storage and/or destruction of Records, the Administrator will give written notice to the vendor of the Records to be shredded or otherwise destroyed. The vendor will provide the Administrator with a certificate of destruction.

4.6.6 Document Retention Schedule

Document Type	Retention Period
Accounting and Finance	
Accounts Payable	7 years
Accounts Receivable	7 years
Annual Financial Statements and Audit Reports	Permanent
Bank Statements, Reconciliations & Deposit Slips	7 years
Canceled Checks routine	7 years
Canceled Checks – special, such as loan repayment; for important payments keep attached to corresponding documents	Permanent
Credit Card Receipts	7 years
Employee/Business Expense Reports/Documents	7 years
General Ledger	Permanent
Interim Financial Statements	7 years
Corporate and Exemptions	
Articles of Incorporation and Amendments	Permanent
Bylaws and Amendments	Permanent
Minute Books of Board of Directors and Executive Committee	Permanent
Corporate and Exemptions (cont'd.)	
Statement of Information Filings with the Secretary of State	Permanent
Other Corporate Filings	Permanent
Tax Exemption documents	Permanent
Licenses and Permits	Permanent
Employer Identification (EIN) Designation	Permanent

Document Type	Retention Period
Correspondence	
Hard copy correspondence and internal memoranda relating to a particular document otherwise addressed in this Schedule should be retained for the same period as the document to which they relate	
Hard copy correspondence and internal memoranda relating to routine matters with no lasting significance	2 years
Correspondence and internal memoranda important to the Nonprofit or having lasting significance	Permanent, subject to review
Electronic Mail (E-mail) to or from the Association	
Electronic mail (e-mails) relating to a particular document otherwise addressed in this Schedule should be retained for the same period as the document to which they relate, but may be retained in hard copy form with the document to which they relate.	
E-mails considered important to the Association or of lasting significance should be printed and stored in a central repository	Permanent, subject to review
E-mails not included in either of the above categories	12 months
Electronically Stored Documents	
Electronically stored documents (e.g., in pdf, text or other electronic format) comprising or relating to a particular document otherwise addressed in this Schedule should be retained for the same period as the document which they comprise or to which they relate, but may be retained in hard copy form (unless the electronic aspect is of significance)	
Electronically stored documents considered important to the Association or of lasting significance should be printed and stored in a central repository (unless the electronic aspect is of significance)	Permanent, subject to review
Electronically stored documents not included in either of the above categories	2 years
Employment, Personnel and Pension	
Personnel Records	10 years after employment ends
Employee Contracts	10 years after termination
Retirement and Pension Records	Permanent
Insurance	
Property, D&O, Workers' Compensation and General Liability Insurance Policies	Permanent
Insurance Claims Records	Permanent

Document Type	Retention Period
Legal and Contracts	
Contracts, related correspondence and other supporting documentation	10 years after termination
Legal Correspondence	Permanent
Management and Miscellaneous	
Board Policy Manual	Current version with revision history
Personnel Manual – Employee Handbook	Current version with revision history
Strategic Plans	7 years after expiration
Property – Real, Personal and Intellectual	
Property Deeds and Purchase/Sale Agreements	Permanent
Property Taxes	Permanent
Real Property Leases	Permanent
Personal Property Leases	10 years after termination
Trademarks, copyrights and patents	Permanent
Tax	
Tax Exemption Documentation and Correspondence	Permanent
IRS Rulings	Permanent

References:

Sarbanes-Oxley Act, Sections 802 and 1102; Previous Board Policy G.12.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/28/2017	Initial Release	ACWA Staff and Governance Workgroup
6/4/2021	Revised Policy 4.6.2 Responsibilities of the Administrators to delete reference to the Director of Finance and Business Services and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.

Section:	FB-4 Finance and Business Services	Approval Date:	7/28/2017
Policy:	FB-4.7 Information Technology	Latest Revision:	6/4/2021

FB-4.7 Information Technology

4.7.1 Purpose

The following policies are intended to guide the Association in the responsibilities, needs, application, and use of all Association technology.

4.7.1.1 Hardware and Software Purchases

Any purchase of computer hardware or software is subject to the same limitation as other Association purchases (i.e., appropriate budget authorizations, etc.). All purchases must have the approval of the requesting department manager and the Senior Director of Operations and Member Engagement after consultation with the Chief Technology Officer based on compatibility and functionality with existing systems and future plans (i.e., upgrades, etc.). Software and hardware are to be installed and configured by the Information Technology Group.

4.7.1.2 Authorized Software

Only software in which the Association has obtained a license agreement to operate and verified its compatibility with existing software/hardware and operating system(s) will be placed on any Association personal computer. As new software is approved and obtained, it will be added to a catalog of approved software maintained by the Information Technology Group together with licensing agreements. Unauthorized and personally owned software may not be installed on any Association computer equipment.

4.7.1.3 Backup

The Information Technology Group will regularly and systematically back up all data and store it in the cloud.

4.7.1.4 Service

The responsibility for service and maintenance of personal computers, devices, and all technology-related matters lies with the Information Technology Group. The Information Technology Group has a formal process to resolve technology related issues/requests (Helpdesk).

4.7.2 Security

Personal computers are the gateway to the Local Area Network which contains both public and confidential information. Access is controlled by the use of a User ID and password. The Information Technology Group will work with new employees to develop User IDs and initial passwords upon start of employment. Staff will select and maintain their passwords until departure of employment with the Association. New staff shall receive orientation on security, its importance, and relevance.

User IDs and passwords are intended to keep confidential materials secured to those individuals needing access and therefore protected from unauthorized entry. Several core systems utilized by the Association are hosted in the cloud. Access to those systems is granted via a single User ID and password. The Information Technology Group has a formal process that requires users to reset their passwords periodically.

4.7.3 New Staff Training and Orientation

New staff will receive training and orientation in the use of the following Association tools:

- Security
- Local Area Network sign-on and sign-off process
- Windows applications used by the Association
- Telephone usage and features
- Customer Relationship Management System (CRM)
- Microsoft Office Suite (Word, Excel, PowerPoint, etc.)
- Electronic Time Sheet System
- Electronic Employee Expense Reporting

References:

Previous Board Policy H. 1-2. See ACWA Personnel Manual, Policy 4.5, Technology Resources.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
7/28/2017	Initial Release	ACWA Staff and Governance Workgroup
6/4/2021	Revised Policy 4.7.1.1 Hardware and Software Purchases to delete reference to the Director of Finance and Business Services and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.

Section:	FB-4 Finance and Business Services	Approval Date:	11/21/2025
Policy:	FB-4.8 Campaign Funding	Latest Revision:	Initial Release

FB-4.8 Campaign Funding

4.8.1 Purpose

This policy provides a clear framework for evaluating, approving and funding the Association's public education, advocacy and other communications campaigns. The intent is to ensure that all campaigns:

- Advance ACWA's mission and strategic priorities,
- Deliver broad, demonstrable value to the membership, and
- Comply with all legal, ethical and financial requirements.

4.8.2 Funding

Campaigns with a projected budget of \$50,000 or more will be presented to the Board of Directors for review and approval prior to launch.

ACWA may fund such campaigns from its general operating budget only when the campaign provides broad statewide benefit across the membership. Campaigns that are regional, issue-specific, or limited in scope shall be funded through targeted sources, including member agencies, sponsorships or other designated funds.

All funding mechanisms must adhere to applicable laws and regulations, including those governing public education and lobbying activity.

4.8.3 Communications Plan

When seeking Board approval staff shall present a comprehensive Communications Plan that includes:

- The purpose, goals and measurable objectives of the campaign
- The target audiences, messaging framework and communication channels
- The budget funding sources
- The timeline and implementation milestones
- The performance metrics and methods for evaluating effectiveness

4.8.4 Reporting and Accountability

Following completion or at key milestones, staff shall provide the Board with a campaign update, which summarizes such issues as:

- Outcomes achieved relative to stated goals
- Use of funds and adherence to budget
- Lesson learned and recommendations for future efforts

The Executive Director is responsible for ensuring that all campaigns adhere to this policy and that results are communicated to the Board of Directors.

References:

KPI-24 analysis.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
11/21/2025	Initial Release	ACWA Board

Section:	NDR-5 Non-Dues Revenue	Approval Date:	9/28/2018
Policy:	NDR-5.1 Purpose	Latest Revision:	

NDR-5.1 Purpose

The viability of any non-profit organization is directly dependent upon its ability to fund its operations. Non-dues revenue sources are a critical component of the Association's revenue and a significant portion of the annual operating budget. The Board has established a priority to focus on non-dues revenue development to provide a funding mechanism to offset dues increases and as a measure to support the Association's long-range financial sustainability. Section NDR-5 sets forth the various non-dues revenue programs and implementing policies the Association has developed to enhance its overall budget portfolio as a means to offset dues increases and provide needed services and products used by member agencies, consistent with the Association's status as an entity exempt from federal income tax pursuant to Section 115(1) of the Internal Revenue Code.

References:

Internal Revenue Code § 115; 2007 IRS Ruling; and Section 115 Guidelines and Application to Proposed Business Development Activities Memorandum from Best Best & Krieger dated April 21, 2015

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/28/2018	Initial Release	ACWA Staff and Governance Workgroup

Section:	NDR-5 Non-Dues Revenue	Approval Date:	9/28/2018
Policy:	NDR-5.2 Affiliates	Latest Revision:	

NDR-5.2 Affiliates

5.2.1 Purpose

As part of the Association's efforts to develop and enhance its non-dues revenue and member services programs, it offers a mechanism by which mutual water companies can participate in the Association in a limited capacity. Through the affiliate support program, mutual water companies provide water expertise and financial support, which benefits the Association's member agencies.

5.2.2 Definition

Affiliates are private, nonprofit mutual water companies, or other private nonprofit organizations created and operated for the purpose of controlling, treating, acquiring, using, managing, or supplying water for any purpose within California.

5.2.3 Affiliate Term and Renewal

Affiliate term with the Association is based on the calendar year, January 1 to December 31. Affiliates joining after the beginning of the calendar year will have their fees pro-rated on a monthly basis for the remainder of the year. Affiliates joining after October 1 will have their fees pro-rated for the current year and will be billed concurrently for the following year's fees. Affiliate status with the Association is automatically renewed upon payment of annual fees, which are due by January 31 of each year. Affiliate fees are nonrefundable.

5.2.4 Affiliate Fees

Affiliate fees will be calculated at 50% of the Association's dues schedule as established by the Board.

5.2.4.1 Calculation Methodology

Affiliate fees will be determined by the following methodology.

Beginning in the spring of each year, staff will solicit from affiliates their State Controller's Report or audited financial statements for the fiscal year ending June 30 or prior calendar year ending December 31 identifying operation and maintenance (O&M) costs.

If the Association does not receive an affiliate's State Controller's Report or audited financial statements by September 1, the affiliate's fees will be based on the previous year's O&M plus a 25% increase, which will then be adjusted upon receipt of the State Controller's Report or audited financial statements.

5.2.4.2 Fee Schedule

Affiliate fees will be calculated based on the following schedule, which is calculated at 50% of the member schedule rates:

- Operations and maintenance (O&M) steps break at even 000's
- Fee amounts are rounded up at all levels to the nearest 0 or 5
- Be no more than 1% of O&M or \$375, whichever is greater

5.2.4.3 Fees Formula

The fees formula for affiliates will be based on the adjusted O&M expenses for the following activities as reported to the State Controller:

- Water, including, but not limited to, reclaimed water, recycled water, desalination, stormwater, groundwater, and surface water
- Wastewater
- Electric
 - Hydropower facilities requiring a FERC license will be charged on the full electric enterprise
- Land reclamation and levee maintenance
- Flood control and water conservation; and drainage and drainage maintenance

5.2.4.4 Fees Calculation Steps

The Association will calculate affiliate fees using the following steps:

1. Adjust total O&M by subtracting water purchases, groundwater replenishment and depreciation. Capital expenditures can also be subtracted if they have been included as an expense item. Purchased power can be deducted only if purchased for the purposes of resale.
2. Subtract pumping from the total resulting from 1. above and multiply the result by two.
3. Use the lessor of 1. or 2. as the total O&M to apply to the fees schedule.
4. Adjustment: An affiliate's fees will be set at the same level as the previous year if the change in O&M would otherwise result in a reduction in fees.
5. Adjustment: An affiliate's fees cannot be greater than 1% of the adjusted O&M calculation or \$375, whichever is greater.
6. Exemption: In some cases, an affiliate may experience a permanent structural change in its operations that warrants a corresponding reduction in fees. If an affiliate has incurred such a change, the following exemption procedure will be used to identify cases where the exception to the O&M adjustment is warranted:
 - a. A formal written request from the affiliate's authorized representative will be submitted to the Executive Director describing why the exemption is warranted.

- b. The overarching criteria used to determine if an exception is warranted is if a structural change has occurred, and:
 - 1) The structural change is the cause of the reduction in O&M, and
 - 2) The structural change is expected to persist over time and is not temporary.
- c. The request will be reviewed by the Executive Director and a determination will be made within 30 days of receipt of the request.
- d. Association staff will respond in writing to the affiliate requesting the exemption within two weeks of the decision by the Executive Director.

5.2.4.5 Affiliate Merger and Consolidation

When an affiliate merges with another affiliate entity, the O&M expenses for the merging entities will be calculated separately, and then added together, for purposes of the fees calculation until there is one full year of combined operating expenses in the State Controller's Report or a combined audited financial statement is submitted to the Association.

When an affiliate merges with a public agency, Association staff will review the newly formed entity's status to determine if it meets the criteria of an affiliate or public agency prior to assessing the appropriate fees or dues.

5.2.4.6 Dispute of Annual Fees

If an affiliate disagrees with its annual fees, it can submit a written dispute of the fees amount to the Executive Director. The Executive Director will review the request and make a determination within 30 days of receipt of the written dispute.

5.2.5 Benefits of Participation

Affiliates receive the following benefits:

- Five subscriptions to the Association's monthly printed newsletter, *ACWANews*.
- Listings on the Association's electronic directory for members, associates, and affiliates.
- One copy of the Association's annual *Summary of Legislation*, which summarizes all enacted legislation the Association followed during the prior year.
- Opportunities to participate in the Association's sponsorship levels allowing affiliates to receive special benefits and level recognition at Fall Conference.
- Access to "Member-only" content on the Association's website, including publications, member tools, and newsletters.
- Advantage pricing on all products, Association sponsorship and advertising, and Association-sponsored events.

- Access to “Affiliate” logo to highlight partnership with the Association on website, social media, and printed materials.
- Exclusive opportunity to partner with ACWA JPIA for Health, Dental, Vision, Life, Workers’ Compensation, Liability, Long-term Disability, and Employee Assistance Program.

5.2.6 Application for Participation

Association staff may approve affiliate status in the Association following the official review of an application to confirm that the entity meets the criteria for affiliate status and upon payment of the required fees. The affiliate status will be renewed on a calendar basis upon payment of annual fees.

5.2.7 Termination

Affiliate status in the Association may be withdrawn or terminated for the reasons listed below. Withdrawal or termination of affiliate status ends any participation in the Association’s activities and services.

Termination of affiliate status for non-payment of fees or affiliate withdrawal will affect the continued eligibility to partner with ACWA JPIA for liability, property, workers’ compensation, and employee benefits coverage.

5.2.7.1 Non-Payment of Fees

Affiliate status in the Association may be terminated for non-payment of fees.

5.2.7.2 Affiliate Withdrawal

Any affiliate may terminate status in the Association by sending written notification of its intention to withdraw to the Association’s Sacramento office. The effective date of such termination of status will be 10 business days from receipt of the termination notice. Annual fees already paid will not be refunded.

5.2.7.3 Interests of the Association

The Association may terminate the status of any affiliate upon 30 days’ written notice when it is determined that continuance of such relationship would not be in the best interest of the Association.

References:

Previous Board Policy F.1.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/28/2018	Initial Release	ACWA Staff and Governance Workgroup

Section:	NDR-5 Non-Dues Revenue	Approval Date:	9/28/2018
Policy:	NDR-5.3 Associates	Latest Revision:	9/19/2025

NDR-5.3 Associates

5.3.1 Purpose

As part of the Association's efforts to develop and enhance its non-dues revenue and member services programs, it offers a mechanism by which non-public organizations can participate in the Association in a limited capacity. Through the associate support program, non-public organizations benefit the Association's member agencies through the products or services they provide.

5.3.2 Definition

Associates include any private agency, corporation, association, consultant, or private organization created and operated for purposes related to the Association's essential governmental function. Any public agency not in the state of California may also apply to be an associate.

5.3.3 Associate Term and Renewal

Associate term with the Association is based on the calendar year, January 1 to December 31, regardless of join date. Associate status with the Association is automatically renewed upon payment of annual fees, which are due by January 31 of each year. There is no proration of annual associate fees. Associate fees are nonrefundable.

5.3.4 Associate Fees

The associate fee is a flat fee established by the Board. The Board has established a two-tiered Associate program with corresponding flat fees and benefits

5.3.5 Benefits of Participation

The benefits of the Associate and Associate Plus programs are set forth below:

Associate	Associate Plus
Program Inclusions: • Five (5) subscriptions to ACWA’s monthly printed newsletter -- <i>ACWA News</i>. • Listing on ACWA’s Members, Associates, and Affiliates Directory. • Opportunities to participate in added-value ACWA sponsorship levels providing special benefits and recognition at ACWA’s conference(s)/event(s). • Access to “Member-only” content on ACWA.com, including publications, member tools, and newsletters. • Pay 50% less than “non-associates” on all ACWA conferences/events registration and exhibit space, ACWA advertising opportunities, and ACWA sponsorships. • Access to ACWA Associate logo to highlight your partnership with ACWA on your website, social media, and printed materials.	All previously mentioned Program Inclusions & Advantage Pricing, in addition to: • Early access to exhibit hall registration for ACWA conferences. • Opportunity to register up to two additional staff with exhibit booth. • Access to Premium exhibit booth location(s) for ACWA conference(s). • Pre-conference(s)/event(s) attendee list • Additional recognition in end of year <i>ACWA News</i>. • Associate Plus designation in ACWA’s online Membership Directory. • Exclusive opportunity to purchase a Business Profile Ad in <i>ACWA News</i>.

5.3.6 Application for Participation

Association staff may approve associate status in the Association following the official review of an application to confirm that the entity meets the criteria for associate status and upon payment of the required fees. The associate status will be renewed on a calendar basis upon payment of annual fees.

5.3.7 Termination

Associate status in the Association may be withdrawn or terminated for the reasons listed below. Withdrawal or termination of associate status ends any participation in the Association’s activities and services.

5.3.7.1 Non-Payment of Fees

Associate status in the Association may be terminated for non-payment of fees.

5.3.7.2 Associate Withdrawal

Any associate may terminate status in the Association by sending written notification of its intention to withdraw to the Association’s Sacramento office. The effective date of such termination of status will be 10 business days from receipt of the termination notice. Annual fees already paid will not be refunded.

5.3.7.3 *Interests of the Association*

The Association may terminate the status of any associate upon 30 days' written notice when it is determined that continuance of such relationship would not be in the best interest of the Association.

References:

Previous Board Policy F.2; Section 115 Guidelines and Application to Proposed Business Development Activities Memorandum from Best Best & Krieger dated April 21, 2015.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/28/2018	Initial Release	ACWA Staff and Governance Workgroup
9/19/2025	Revised policies 5.3.4 and 5.3.5 to implement the two-tiered rate plan.	Business Development Committee and Board

Section:	NDR-5 Non-Dues Revenue	Approval Date:	9/28/2018
Policy:	NDR-5.4 Individuals	Latest Revision:	

NDR-5.4 Individuals

5.4.1 Purpose

As part of the Association's efforts to develop and enhance its non-dues revenue and member services programs, it offers a mechanism by which retired individuals can participate in the Association in a limited capacity. Through the individual support program, retired water professionals provide water expertise, which benefits the Association's member agencies.

5.4.2 Definition

Individuals include retired water industry professionals, such as retired member agency employees, who do not meet the criteria for affiliate or associate status. The individual support category is not available to individuals with a professional reason to participate in the Association.

5.4.3 Individual Term and Renewal

The individual term with the Association is based on the calendar year, January 1 to December 31, regardless of join date. There is no proration of annual support fees. Individual fees are nonrefundable.

5.4.4 Individual Fees

The individual fee is a flat fee established by the Board.

5.4.5 Benefits of Participation

Individuals receive the following informational and educational benefits:

- Subscription to the Association's monthly printed newsletter, *ACWANews*.
- Advantage registration pricing for the Association's conferences and events.
- Access to "Member-only" content on the Association's website, including publications, member tools, and newsletters.

5.4.6 Application for Participation

Association staff may approve individual status in the Association following the official review of an application to confirm that the individual meets the criteria for individual status and upon payment of the required fees. The individual status will be renewed on a calendar basis upon payment of annual fees.

5.4.7 Termination

Individual status in the Association may be withdrawn or terminated for the reasons listed below. Withdrawal or termination of individual status ends any participation in the Association's activities and services.

5.4.7.1 Non-Payment of Fees

Individual status in the Association may be terminated for non-payment of fees.

5.4.7.2 Individual Withdrawal

Any individual may terminate status in the Association by sending written notification of his/her intention to withdraw to the Association's Sacramento office. The effective date of such termination of status will be 10 business days from receipt of the termination notice. Annual fees already paid will not be refunded.

5.4.7.3 Interests of the Association

The Association may terminate the status of any individual upon 30 days' written notice when it is determined that continuance of such relationship would not be in the best interest of the Association.

References:

Previous Board Policy E.2.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/28/2018	Initial Release	ACWA Staff and Governance Workgroup

Section:	NDR-5 Non-Dues Revenue	Approval Date:	9/28/2018
Policy:	NDR-5.5 Conferences and Events	Latest Revision:	2/3/2023

NDR-5.5 Conferences and Events

5.5.1 Purpose

The Association's conferences and events are the premier destination for water industry professionals to learn and connect, providing attendees with educational and informational access to statewide issue forums, town hall discussions, region programs and sessions covering a wide range of topics of vital interest and importance to water industry professionals. The conferences and events provide a valuable opportunity for water industry professionals to receive educational training and certification through the Association's Continuing Legal Education (CLE), Continuing Profession Education (CPE) for CPAs, and Continuing Education Units (CEU) programs. Additionally, conferences are the official venue for holding membership meetings where the members conduct necessary Association business, including the formal nomination and election of the President and Vice President and amendments/revisions to the Bylaws, as well as other committee and region board meetings. In addition to their programmatic value, conferences and events are an essential component of the Association's non-dues revenue program and a significant portion of the overall budget portfolio.

5.5.2 General Criteria

The Association's spring and fall conferences are to last no more than three days, not including related activities, with the typical conference schedule starting on Wednesday and ending on Friday.

As part of the ongoing efforts to strengthen its non-dues revenue portfolio, staff will develop and implement incentive plans to encourage increased participation in the Association's conferences and events.

5.5.3 Registration and Fees

The provisions listed below apply to the registration pricing for the Association's conferences and events.

5.5.3.1 Advantage Pricing

Association members, associates, and affiliates receive advantage pricing for registration at conferences and events. The following qualify for advantage pricing:

- Officer or director of an Association member agency.
- Person directly employed by an Association member agency, affiliate, or associate organization (excluding independent contractors, service providers, and third party vendors).
- Region board and standing committee members of the Association for the current term whose fee is paid by their member agency.
- Duly designated representative attending as representative of designating agency.
- State or federal administrative or legislative personnel in elected, appointed, or staff positions.
- Staff of ACWA JPIA or the Water Education Foundation.
- Individual or honorary life members.

5.5.3.2 Standard Pricing

Non-member agencies and non-support organizations receive standard pricing. Standard pricing for registration at the Association's conferences and events will be one and one-half times higher than advantage pricing.

5.5.3.3 Guest Pricing

The Association provides guest registrations for a minimal fee to a spouse, companion, or guest of a conference/event registrant. Guest registrations are not available to individuals with a professional reason to attend the conference/event for purposes of learning or to conduct business or to any employee of a member agency, associate, or affiliate. The guest registration includes admission to conference programs, receptions, the exhibit hall, and the ability to purchase tickets for the meal functions.

5.5.3.4 Student Pricing

The Association provides complimentary registrations to all students attending the Association's conferences and events with proof of valid student identification. The complimentary student registration includes admission to conference programs, receptions, the exhibit hall, and the ability to purchase tickets for the meal functions.

5.5.3.5 Cancellations

Requests for conference/event registration cancellations must be submitted in writing by the event registration deadline to the Association's Sacramento office. Valid cancellation requests will receive a refund of any paid registration fees, minus the current processing fee. Refunds will be processed back to the form of original payment within 60 days. No refunds will be granted after the registration deadline.

5.5.3.6 Substitutions

Conference/event registrations are transferable from one participant to another within the same organization. There is no fee to transfer an eligible registration.

5.5.3.7 Waivers

The Executive Director has the authority to waive the conference/event registration fee based on special one-time circumstances. Additionally, the Executive Director can waive the processing fee associated with registration cancellations in the event of an emergency situation with a written request to Association staff.

5.5.3.8 Handling Fee

The Association may charge a handling fee for excessive changes to a registration required by a registrant.

5.5.4 Housing

As part of its conference planning process, Association staff negotiates general room block rates with the hotels associated with the conference venues.

5.5.4.1 Advance Room Block

Staff will obtain an advance room block for the Board, ACWA JPIA staff and its Executive Committee members. Staff will make the advance room block available to those persons prior to opening the general reservations to conference attendees.

5.5.4.2 General Room Block

Individuals wishing to make a housing reservation through the Association's general room block must be registered for the correlating Association conference. Registrants will receive the hotel reservation information via email confirmation or U.S. mail. All hotel reservations will be verified against the Association's conference registration list. Any reservation made outside the conference housing policy will be subject to the hotels' regular room rate and availability.

5.5.5 Speakers' Expenses

The Association will arrange for speakers for the various sessions of its conferences and events to result in a varied, informative, and interesting agenda that will provide participants with information and insight of value and importance on issues and matters relative to water district government and delivery of an adequate water supply to the people of California.

The Association will plan and implement the conference and event programs so that the public funds that support them through registration fees are wisely, efficiently, and economically spent to provide the best possible programs at the least possible cost.

5.5.5.1 Criteria for Payment of Speakers' Expenses

Staff involved in arranging for conference/event speakers will observe the criteria listed below.

5.5.5.1.1 Speaker Types not Reimbursed

Representatives of the following types of entities should participate in conference programs without charge or expense to the Association:

1. Member agencies, associates, and affiliates.
2. Commercial enterprises (consultants, suppliers, etc.) whose organizations benefit Association members.
3. State and federal agencies that provide travel expenses and/or per diem allowances.
4. Other associations and related types of organizations with reciprocal relationship with the Association.

The Senior Director of Operations and Member Engagement may authorize reimbursement of the expenses of a speaker from an entity listed above on a one-time, case-by-case scenario if the speaker would otherwise not be able to attend and to ensure robust conference/event program planning is achieved.

5.5.5.1.2 Speaker Types Reimbursed

The Association may pay for the reasonable expenses for travel, meals, and lodging for representatives of other local governments, news media, and other specialized entities where reimbursement may not otherwise be available in order to ensure robust conference/event program planning is achieved. The Senior Director of Operations and Member Engagement must provide prior authorization for the payment of a speaker's expenses from an entity listed above.

5.5.5.1.3 Honorarium

The Association may consider a conference/event speaker's request for payment of an honorarium when said speaker is deemed essential to the success of a conference/event program's content. The Executive Director must provide prior approval for payment of an honorarium.

5.5.5.2 Budgeting

Association staff will include a reasonable amount in each conference/event budget for speakers' expenses, based on the actual experience of preceding conferences/events.

5.5.6 Site Selection

Staff will investigate potential conference/event sites that support the goals and objectives of the Association, and will make recommendations for conference site locations for the Board's approval.

References:

Previous Board Policy D.1. through D.4; Section 115 Guidelines and Application to Proposed Business Development Activities Memorandum from Best Best & Krieger dated April 21, 2015

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/28/2018	Initial Release	ACWA Staff and Governance Workgroup
6/4/2021	Revised Policy 5.5.5.1.1 Speaker Types not Reimbursed to delete reference to Director of Business Development and Events; replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.
6/4/2021	Revised Policy 5.5.5.1.2 Speaker Types Reimbursed to delete reference to Director of Business Development and Events; replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.
2/3/2023	Revised Policy 5.5.4.1 Advance Room Block language to provide flexibility with noticing timeframe given registration and communication are now done through electronic means.	ACWA Staff

Section:	NDR-5 Non-Dues Revenue	Approval Date:	9/28/2018
Policy:	NDR-5.6 Marketing Program	Latest Revision:	

NDR-5.6 Marketing Program

5.6.1 Purpose

The Association has developed a marketing program to enhance its non-dues revenue and member services programs. As part of the marketing program, any water-industry related company or organization can advertise, exhibit, and become a sponsor of the Association. This policy sets forth the provisions for participation in each of the marketing elements.

5.6.2 Use of Member Information

As part of the Association's Marketing Program, the Association will provide limited member information to exhibitors and sponsors for their use in business development related activities. Exhibitors and sponsors will receive the pre- and post-conference attendee lists for each event in which they participate. The attendee lists do not include email address information.

5.6.3 Pricing

Association members, associates, and affiliates receive advantage pricing on each of the marketing elements, while non-member agencies and non-support organizations receive standard pricing.

5.6.3.1 Advertising and Sponsorships

Standard pricing for advertising and sponsorships will be one and one-half times higher than advantage pricing.

5.6.3.2 Exhibiting

Standard pricing for exhibiting will be two times higher than advantage pricing.

5.6.4 Advertising

The Association will provide advertising opportunities to water-industry related companies and organizations through its print, digital, and classified platforms.

5.6.5 Exhibiting

As part of the exhibiting element of the marketing program, the Association will feature an exhibit hall in conjunction with its spring and fall conferences. Through exhibiting, the Association will offer water industry companies a chance to get one-on-one time with key water industry decision-makers who are looking for new products and services.

Staff will develop and implement activities that promote foot traffic in the exhibit hall to enhance the exhibitors' experience and enhance opportunities to generate non-dues revenue.

5.6.6 Sponsorships

The Association encourages members, associates, and affiliates to sponsor, co-sponsor, or participate in the programs of the Association. Association members, associates, and affiliates may participate in any sponsorship level allowing them to receive additional benefits and special recognition at the Association's Fall Conference. Non-member agencies and non-support organizations will be given a forum to sponsor or co-sponsor programs or to provide sponsored events or products for Association members at standard pricing rates. Non-member agencies and non-support organizations may only receive Bronze-level sponsorship benefits.

By sponsoring any item associated with an Association conference and/or event, members, associates, and affiliates will receive the benefit of each sponsorship level when they reach the specified dollar amount for that level during a single calendar year (January 1 – December 31).

References:

Previous Board Policy D.1.g; Section 115 Guidelines and Application to Proposed Business Development Activities Memorandum from Best Best & Krieger dated April 21, 2015

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/28/2018	Initial Release	ACWA Staff and Governance Workgroup

Section:	NDR-5 Non-Dues Revenue	Approval Date:	9/28/2018
Policy:	NDR-5.7 Products and Publications	Latest Revision:	

NDR-5.7 Products and Publications

5.7.1 Purpose

The Association makes available a variety of products and publications to members, associates, affiliates, and water industry professionals for informational and educational purposes. The products and publications are designed to assist water industry professionals with understanding and implementing challenging legislative and regulatory measures, educational training and certification units, and other informational items of relevance to the industry.

5.7.2 Pricing

Staff will establish appropriate and reasonable pricing for the Association's products and publications. Pricing for non-member agencies and non-support organizations will be set at the standard pricing rate, which will be one and one-half times higher than advantage pricing.

References:

Previous Board Policy G.7. & 9.

See Administrative Procedure: *The products and publications are available for purchase on the Association's website.*

Revision History:

Revision Date	Description of Changes	Requested By
9/28/2018	Initial Release	ACWA Staff and Governance Workgroup

Section:	NDR-5 Non-Dues Revenue	Approval Date:	9/28/2018
Policy:	NDR-5.8 ACWA Preferred Provider Program	Latest Revision:	

NDR-5.8 ACWA Preferred Provider Program

5.8.1 Purpose

The Association started the ACWA Preferred Provider Program (APP) in the late 1990s as a means to grow non-dues revenue and enhance member services. The APP Program connects members to businesses that have been vetted and endorsed by the Association with an array of products and services that have been uniquely matched to the members' needs.

5.8.2 Criteria for Participation

The Association will screen potential APP vendors based on the criteria listed below.

1. The products and services offered must be items that have been identified as a need of the members.
2. The products and services offered must be at a better value, which may include price, than members can get on their own.
3. The products and services offered must provide a demonstrably unique attribute.
4. The vendor must be able to successfully come through a Request for Proposal (RFP) / or Request for Qualification (RFQ) and evaluation process.
5. The vendor must be able to demonstrate the ability to provide a high level of customer service; submit regular activity reports; participate in the Association's exhibit hall at its biannual conferences; and become an associate for the term of the APP agreement.

5.8.3 Selection Process

The Association will issue a Request for Proposal (RFP) / or Request for Qualification (RFQ) for the selection of an APP vendor, which will be reviewed by staff or a standing committee workgroup. Following the selection of a vendor, staff will negotiate the terms and execute an agreement with the vendor for participation in the APP Program.

References:

ACWA Preferred Provider Criteria; Section 115 Guidelines and Application to Proposed Business Development Activities Memorandum from Best Best & Krieger dated April 21, 2015

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/28/2018	Initial Release	ACWA Staff and Governance Workgroup

Section:	NDR-5 Non-Dues Revenue	Approval Date:	9/28/2018
Policy:	NDR-5.9 Customer Satisfaction	Latest Revision:	

NDR-5.9 Customer Satisfaction

5.9.1 Purpose

In the interest of best management practices and providing quality customer service, the Association guarantees satisfaction with the products and the conference/event registrations it sells.

5.9.2 Credit/Refund

Customers who are dissatisfied with a product or the quality of an Association conference/event should lodge a complaint with the Association within 30 days of purchase or attendance. Upon receipt of the complaint, staff will make every effort to satisfy the customer by solving the problem, or if that is not possible, by offering a credit toward a future product or conference/event registration. If this resolution is not satisfactory, the Association will issue a cash refund to the customer. Each situation will be evaluated on its individual merit. Records of all such transactions will be maintained in the Association's files for a time frame consistent with the Document Retention Schedule set forth in Policy 4.6.6.

References:

Previous Board Policy G.17.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/28/2018	Initial Release	ACWA Staff and Governance Workgroup

[https://acwacrm.sharepoint.com/sites/executive/shared documents/policy manual/board policy manual/5-ndr-5_non-dues revenue_2025-09-19_v1_r3.docx](https://acwacrm.sharepoint.com/sites/executive/shared%20documents/policy%20manual/board%20policy%20manual/5-ndr-5_non-dues%20revenue_2025-09-19_v1_r3.docx)

Section:	AR-6 Awards and Recognition	Approval Date:	9/25/2015
Policy:	AR-6.1 Excellence in Water Leadership Award	Latest Revision:	9/29/2023

AR-6.1 Excellence in Water Leadership Award

6.1.1 Description

The Association's Excellence in Water Leadership Award recognizes individuals (or groups) who have made a remarkable and visible contribution to the enhancement, protection, or development of water resources in California.

6.1.2 Criteria

This award is presented to an individual or group of individuals recognizing an action, achievement, or contribution to California water that meets the following criteria: It must demonstrate a spirit of cooperation, have a visible and far-reaching impact, and must relate to protecting, improving or enhancing California water resources.

6.1.3 Selection/Presentation

The Excellence in Water Leadership Award Selection Committee is appointed by the President and should include at least one Past President. If a judge is affiliated with the nominating agency or member agency that applied for the award, they will be recused, and an alternate will be chosen. The award is presented at an ACWA Conference & Expo.

The recipient may also announce his or her choice to receive the \$5,000 charitable donation sponsored by Black & Veatch to a nonprofit that works toward the enhancement and/or protection of California's water resources.

References:

Previous Board Policy A.2.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA Staff and Governance Workgroup
9/29/2023	Revised Policy AR-6.1.3, to update selection and presentation specifics.	ACWA Communications Committee

Section:	AR-6 Awards and Recognition	Approval Date:	9/25/2015
Policy:	AR-6.2 Clair A. Hill Award	Latest Revision:	9/29/2023

AR-6.2 Clair A. Hill Award

6.2.1 Description

The Clair A. Hill Water Agency Award recognizes exemplary programs developed by the Association's member agencies. Agency size is not a determining factor in evaluating potential recipients for this award. Eligible entries include capital improvements, water quality improvements, local resources development, integrated regional water management plans, watershed/ecosystem protection, renewable energy, and governance/administration.

6.2.2 Criteria

Eligible projects must:

- Demonstrate a commitment to excellence;
- Show creativity and innovation in addressing water industry issues;
- Be environmentally sensitive or beneficial; and
- Show clear, quantifiable evidence of success, make effective use of funding, and show fiscal responsibility

6.2.3 Selection/Presentation

The Clair Hill Award Selection Committee includes the Vice President, Executive Director, and the Chairs (or their designees) of relevant Committees, with a minimum of five judges. If a judge is affiliated with a member agency that applied for the award, they will be recused, and an alternate will be chosen. The award is presented at an ACWA Conference & Expo.

The winning agency has the honor of having an agency representative help select the recipient of the \$5,000 Clair A. Hill scholarship, sponsored by Jacobs on a deserving student.

References:

Previous Board Policy A.5.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA Staff and Governance Workgroup
9/29/2023	Revised Policy AR-6.2.3, to update selection and presentation specifics.	ACWA Communications Committee

Section:	AR-6 Awards and Recognition	Approval Date:	9/25/2015
Policy:	AR-6.3 Legislative Leadership Award	Latest Revision:	9/29/2023

AR-6.3 Legislative Leadership Award

6.3.1 Description

The Legislative Leadership Award recognizes a legislator for outstanding achievement in development of water law or policy, or for assisting the Association in its legislative efforts. The recipient of the award may be any state or federal legislator who has made outstanding contributions in the field of water development or remarkable and viable contributions to the water industry or major Association issues. The Association may present the award to more than one legislator.

6.3.2 Criteria

The nominee must have provided remarkable and visible support for or assistance to the legislative objectives of the Association and its member agencies. Contributions must be of statewide or regional importance and are not to be of significance only to one water district. Examples of a contribution include:

- Authoring legislation of major statewide importance to water districts during one legislative session.
- A sustained history over a period of several years of assisting the Association, such as taking an active, personal role in advocating the Association's position on issues.

6.3.3 Selection/Presentation

The award is presented as warranted. If staff determines a state legislator should be considered for the award, the Deputy Executive Director, the State Legislative Committee Chair, and the Director of State Relations will make a joint recommendation to the Board for its approval. If staff determines a federal legislator should be considered for the award, the Deputy Executive Director, the Federal Affairs Committee Chair, and the Director of Federal Relations will make a joint recommendation to the Board for its approval.

References:

Previous Board Policy A.6.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA Staff and Governance Workgroup
9/29/2023	Revised Policy AR-6.3.3, to reflect update to staff titles.	ACWA Communications Committee

Section:	AR-6 Awards and Recognition	Approval Date:	9/25/2015
Policy:	AR-6.4 Lifetime Achievement Award	Latest Revision:	N/A

AR-6.4 Lifetime Achievement Award

6.4.1 Description

The Lifetime Achievement Award recognizes individuals who have contributed years of service to the water industry. It is awarded when deemed appropriate by the Executive Director in consultation with the President and Vice President.

References:

Previous Board Policy A.7.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA Staff and Governance Workgroup

Section:	AR-6 Awards and Recognition	Approval Date:	9/25/2015
Policy:	AR-6.5 Huell Howser Excellence in Communication Award	Latest Revision:	6/6/2025

AR-6.5 Huell Howser Excellence in Communication Award

6.5.1 Description

The Association's Huell Howser Excellence in Communication Award honors outstanding public water agency efforts in communicating with customers, legislators, media, the public, and others. The award focuses on innovation and transparency, and takes budget into consideration. A variety of communications programs are eligible, including short- and long-term public outreach programs, crisis communications programs, employee relations programs, self-promotion campaigns, customer education programs, legislative outreach programs, agency anniversary campaigns, and school education programs.

6.5.2 Criteria

- Open to public water agency members of the Association;
- For ongoing programs, submit for one year of program only;
- An agency may submit only one entry per year; and
- An agency may not submit again for three years after winning.

6.5.3 Selection/Presentation

The Huell Howser Excellence in Communication Award Selection Committee includes the Vice President, Immediate Past President, Communications Committee Chair, and additional judges selected from the Communications Committee or public relations consultants as appropriate, with a minimum of five judges. If a judge is affiliated with a member agency that applied for the award, they will be recused, and an alternate will be chosen. The award is presented at an ACWA Conference & Expo.

References:

Current Board Policy A.8.

See Administrative Procedure: *To be determined*

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA Staff and Governance Workgroup
1/25/2019	Revised Policy AR 6.5.2, Criteria, to change time period for eligible work.	ACWA Communications Committee
1/29/2021	Revised Policy AR-6.5, to change the name of the award to Huell Howser Excellence in Communication.	ACWA Communications Committee
9/29/2023	Revised Policy AR-6.5.3, to update selection and presentation specifics.	ACWA Communications Committee
6/6/2025	Revision to Policy AR-6.5.1, to add school education programs to the list of eligible communications programs.	ACWA Communications Committee

Section:	AR-6 Awards and Recognition	Approval Date:	9/25/2015
Policy:	AR-6.6 John P. Fraser Emissary Award	Latest Revision:	9/29/2023

AR-6.6 John P. Fraser Emissary Award

6.6.1 Description

The John P. Fraser Emissary Award recognizes individual ACWA member volunteers who have advanced the Association's mission and goals through their direct involvement and who demonstrate the following:

- Leadership in the course of service on Association committees
- Advocacy/outreach at local, state, and/or federal levels
- Commitment of time and expertise for the benefit of an Association program or issue

6.6.2 Criteria

All nominees should exemplify the Association's primary mission of assisting in promoting the development, management, and reasonable beneficial use of water in an environmentally balanced manner. Efforts must be made tangible and clearly identifiable.

6.6.3 Selection/Presentation

The John P. Fraser Emissary Award Selection Committee includes the President and the Chairs (or their designees) of relevant Committees. If a judge is affiliated with the nominating agency or member agency that applied for the award, they will be recused, and an alternate will be chosen. The award will be presented at an ACWA Conference & Expo.

References:

Historical Practice

See Administrative Procedure: *To be determined*

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA Staff and Governance Workgroup
1/25/2019	Renamed Policy AR-6.6 from Emissary Award to John P. Fraser Emissary Award in honor of ACWA's former Executive Director.	Council of Past Presidents
9/29/2023	Revised Policy AR-6.6.3, to update selection and presentation specifics.	ACWA Communications Committee

Section:	AR-6 Awards and Recognition	Approval Date:	9/24/2021
Policy:	AR-6.7 Innovation Award	Latest Revision:	9/29/2023

AR-6.7 Innovation Award

6.7.1 Description

The Association's Excellence in Innovation Award honors innovative public water agency programs, projects, technologies and practices. The award focuses on "innovation" as any unique, outstanding and best-in-class practice by member agencies. A variety of innovative practices are eligible, including short- and long-term projects, collaborations and partnerships, technologies and more.

6.7.2 Criteria

- Open to public water agency members of the Association;
- Submissions that include multiple agencies or entities must include at least one ACWA member agency in the lead role;
- Projects are not eligible if they have been completed for more than two years;
- Multi-year, multi-phase projects do not have to be completed but must have quantifiable results to be considered;
- An agency may submit no more than one entry for this award per year and a winning submission is not eligible to win multiple ACWA awards; and
- A member agency that wins the award is not eligible to submit again for three years.

6.7.3 Selection/Presentation

The Innovation Award Selection Committee includes at least two ACWA Committee Chairs (or their designee) and at least two Region Board Chairs (or their designee) with a minimum of five judges. If a judge is affiliated with a member agency that applied for the award, they will be recused, and an alternate will be chosen. The award will be presented at an ACWA Conference & Expo.

References:

N/A

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/24/2021	Initial Release	ACWA Staff and Communications Committee
9/29/2023	Revised Policy AR-6.7.3, to update selection and presentation specifics.	ACWA Communications Committee

Section:	AR-6 Awards and Recognition	Approval Date:	9/25/2015
Policy:	AR-6.8 Stephen K. Hall Water Law and Policy Scholarship	Latest Revision:	9/19/2025

AR-6.8 Stephen K. Hall Water Law and Policy Scholarship

6.8.1 Description

The Stephen K. Hall Water Law and Policy Scholarship was created in 2007 to honor former Association Executive Director Steve Hall upon his retirement. The \$10,000 scholarship is presented annually to a qualified graduate student majoring in law, policy or public administration with a focus or concentration in California water resources.

6.8.2 Criteria

- Applicants must be attending an accredited, public, or private U.S. college at the start of the academic year;
- Applicants must be pursuing a graduate degree (Master's, PhD, or Law School) in water law and policy or public administration with a demonstrated concentration in the field of water resources;
- Applicants must commit to full-time enrollment (8 semester units or 10 2/3 quarter units) for the entire academic year;
- Applicants must submit two current letters of recommendation (but no more than three), with at least one of the letters originating from a college professor or employer; and
- Applicants must submit official transcripts for each college they have attended. Sealed transcripts are not required but printed class schedules will not be accepted.

6.8.2.1 Criteria for Scholarship Award Selection:

- Scholastic achievement;
- Demonstrated motivation to the vocation of water resources-related management;
- The quality of the student's essay; and
- Commitment to full-time enrollment for the entire academic year.

6.8.3 Selection/Presentation

Scholarship Subcommittee members review eligible entries and rank them prior to the Spring Conference and Exhibition, where they meet to decide on the recipient. The recipient is notified, featured in *ACWA News*, and invited to attend an ACWA conference where they will be recognized as

the scholarship recipient. This scholarship is supported Association funds and individual donations and proceeds from the Steve Hall Golf Tournament.

References:

Current Board Policy A.3.

See Administrative Procedure: *To be determined*

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA Staff and Governance Workgroup
2/2/2018	Revised Policy 6.7.1 to increase the amount for the Stephen K. Hall Water Law and Policy Scholarship from \$7,000 to \$10,000.	Communications Committee; Board Action
9/24/2021	Policy AR-6.7 renumbered to Policy AR-6.8 as a result of the addition of a new policy, Policy AR-6.7 Innovation Award.	ACWA Staff and Communications Committee
9/19/2025	Revised Policy AR-6.8 as part of Strategy 4, Key Performance Indicator KPI-33 evaluation.	Board Action

Section:	AR-6 Awards and Recognition	Approval Date:	7/26/2019
Policy:	AR-6.9 John P. Fraser Fellowship	Latest Revision:	9/19/2025

AR-6.9 John P. Fraser Fellowship

6.9.1 Description

The John P. Fraser Fellowship was created in 2019 to honor former ACWA Executive Director John P. Fraser for his 22 years of service to the Association and his numerous contributions to the water community, including creating the non-profit organization that would become the Water Education Foundation. The fellowship is presented each year to an individual working full-time at an Association member agency who has been selected to participate in the Water Education Foundation's annual William R. Gianelli Water Leaders Class.

The Association provides the funds to cover the program's tuition (paid directly to the Foundation), plus reimbursement for travel expenses required by the program, not to exceed \$1,000 (payable to the fellowship winner or their agency).

6.9.2 Criteria

- Applicants must be a full-time employee at an Association public member agency;
- Applicants must apply for the Water Leaders Class through the Water Education Foundation and satisfy all program requirements and criteria as established by the Foundation;
- Fellowship recipients must attend the Association's Spring Conference & Expo in May.

6.9.3 Selection/Presentation

Applicants for the Association's fellowship must apply through the Foundation's application process and meet the Foundation's eligibility requirements. The Foundation's application will ask applicants to specify whether they also are applying for ACWA's John P. Fraser Fellowship. The Foundation will forward all fellowship applicants to the Association for evaluation.

A selection committee consisting of members of the Association's Communications Committee's Awards and Scholarships Subcommittee, a minimum of one past Association President and the previous Fellowship recipient will evaluate the applications using established ranking criteria in order to determine eligibility and select the top candidate. A representative from the Foundation will serve as an advisor to the selection committee to answer any questions related to the Water Leaders Class and its eligibility requirements.

The spirit of the fellowship is to support young professionals in their career advancement and provide financial assistance to qualified individuals who may otherwise not be able to apply for the program.

Therefore, special consideration will be given to applicants who meet one or more of the following criteria:

- Applicants from member agencies with 100 or fewer employees;
- Applicants from member agencies with annual adjusted operating budgets of less than \$10 million;
- Applicants from agencies without (or with limited) budgets for professional development.

The selection committee will notify the Foundation of the Association's top candidate. Once confirmed by the Foundation, the recipient is notified and recognized at the Association's Spring Conference & Exhibition. Unsuccessful fellowship applicants will also be notified.

References:

Based on Council of Past Presidents recommendation as approved by the ACWA Board/Board Minutes, January 25, 2019.

See Administrative Procedure: To be determined

Revision History:

Revision Date	Description of Changes	Requested By
7/26/2019	Initial Release	Council of Past Presidents and Communications Committee
9/24/2021	Policy AR-6.9 renumbered to Policy AR-6.10 as a result of the addition of a new policy, Policy AR-6.7 Innovation Award.	ACWA Staff and Communications Committee
9/19/2025	Revised Policy AR-6.10 as part of Strategy 4, Key Performance Indicator KPI-33 evaluation. Renumbered Policy AR-6.10 to Policy AR-6.9 as a result of the deletion of Policy AR-6.9 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders.	Board Action

Section:	AR-6 Awards and Recognition	Approval Date:	9/25/2015
Policy:	AR-6.10 Association Scholarship Awards	Latest Revision:	9/19/2025

AR-6.10 Association Scholarship Awards

6.10.1 Description

The Association awards one \$5,000 scholarship annually to a qualified graduate student majoring in law, policy, or public administration with a focus or concentration in California water resources.

6.10.2 Criteria

- Applicants must be a California resident at the time of application;
- Applicants must be attending an accredited, public, or private California college at the start of the academic year;
- Applicants must be pursuing a graduate degree (Master's, PhD, or Law School) in water law and policy or public administration with a demonstrated concentration in the field of water resources;
- Applicants who are enrolled either part-time or full-time for the entire academic year are eligible. This will vary by school but usually equates to 5-10 units for part-time enrollment and 12-25 units for full-time enrollment;
- Applicants must submit at least two current letters of recommendation (but no more than three), with at least one of the letters originating from a college professor or employer; and
- Applicants must submit official transcripts for each college they have attended; sealed transcripts are not required but printed class schedules will not be accepted.

6.10.2.1 Criteria for Scholarship Award Selection

- Scholastic achievement;
- Demonstrated motivation to the vocation of water resources-related management; and
- The quality of the student's essay.

6.10.3 Selection/Presentation

Scholarship Subcommittee members review eligible entries and rank them prior to Spring Conference and Exhibition, where they meet to decide on the recipient. The recipient is notified, featured in *ACWA News*, and invited to attend an ACWA conference where they will be recognized as the scholarship recipient. The Association funds this scholarships.

References:

Current Board Policy A.4.

See Administrative Procedure: *To be determined*

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA staff and Governance Workgroup
2/2/2018	Policy AR-6.8 renumbered to Policy AR-6.9 as a result of the addition of a new policy, Policy AR-6.8 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders	ACWA staff
7/26/2019	Policy AR-6.9 renumbered to Policy AR-6.10 as a result of the addition of a new policy, Policy AR-6.9 John P. Fraser Fellowship	ACWA staff
9/24/2021	Policy AR-6.10 renumbered to Policy AR-6.11 as a result of the addition of a new policy, Policy AR-6.7 Innovation Award.	ACWA Staff and Communications Committee
9/19/2025	Revised Policy AR-6.11 as part of Strategy 4, Key Performance Indicator KPI-33 evaluation. Renumbered Policy AR-6.11 to Policy AR-6.10 as a result of the deletion of Policy AR-6.9 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders.	Board Action

Section:	AR-6 Awards and Recognition	Approval Date:	9/25/2015
Policy:	AR-6.11 Resolutions and Proclamations	Latest Revision:	9/19/2025

AR-6.11 Resolutions and Proclamations

6.11.1 Purpose

The Board may adopt resolutions or proclamations to officially honor or recognize an individual or entity. Requests for these acknowledgements are initiated both from the Board itself and from requests that come directly to the Association.

6.11.2 Resolution

A resolution from the Board is a great honor and with few exceptions is only done for individuals involved with the Association, either through the Board, committees, regions, task forces or has made a lasting impact or contribution to the water industry. The Board may also pass a resolution to recognize an accomplishment, such as completion of a major water project or the anniversary of a member agency.

In order to obtain a resolution, the Association requires that a sample resolution and completed request form be submitted to the Clerk no later than 30 days prior to the next Board meeting.

6.11.3 Proclamation

The Board will adopt a certificate of proclamation for an individual or entity that does not meet the resolution criteria or to convey simple congratulatory messages. A proclamation will typically be shorter than a resolution and include standard language bestowing honors/congratulations from Association on the recipient.

In order to obtain a proclamation, the Association requires that a request form be submitted to the Clerk no later than 30 days prior to the next Board meeting.

References:

Resolution and Proclamation Guidelines approved by Board on June 2, 2006.

See Administrative Procedure: *To be determined.*

Revision History:

Revision Date	Description of Changes	Requested By
9/25/2015	Initial Release	ACWA staff and Governance Workgroup
2/2/2018	Policy AR-6.9 renumbered to Policy AR-6.10 as a result of the addition of a new policy, Policy AR-6.8 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders	ACWA staff
7/26/2019	Policy AR-6.10 renumbered to Policy AR-6.11 as a result of the addition of a new policy addition of a new policy, Policy AR-6.9 John P. Fraser Fellowship	ACWA staff
9/24/2021	Policy AR-6.11 renumbered to Policy AR-6.12 as a result of the addition of a new policy, Policy AR-6.7 Innovation Award.	ACWA Staff and Communications Committee
9/19/2025	Renumbered Policy AR-6.12 to Policy AR-6.11 as a result of the deletion of Policy AR-6.9 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders.	Board Action

[https://acwacrm.sharepoint.com/sites/executive/shared documents/policy manual/board policy manual/6_ar-6_awards and recognition_2025-09-19_v1-r7.docx](https://acwacrm.sharepoint.com/sites/executive/shared%20documents/policy%20manual/board%20policy%20manual/6_ar-6_awards%20and%20recognition_2025-09-19_v1-r7.docx)

Section:	OP-7 Other Organizations and Partnerships	Approval Date:	9/30/2016
Policy:	OP-7.1 Purpose	Latest Revision:	N/A

OP-7.1 Purpose

The Association will proactively seek and engage in relationships and partnerships with other organizations that foster an attitude of friendship, cooperation, and mutual benefit.

References:

Current practice.

See Administrative Procedure: N/A

Revision History:

Revision Date	Description of Changes	Requested By
9/30/2016	Initial Release	ACWA Staff and Governance Workgroup

Section:	OP-7 Other Organizations and Partnerships	Approval Date:	9/30/2016
Policy:	OP-7.2 ACWA Joint Powers Insurance Authority (ACWA JPIA)	Latest Revision:	N/A

OP-7.2 ACWA Joint Powers Insurance Authority (ACWA JPIA)

The ACWA Joint Powers Insurance Authority (ACWA JPIA) is a public entity formed by the Association in 1979. The ACWA JPIA is a special district in the state of California whose formation and operation are subject to the provisions of the California Code, including the Brown Act.

7.2.1 Purpose

The ACWA JPIA is a partnership of water agencies working together to share the risks associated with purveying water. It provides risk-sharing pools to meet the needs of its members for property, liability, workers' compensation, and employee benefits coverage.

7.2.2 Partnership

The Association and the ACWA JPIA have partnered together for many years to serve the interests of their unique membership—California's public water agencies—who collectively employ tens of thousands of Californians. The entities work collaboratively to promote and market the mutually beneficial purposes and goals of the two organizations.

The Association's longstanding relationship with the ACWA JPIA provides its members the opportunity to partner with the ACWA JPIA for liability, property, workers' compensation, and employee benefits coverage.

7.2.3 Governance/Representation

Each organization will have representation on the other organization's governing body. The ACWA JPIA Vice President will be an *ex officio* member of the Association's Board of Directors, and the Association's Vice President will be an *ex officio* member of the ACWA JPIA Executive Committee.

References:

ACWA JPIA's Bylaws, Article 3, and Website; ACWA's Bylaws, Article 4; Previous Board Policy O.1.

See Administrative Procedure: N/A

Revision History:

Revision Date	Description of Changes	Requested By
9/30/2016	Initial Release	ACWA Staff and Governance Workgroup

Section:	OP-7 Other Organizations and Partnerships	Approval Date:	9/30/2016
Policy:	OP-7.3 California Forest Watershed Alliance (CAFWA)	Latest Revision:	N/A

OP-7.3 California Forest Watershed Alliance (CAFWA)

The California Forest Watershed Alliance (CAFWA) is an alliance of urban and rural organizations dedicated to the restoration and improvement of California's watersheds and forests.

7.3.1 Purpose

The California Forest Watershed Alliance is committed to working together to seek new ways to promote proactive, science-based, and ecologically sound forest management practices that will reduce the risk of destructive megafires. CAFWA's goal is to protect our forests, our natural resources, and our local economies by accelerating the pace and scale of forest restoration.

7.3.2 Governance

The actions and decisions of the California Forest Watershed Alliance are arrived at via consensus of all CAFWA members. The charter members of the California Forest Water Alliance include the following organizations:

- Association of California Water Agencies
- California Farm Bureau Federation
- California Forestry Association
- Rural County Representatives of California
- The Nature Conservancy, California Chapter

The business functions of the California Forest Watershed Alliance are administered by the Rural County Representatives of California staff.

References:

California Forest Watershed Alliance Executed Charter.

See Administrative Procedure: N/A

Revision History:

Revision Date	Description of Changes	Requested By
9/30/2016	Initial Release	ACWA Staff and Governance Workgroup

Section:	OP-7 Other Organizations and Partnerships	Approval Date:	9/30/2016
Policy:	OP-7.4 Clean Water and Jobs for California	Latest Revision:	N/A

OP-7.4 Clean Water and Jobs for California

Clean Water and Jobs for California is a 501(c)(4) nonprofit public benefit corporation formed by the Association in concert with the California Latino Water Coalition and California Alliance for Jobs on April 25, 2011.

7.4.1 Purpose

The purpose of Clean Water and Jobs for California is to conduct research and public education concerning California's growing water crisis and the urgency of upgrading the state's infrastructure to meet the state's current and future needs for water. The research will include research into the public's knowledge and attitudes about the water crisis. Public educational and informational materials will be developed and distributed both electronically and in printed materials to the public, opinion makers, and public officials.

7.4.2 Governance/Representation

Clean Water and Jobs for California is governed by its Board of Directors as established by its Articles of Incorporation and Bylaws. The Association's Executive Director currently serves as the President of Clean Water and Jobs for California and holds a seat on its Board of Directors.

The business functions of Clean Water and Jobs for California are administered by Association staff.

7.4.3 Participants

The participants in Clean Water and Jobs for California include representatives from water, business, labor and agriculture.

References:

Clean Water and Jobs for California's Bylaws.

See Administrative Procedure: N/A

Revision History:

Revision Date	Description of Changes	Requested By
9/30/2016	Initial Release	ACWA Staff and Governance Workgroup

Section:	OP-7 Other Organizations and Partnerships	Approval Date:	9/30/2016
Policy:	OP-7.5 National Water Resources Association (NWRA)	Latest Revision:	N/A

OP-7.4 National Water Resources Association (NWRA)

The National Water Resources Association (NWRA) is a federation of state associations formed to advocate federal policies, legislation, and regulations promoting protection, management, development, and beneficial use of water resources.

7.4.1 Purpose

The purpose of the National Water Resources Association is to assist in the Association's work toward the development, protection and management of water resources throughout the west.

7.4.2 Governance/Representation

As set forth in the NWRA Bylaws, California is allowed four positions on its Board of Directors as well as a position on the Policy Development Committee. Three of the four NWRA Board positions and their alternates will be appointed by the Association's President. The fourth position will be an *ex officio* position filled by the Association's Federal Affairs Committee Chair, with the Vice Chair of the Federal Affairs Committee serving as the alternate.

The Association's Executive Director or designee will serve as the Association's representative to the Policy Development Committee. The Association's Director of Federal Relations will serve as an alternate to that committee. The second alternate to the Policy Development Committee will be designated by the Executive Director.

The Association's Executive Director will serve on the State Executive's Council. The Executive Director may also serve on the NWRA Board of Directors as a representative of the State Executives Council.

7.4.2.1 Term

The three at-large and three alternate Board positions will be for the same two-year term as that of the NWRA Board, which begins with January of the odd-numbered years. The Federal Affairs Committee Chair position will be on the Association's Board of Directors' cycle, which begins with January of the even-numbered year.

7.4.2.2 Reporting

The Federal Affairs Committee Chair will provide reports to the Committee and the Board regarding the NWRA and its activities.

7.4.3 Payment/Collection of Dues

Consistent with Board action in November 2012, the Association pays the annual NWRA dues on behalf of California and seeks voluntary contributions from its members to offset approximately one-half of the

annual dues payment. Member agencies who voluntarily contribute to these NWRA offsets are referred to as “contributing agencies.”

7.4.4 Appointment Process

The Association’s President will appoint the California representatives on the NWRA Board of Directors, committees, and task forces in consultation with the Executive Director. The three at-large representatives and alternates to the NWRA Board of Directors will be individuals associated with the “contributing agencies,” and will submit written confirmation to the Executive Director that the agency will support the NWRA activities of the selected representatives. The President will appoint representatives from California who will: (1) commit to attending NWRA meetings; (2) have their respective district pay their travel, lodging and related expenses; and (3) collectively represent ACWA’s membership, both geographically and with balance amongst urban and agricultural perspectives. The Board will ratify the President’s appointments.

References:

Previous Board Policy S.

See Administrative Procedure: N/A

Revision History:

Revision Date	Description of Changes	Requested By
9/30/2016	Initial Release	ACWA Staff and Governance Workgroup

Section:	OP-7 Other Organizations and Partnerships	Approval Date:	6/2/2023
Policy:	OP-7.6 Association of California Water Agencies (ACWA) Foundation	Latest Revision:	N/A

OP-7.6 Association of California Water Agencies (ACWA) Foundation

The Association of California Water Agencies (ACWA) Foundation (hereinafter “Foundation”) is a 501(c)(3) nonprofit public benefit corporation formed by the Association on October 3, 2022.

7.6.1 Purpose

The purpose of the Foundation is to be to serve California residents by (i) promoting diversity, equity and inclusion within the water industry (ii) through education, research, and workforce development (iii) funding scholarships and tuition reimbursement in support of education related to the water industry and (iv) carrying on other charitable and educational activities associated with these purposes as allowed by law.

7.6.2 Governance/Representation

The Foundation is governed by its Board of Trustees as established by its Articles of Incorporation and Bylaws.

7.6.2.1 Number and Qualification of Trustees

The first Board of Trustees for the Foundation will consist of nine individuals. Subsequent Boards will consist of at least seven but not more than eleven trustees. The Foundation Board will fix the exact number of trustees by adopted resolution from time to time, within the limits set forth in its Bylaws. The qualifications for designation as a trustee will include, but not be limited to:

- Experience with non-profit organizations
- Experience in education, training, mentoring or academia
- Represents underserved communities
- Experience with fundraising or finance
- Background in human resources and workforce development
- Experience in the water industry

When designating trustees to the Board, the ACWA Board and the Board of Trustees will seek to promote diversity in the makeup of the Board (e.g. generational, gender, racial, geographic, etc.).

7.6.2.2 Designation of Trustees

Subsequent to the first Board of trustees, the trustees will be designated by the Board of Trustees at any regular or special meeting of the Board subject to ratification by the ACWA Board at any regular or special meeting of the ACWA Board.

7.6.2.3 *Ex Officio Nonvoting Representatives on the Board*

The Executive Director of the Association, or his/her designee, will be an *ex officio* nonvoting representative of the Association on the Foundation Board. The ACWA Board may designate such other *ex officio* nonvoting representatives to the Foundation Board as deemed appropriate.

7.6.2.4 *Term of Office*

Trustees will hold office for three years and until a successor has been designated and qualified. Provided, however, that with respect to the first Board, five trustees shall serve for three years and four trustees shall serve for two years, with the determination of which trustees will serve which terms to be determined by the ACWA Board. Trustees may serve a maximum of three consecutive three-year terms provided, however, that any trustee who serves a term of less than three full years will not count that partial term against the three consecutive term limit.

References:

ACWA Foundation Bylaws and Articles of Incorporation.

See Administrative Procedure: N/A

Revision History:

Revision Date	Description of Changes	Requested By
6/2/2013	Initial Release	ACWA Staff

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
9/30/2016	Policy GO-2.5 Staff Officers	Eliminated requirement for a CPA certificate for the Director, Finance and Business Services position as part of Succession Plan action items, resulting in deletion of language from Policy 2.5.2.2 Requisite Qualifications for Controller/Treasurer.	ACWA Staff based on action by Executive Committee on 7/29/2016
9/30/2016	Policy M-3.3 Dues	Revised Policy 3.3.3.2, Dues Formula, to include language pertaining to hydropower facilities requiring a FERC licenses, based on the recommendation of the ACWA Dues Structure Task Force.	ACWA Staff based on action by Board of Directors on 7/29/2016
3/31/2017	Policy GO-2.6	Added Policy 2.6.2.5 and 2.6.2.5.1 to provide clarifying language pertaining to the committee vacancy appointment process.	ACWA staff
7/28/2017	Policy FB-4.4	Revised Policy 4.4.2, Operating Reserves, to allow for a line of credit to supplant Operating Reserves, and provide flexibility so that management may use cash reserves to reduce costly OPEB or pension obligations.	ACWA staff and Finance Committee
2/2/2018	Policy GO-2.6.2	Updated language pertaining to Policy 2.6.2 Committees to be consistent with amended Bylaws, which were approved by the membership on 11/29/2017, including the creation of an Agriculture Committee.	ACWA membership action and staff
2/2/2018	Policy GO-2.6	Updated language to entire Policy GO-2.6 to provide additional clarification resulting from periodic review of the entire policy as required by Policy 1.1.2.1.	ACWA staff
2/2/2018	Policy 2.8.1.6	Updated language pertaining to Policy 2.8.1.6 Amendments, Revisions, and Resolutions to be consistent with amended Bylaws, which were approved by the membership on 11/29/2017; increased the lead time for submitting bylaw amendment requests.	ACWA membership action and staff

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
2/2/2018	Policy 6.7.1	Revised Policy 6.7.1 to increase the amount for the Stephen K. Hall Water Law and Policy Scholarship from \$7,000 to \$10,000.	Communications Committee; Board Action
2/2/2018	Policy AR-6-8	Policy AR-6.8 renumbered to Policy AR-6.9 as a result of the addition of a new policy, Policy AR-6.8 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders.	ACWA staff
2/2/2018	Policy AR-6-9	Policy AR-6.9 renumbered to Policy AR-6.10 as a result of the addition of a new policy, Policy AR-6.8 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders.	ACWA staff
3/30/2018	Policy 3.3.3.2	Revised Policy 3.3.3.2, Dues Formula, to exempt members that are cities with a membership status prior to 2016 from the electric enterprise assessment.	ACWA staff
3/30/2018	Policy 3.3.3.4	Revised Policy 3.3.3.4, Agency Merger and Consolidation, to clarify how dues are calculated when member agencies merge.	ACWA staff
9/28/2018	Policy 2.6.2.5	Revised Policy 2.6.2.5 to add clarifying language stating that a duly designated representative will not have access to member benefits unless they are affiliated with a member agency, associate, or affiliate of the Association.	Business Dvlmt. Committee and ACWA Board
9/28/2018	Policy 2.7.6.1	Revised Policy 2.7.6.1 to add clarifying language stating that a duly designated representative will not have access to member benefits unless they are affiliated with a member agency, associate, or affiliate of the Association.	Business Dvlmt. Committee and ACWA Board
1/25/2019	Policy AR 6.5.2	Revised Policy AR 6.5.2, Criteria, to change time period for eligible work.	ACWA Communications Committee

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
1/25/2019	Policy AR-6.6	Renamed Policy AR-6.6 from Emissary Award to John P. Fraser Emissary Award in honor of ACWA's former Executive Director.	Council of Past Presidents
5/31/2019	Policy 2.7.10	Revised Policy 2.7.10, Region Financial Policies, to allow regions to create and administer a region scholarship program, if they choose, utilizing their region carryover funds.	Region Working Group
7/26/2019	Policy AR-6.9	Policy AR-6.9 renumbered to Policy AR-6.10 as a result of the addition of a new policy, Policy AR-6.9 John P. Fraser Fellowship.	ACWA Staff
7/26/2019	Policy AR-6.10	Policy AR-6.10 renumbered to Policy AR-6-11 as a result of the addition of a new policy, Policy AR-6.9 John P. Fraser Fellowship.	ACWA Staff
11/22/2019	Policy FB-4.5	Minor edits to Policies FB-4.5, FB-4.5.1, and FB-4.5.2.3 to fine-tune policy language.	ACWA Staff and Finance Committee.
3/27/2020	Policy GP-1.2	Revised Policy GP-1.2. to reflect new Mission Statement approved as part of ACWA's Five-Year Strategic Plan process.	ACWA Strategic Planning Committee and Board of Directors
3/27/2020	Policy GP-1.3	New policy creating a Vision Statement.	ACWA Strategic Planning Committee and Board of Directors
3/27/2020	Policy GP-1.3	Policy GP-1.3 renumbered to GP-1.4 as a result of the addition of a new policy, Policy GP-1.3 Vision Statement.	ACWA staff
1/29/2021	Policy AR-6.5	Revised Policy AR-6.5 to change the name of the award to Huell Howser Excellence in Communication.	ACWA Communications Committee

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
1/29/2021	Policy GO-2.5 Staff Officers	Revised Policy 2.5.2 Controller/Treasurer to state specific title of the position that holds the Controller/Treasurer position not be specified in the policy in order to provide the Executive Director/Secretary flexible with title changes in the future.	Organizational changes approved by the Executive Committee and Board of Directors
6/4/2021	Policy FB-4.1.9 Petty Cash	Revised Policy 4.1.9 Petty Cash to delete reference to Finance and Business Services Department and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.
6/4/2021	Policy FB-4.2.4 Segregation of Duties	Revised Policy 4.2.4 Segregation of Duties to delete reference to Finance and Business Services Department and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.
6/4/2021	Policy FB-4.5.1 Investment Authority	Revised Policy 4.5.1 Investment Authority to delete reference to the Director of Finance and Business Services and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.
6/4/2021	Policy FB-4.5.5 Oversight, Monitoring and Review	Revised Policy 4.5.5 Oversight, Monitoring and Review to delete reference to the Director of Finance and Business Services and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
6/4/2021	Policy FB-4.6.2 Responsibilities of the Administrators	Revised Policy 4.6.2 Responsibilities of the Administrators to delete reference to the Director of Finance and Business Services and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.
6/4/2021	Policy FB-4.7.1.1 Hardware and Software Purchases	Revised Policy 4.7.1.1 Hardware and Software Purchases to delete reference to the Director of Finance and Business Services and replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.
6/4/2021	Policy NDR-5.5.5.1.1 Speaker Types not Reimbursed	Revised Policy 5.5.5.1.1 Speaker Types not Reimbursed to delete reference to Director of Business Development and Events; replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.
6/4/2021	Policy NDR-5.5.5.1.2 Speaker Types Reimbursed	Revised Policy 5.5.5.1.2 Speaker Types Reimbursed to delete reference to Director of Business Development and Events; replace with updated language.	ACWA Staff based on organizational changes approved by the Executive Committee and Board of Directors, effective January 2021.
9/24/2021	Policy M-3.3.3.1 Dues Schedule	Revised Policy 3.3.3.1, Dues Schedule, to allow the minimum dues amount to raise along with all other levels when the Board of Directors approves dues increases.	ACWA Staff and Finance Committee

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
9/24/2021	Policy M-3.3.3.3 Dues Calculation Step	Revised Policy 3.3.3.3, Dues Calculation Step, to allow the minimum dues amount to raise along with all other levels when the Board of Directors approves dues increases.	ACWA Staff and Finance Committee
9/24/2021	Policy AR-6.7 Innovation Award	Initial Release	ACWA Staff and Communications Committee
9/24/2021	Policy AR-6.7 Stephen K. Hall Water and Policy Scholarship	Policy AR-6.7 renumbered to Policy AR-6.8 as a result of the addition of a new policy, Policy AR-6.7 Innovation Award.	ACWA Staff and Communications Committee
9/24/2021	Policy AR-6.8 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders	Policy AR-6.8 renumbered to Policy AR-6.9 as a result of the addition of a new policy, Policy AR-6.7 Innovation Award.	ACWA Staff and Communications Committee
9/24/2021	Policy AR-6.9 John P. Fraser Fellowship	Policy AR-6.9 renumbered to Policy AR-6.10 as a result of the addition of a new policy, Policy AR-6.7 Innovation Award.	ACWA Staff and Communications Committee
9/24/2021	Policy AR-6.10 Association Scholarships	Policy AR-6.10 renumbered to Policy AR-6.11 as a result of the addition of a new policy, Policy AR-6.7 Innovation Award.	ACWA Staff and Communications Committee
9/24/2021	Policy AR-6.11 Resolutions and Proclamations	Policy AR-6.11 renumbered to Policy AR-6.12 as a result of the addition of a new policy, Policy AR-6.7 Innovation Award.	ACWA Staff and Communications Committee
2/3/2023	Policy GO-2.1 Board of Directors	Revised Policy GO-2.1 Board of Directors to incorporate revisions resulting from amendments to ACWA's Bylaws, specifically related to California Corporations Code provisions allowing meetings to be held by electronic communications, the election of ACWA's Board Officers, and section renumbering.	Amended & Restated Bylaws as approved by the members on 11/30/22

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
2/3/2023	Policy GO-2.2 Executive Committee	Revised Policy GO-2.2 Executive Committee to incorporate revisions resulting from amendments to ACWA's Bylaws, specifically related to California Corporations Code provisions allowing meetings to be held by electronic communications.	Amended & Restated Bylaws as approved by the members on 11/30/22
2/3/2023	Policy GO-2.3 Board Officers	Revised Policy GO-2.3 Board Officers to incorporate revisions resulting from amendments to ACWA's Bylaws and Election Task Force recommendations, primarily related to the election of ACWA's Board Officers.	Election Task Force on 9/23/2023 Amended & Restated Bylaws as approved by the members on 11/30/22
2/3/2023	Policy GO-2.6.2.10.1 Meetings	Revised Policy GO-2.6.2.10.1 Meetings to incorporate revisions resulting from amendments to ACWA's Bylaws, specifically related to California Corporations Code provisions allowing meetings to be held by electronic communications.	Amended & Restated Bylaws as approved by the members on 11/30/22
2/3/2023	Policy GO-2.6.3.1 Nominating Committee	Deleted Policy GO-2.6.3.1 Nominating Committee to address revisions resulting from amendments to ACWA's Bylaws and Elected Task Force recommendations, specifically related to the election of ACWA's Board Officers. Replaced with new policy 2.3.4 Election Committee.	Election Task Force on 9/23/2023 Amended & Restated Bylaws as approved by the members on 11/30/22
2/3/2023	Policy GO-2.7 Regions	Revised Policy GO-2.7 Regions to incorporate revisions resulting from amendments to ACWA's Bylaws, specifically related to California Corporations Code provisions allowing meetings to be held by electronic communications and the Region Board elections.	Amended & Restated Bylaws as approved by the members on 11/30/22

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
2/3/2023	Policy GO-2.8 Membership Meetings	Revised Policy GO-2.8 Membership Meetings to incorporate revisions resulting from amendments to ACWA's Bylaws and Election Task Force recommendations, specifically related to meetings by remote communication, election of ACWA's Board Officers, and voting.	Election Task Force on 9/23/2023 Amended & Restated Bylaws as approved by the members on 11/30/22
2/3/2023	Policy GO-2.9 Code of Conduct for ACWA Events	Initial Release	ACWA Staff
2/3/2023	Policy 3.3.5 Advance Dues Deposit Policy 3.3.5.1 Participating Agencies	Deleted Policy 3.3.5 Advance Dues Deposit Program, and Policy 3.3.5.1 Participating Agencies, following the sale of the 910 K Street building as the program ended.	ACWA Staff
2/3/2023	Policy 3.5.1 Membership Standing	Added Policy 3.5.1 to incorporate amended bylaw language related to membership standing.	Amended & Restated Bylaws as approved by members on 11/30/2022
2/3/2023	Policy FB-4.5 Investment	Comprehensive revision of Policy FB-4.5 Investments to incorporate provision to help increase the long-term return on investments.	ACWA Staff and Finance Committee
2/3/2023	Policy NDR-5.5.4.1 Advance Room Block	Revised Policy 5.5.4.1 Advance Room Block language to provide flexibility with noticing timeframe given registration and communication are now done through electronic means.	ACWA Staff
6/2/2023	Policy OP-6.7 Association of California Water Agencies (ACWA) Foundation	Initial Release	ACWA Staff

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
9/29/2023	AR-6 Awards and Recognition Policies: AR-6.1.3 AR-6.2.3 AR-6.3.3 AR-6.5.3 AR-6.6.3 AR-6.7.3	Revised policies to update selection and presentation specifics and to update staff titles (AR-6.3.3).	ACWA Communications Committee
11/17/2023	GO-2.1.10 Code of Conduct	Deleted policy from GO-2.1 Board of Directors; revised as a standalone policy, GO-2.1A, and expanded to include additional groups.	Board and Code of Conduct Task Force
11/17/2023	GO-2.9	Code of Conduct for ACWA Events; revised to expand coverage and enforcement language.	Board and Code of Conduct Task Force
6/7/2024	GO-2.1.9	Revised policy to incorporate language that states the Association will reimburse the Immediate Past President for expenses associated with specified events and meetings subject to the approval by the Board.	ACWA Staff
6/7/2024	GO-2.4.4	Revised policy to incorporate language that states the Association will reimburse the Immediate Past President for expenses associated with specified events and meetings subject to the approval by the Board.	ACWA Staff
7/26/2024	GO-2.3.5	Revised Policy GO-2.3.5 Election by Written Ballot to eliminate the paper ballot option.	ACWA Staff
7/26/2024	GO-2.7.10	Revised Policy GO-2.7.10 Region Financial Policies to provide the regions greater flexibility to fund scholarships for members within the regions to attend Association events.	ACWA Staff

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
9/20/2024	GO-2.6.1.10.12	Revised Policy 2.6.2.10.12 State Legislative Committee to establish the Board Policy on how ACWA takes positions on State Ballot Measures.	ACWA Staff
1/31/2025	GO-2.1.8.3	Revised GO-2.1.8.3 to clarify the scope of issues that can be addressed by the Board in closed session.	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	GO-2.1.8.4	Revised GO-2.1.8.4 to reflect consistency with Board practice.	ACWA Staff
1/31/2025	GO-2.2.3.1	Revised Policy GO-2.2.3.1 to clarify that the ACWA Board is the approving authority for ACWA's public salary schedule, as required by CalPERS. The Executive Committee will review and make a recommendation to the Board.	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	GO-2.3.2.1	Revised Policy GO-2.3.2.1 to clarify the Vice President's relationship to ACWA's committees, similar to the provisions established for the President.	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	GO-2.3.4.2	Revised Policy GO-2.3.4.2 to allow unaffiliated Past Presidents to serve on the Election Committee without meeting the stated criteria since they are Honorary Life Members of ACWA.	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	GO-2.3.5.4	Revised Policy GO-2.3.5.4 to clarify that write-in candidates for president or vice president must submit a nominating resolution by the election deadline since they do not go through the Election Committee review process.	Amended & Restated Bylaws as approved by the members on 12/4/2024

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
1/31/2025	GO-2.6.1.2	Revised Policy 2.6.1.2 to clarify that Past Presidents are non-voting representatives on ACWA's Board and Executive Committee with the ability to participate in the full range of activities, including closed session.	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	GO-2.8.1.5	Revised Policy GO-2.8.1.5 to expand language to cover additional actions where an authorized representative will need to be confirmed for the purpose of casting a ballot (see newly added Policy 2.8.1.8).	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	GO-2.1.8.6	Revised Policy GO-2.8.1.6 to clarify the written ballot quorum language to cover other actions besides the election of President and Vice President.	Amended & Restated Bylaws as approved by the members on 12/4/2024
1/31/2025	GO-2.8.1.8	Creation of new Policy GO-2.8.1.8 to allow the flexibility to act by written ballot beyond the currently approved process of electing the President and Vice President by written ballot.	Amended & Restated Bylaws as approved by the members on 12/4/2024
4/4/2025	GO-2.7.6	Revised Policy GO-2.7.6 Region Board Elections to create consistency between the Board Officer and Region Election Policies and to establish a run-off process should a tie occur in the region elections.	ACWA Staff
6/6/2025	AR-6.5.1	Revised Policy AR-6.5.1 to add school education programs to the list of eligible communications programs.	ACWA Communications Committee
9/19/2025	NDR-5.3	Revised policies 5.3.4 and 5.3.5 to implement the two-tiered rate plan.	Business Development Committee and Board
9/19/2025	AR-6.8	Revised Policy AR-6.8 as part of Strategy 4, Key Performance Indicator KPI-33 evaluation.	Board Action

Revision Tracking Log

Revision Date	Policy No.	Description of Changes	Requested By
9/19/2025	AR-6.9	Policy AR-6.9 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders as scholarship has been inactive since 2019.	Board Action
9/19/2025	AR-6.10	Revised Policy AR-6.10 as part of Strategy 4, Key Performance Indicator KPI-33 evaluation. Renumbered Policy AR-6.10 to Policy AR-6.9 as a result of the deletion of Policy AR-6.9 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders.	Board Action
9/19/2025	AR-6.11	Revised Policy AR-6.11 as part of Strategy 4, Key Performance Indicator KPI-33 evaluation. Renumbered Policy AR-6.11 to Policy AR-6.10 as a result of the deletion of Policy AR-6.9 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders.	Board Action
9/19/2025	AR-6.12	Renumbered Policy AR-6.12 to Policy AR-6.11 as a result of the deletion of Policy AR-6.9 Ted and Nancy Way Scholarship for the Next Generation of Water Leaders.	Board Action
11/21/2025	GO-2.1A	Revised policy to streamline future implementation and enforcement based on staff's review of policy since its initial approval in November 2023.	Required by Board's action when initially approved on 11/17/2023
11/21/2025	GO-2.9	Revised policy to streamline future implementation and enforcement based on staff's review of policy since its initial approval in November 2023.	Required by Board's action when initially approved on 11/17/2023
11/21/2025	FB-4.8	Created a new policy to provide a framework for evaluating, approving, and funding future educational campaigns in response to KPI-24.	ACWA Board
6/5/2026	GP-1.2	Revised Policy GP-1.2. to reflect revised Mission Statement approved as part of ACWA's 2025-2029 Five-Year Strategic Plan process	ACWA Board

Revision Tracking Log

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6/5/2026	GP-1.3	Revised Policy GP-1.3. to reflect revised Vision Statement approved as part of ACWA's 2025-2029 Five-Year Strategic Plan process	ACWA Board