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*Policies & Procedures of the Board of Directors*  
*February 2, 2005*

# NACWA Policies & Procedures of the Board of Directors February 2005

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# NACWA POLICIES AND PROCEDURES

February 2005

## Section I - Board of Directors

### Structure

- It is the objective of the Board of Directors that the Association's leadership reflect diversity with regard to sex, race and national origin.
- The Association's *Bylaws* vest the management of the affairs of the Association in a Board of Directors of not less than ten (10) nor more than thirty (30) directors who shall be elected on a regional basis with the number of directors from each region based upon the number of member agencies in each such region as follows:
  - Seven (7) or less members - or one (1) director
  - Eight (8) to fourteen (14) members - two (2) directors
  - Fifteen (15) or more members - three (3) directors
- The Association's *Bylaws* also provide for the Board to include up to three at-large seats, to which Association members may be appointed, at the recommendation of the Nominating (Directors) Committee, by the President. Appointments to at-large seats shall be confirmed by the Board.
- Appointments to at-large seats shall be staggered. If all three seats are filled during the same year, terms shall be one year, two years, and three years, respectively.
- Sitting Board members may be reappointed to at-large seats at the end of their terms. Reappointments shall be made by the President and confirmed by the Board.
- Appointees to at-large Board seats are eligible to serve three full three-year terms.
- The maximum membership of the Board of Directors shall be thirty-three members.
- Eligibility for election to the Board of Directors is limited to those individuals who have been designated as the agency's representative to the Association and only designated representatives of Association members in good standing may serve on the Board.
- Directors shall not serve more than three (3) consecutive full three (3) year terms; however, individuals who have previously served on the Board may be again elected to serve following a break in service of one year or more.

## *Membership*

### *Recruitment for Regional Nominations*

- Not later than sixty days prior to each annual meeting, the Nominating Committee shall provide a notice of election to all members.

The notice shall include the following information:

- A listing of the positions to be filled by election
- A brief statement of the Board's composition and responsibilities
- A listing of key expectations of Board members for consideration by potential nominees and their supporters to include, but not be limited to the following:
  - 1) The history of the member agency's active participation in the Association's activities;
  - 2) the ability, both in schedule and economics, of the nominee to travel;
  - 3) whether the nominee is representative of geographical diversity within the region; and
  - 4) the role of the member agency's federal elected officials in national legislative process.
- The requirement that each nominee must indicate their willingness to serve on the Board and receive the support of at least two other members from their region
- A current membership list by region
- A list of Nominating Committee members and their contact information
- An invitation to write the committee chair with proposed nominations

### *Regional Recommendation & Nomination*

- Members in each region identify individuals to represent the region on the Board of Directors using a process that ensures that each member in the region has an opportunity to be considered for nomination. The Nominating Committee shall meet prior to the annual meeting to consider regional recommendations. In the event there is more than one nominee from a given region, the Nominating Committee will hold an election within the region to identify the region's nominee to the Board. The Committee shall report the region's recommendation to the membership.

### *Interim Appointments*

- Vacancies in regional Board seats may be filled by the Board. It is preferred, however, that such appointments be made as part of the annual nomination and election process. In the event that the Board proceeds with making an appointment to fill a vacancy the preceding policy for Regional Recommendation & Nomination shall be followed, with the exception that the Board will make the interim appointment.

- Individuals appointed on an interim basis to the Board seats are eligible to serve three full three-year terms.

### *Recruitment for At-Large Seats*

- The process through which the Nominating (Directors) Committee identifies potential appointees for at-large Board seats shall include consideration of the same responsibilities and expectations applicable to regional nominations.

## **Management**

### *Meetings/Retreats*

- The Board will meet in four regular sessions a year, generally occurring in February, April-May, July and between September-December. In addition, the Board may hold retreats at which governance, policy and strategic planning issues would be addressed.

### *Coordination of Strategic Planning & Budget Functions*

- The Association's strategic, budgetary and human resource needs planning processes shall be coordinated each year to ensure effective overall management of the Association. In general, the Executive Director prepares draft General Fund and Targeted Action Fund (TAF\*) budgets in a manner consistent with, and supportive of, the Association's *Strategic Plan, Action Plan* and *Human Resources Strategic Plan* in the weeks preceding the May Board of Directors meeting. The proposed preliminary budgets are considered by relevant Board Committees and reviewed and adopted by the Board of Directors in May. The National Office staff forwards the preliminary budgets and other information on relevant Board actions to the membership for review and comment in June and the Board adopts final General Fund and Targeted Action Fund budgets at the July Board of Directors meeting.

\* The TAF budget will reflect projects and initiatives currently identified by the Association's Standing Committees and leadership; however, it is recognized that resources in the TAF are available on an ongoing and an as needed basis. For this reason, the projects/initiatives identified in the TAF may be revised accordingly throughout the year.

## **Board Committees**

### *Structure/Composition/Roles*

- *Executive Committee*  
There shall be a Board Executive Committee comprised of the President, Vice-President, Treasurer, Secretary, and immediate past president. The Executive Committee shall be chaired by the President. The role of the Executive Committee is to routinely monitor ongoing activities and programs of the

Association; provide initial guidance, and when appropriate, quick response to issues that arise between Board meetings; to review, with the Executive Director, job descriptions, wage ranges, and individual salary increases on an as-needed basis and make subsequent recommendations to the Board; and to annually review, following solicitation and consideration of written and signed comments from the full Board of Directors, the Executive Director's performance, review and negotiate the Executive Director's contract, and subsequently report contract recommendations to the Board.

- *Strategic Planning Committee*

There shall be a Strategic Planning Committee. The Strategic Planning Committee shall be chaired by the Vice President. The role of the Strategic Planning Committee is to provide oversight of, and ensure timely revision to, the Association's *Strategic Plan* and its associated *Action Plan*; to review and recommend appropriate amendments to the Association's *Bylaws*; and to monitor and recommend necessary revisions and additions to the *Policies & Procedures of the Board of Directors* in a manner consistent with the overall goals set forth by the Association.

- *Budget & Audit Committee*

There shall be a Budget & Audit Committee. The Budget & Audit Committee shall be chaired by the Treasurer. The role of the Budget & Audit Committee is to review the development, and oversee the management, of the Association General Fund and Targeted Action Fund budgets and to review the annual audit of the Association.

- *Nominating (Officers) Committee*

There shall be a Nominating (Officers) Committee. The Nominating Committee shall be comprised of the President, immediate past president, and any past presidents still serving on the Board. If this number is less than three, the Vice President, and if necessary the Treasurer, shall serve on the Committee. The Nominating Committee shall be chaired by the Association's immediate past president, or the President if the past president is no longer active in the Association. The role of the Nominating (Officers) Committee is to recommend, annually, at least one nominee for each officer position in accordance with the Association's *Bylaws* and *Policies & Procedures*.

- *Nominating (Directors) Committee*

There shall be a Nominating (Directors) Committee. The role of the Nominating (Directors) Committee is to actively solicit nominations for new regional, at-large, or vacant Board seats; certify the eligibility of the nominated candidates; and subsequently nominate member agency representatives for appointment or election to the Board.

- *Awards Committee*  
There shall be an Awards Committee. The role of the Awards Committee is to review, and recommend appropriate revisions to, the categories and criteria of the Association’s Awards Program; oversee the solicitation of nominees in all award categories; and make selection of award recipients annually.
- *Membership Committee*  
There shall be a Membership Committee. The role of the Membership Committee is to guide and oversee the development and implementation of strategies to increase public agency membership.
- Committee leadership appointees should have current and/or past professional expertise in the primary issue area of the committee to which they are appointed.

## **Section 2 - Association Management**

### ***Association Governance Documents***

- Association activities are governed by a number of governance documents including the Association’s *Bylaws*, the *Strategic Plan*, the *Policies & Procedures of the Board of Directors*, and the *Association Business Plan*. The Board of Directors shall establish a schedule or schedules to support the routine review and revision of these documents to reflect current Association goals, objectives and priorities.

### ***Financial Management***

- The Association’s financial management is governed by three Board-adopted policy documents: *Financial Policies*; *Procurement Standards for Federal Awards*; and, *Travel Policies & Procedures*. These documents are reviewed on an annual basis and revised as deemed appropriate by the Board of Directors.

### ***Litigation***

- The Association may participate in litigation as a party or as *amicus curiae* to protect or advance the interests of the Association or its members. Approval of such participation shall be by the Board of Directors as provided by the *Bylaws* and *Targeted Action Fund Project Evaluation Guidelines*.

### ***Document Retention***

- Paper and electronic documents that fall within the following categories should be transferred to, and retained by, the Executive Office or Finance Group. Other paper documents should be destroyed or discarded every three years and other electronic documents destroyed annually. Copies of certain documents may be retained individually by appropriate staff members for historical or work-related reasons.

### *Retain Permanently*

- Association Governance Documents – *Articles of Incorporation, Bylaws*, other organizational documents, Board and member resolutions, and Board and standing committee minutes
- Tax Documents – Filed state and federal tax returns, tax exemption determination letter and related correspondence (all supporting information and documentation for federal and state returns, deductions, refunds, payroll, etc., 4 years)
- Intellectual Property Documents – Association copyright and trademark registrations and samples of protected works
- Financial Documents – Audited financial statements
- Real Estate Titles/Mortgage Documents

### *Retain for 6 Years*

- Pension Plan Participant/Beneficiary Records and Supporting Documents

### *Retain for 3 Years*

- Lobbying Disclosure Reports and Related Documentation
- Employee/Employment Information – Employee names, addresses, social security numbers, dates of birth, INS Form I-9, resume/application materials, job descriptions, dates of hire and termination/separation, evaluations, compensation information, promotions, transfers, disciplinary matters, time/payroll records, leave/comp time/FMLA – Retain for current employees and 3 years after employee separation/termination.
- Lease, Insurance, and Contract/License Documents – Software license agreements, vendor, hotel, and service contracts, independent contractor records, employment contracts, etc. – Retain during contract term and for 3 years after termination/expiration of contract.
- All Other Association Documents and Files – Correspondence files, past budgets, bank statements, publications, association/employee manuals/policies and procedures, survey information, etc. (not including electronic) – Relevant staff retain currently and for 3 years.

### *Conflict of Interest*

- The Executive Director and Deputy Executive Director shall provide the Board of Directors annually with a "no conflict of interest" statement.
- All employees involved in the contract selection, award or administration of a contractor shall provide the Executive Director annually with a "no conflict of interest" statement.

## ***Member Communications***

- Each Member Agency and Affiliate designated representative and all Committee Chairs, Vice Chairs and Workgroup Chairs shall receive at least one copy of all items distributed by the Association.
- The Association will encourage both Members and Affiliates to receive the majority of Association communications (*Alerts, Updates, etc...*) via e-mail.
- Members may request the forwarding of Association information to additional e-mail addresses within their organization without additional charges.
- A charge of \$1,000.00 shall be assessed to all Member Agencies and Affiliates who request additional reproduced/mailed copies of all items distributed by the Association in addition to the individual designated as representative.

## ***Conducting Membership Surveys***

- The following policies are intended to guide the use of major surveys in the Association (e.g. the Financial Survey or other data collection efforts requiring significant member time and effort):
  - Requests to conduct major surveys will be reviewed by the Regulatory Policy Committee and/or the Board of Directors. All survey requests must be accompanied by a clear statement of the need for the information, the specific data that is sought, an estimate of the amount of time required to complete the survey, the time frame for the survey effort, and the targeted respondents.
  - Survey respondents will be notified of the intended use of the information and whether the data will be attributed to individual agencies.
  - Whenever possible, surveys shall be conducted via *Clean Water Central*.

## ***Delinquent/ Suspended Member Protocol***

- Annual dues invoices are mailed to public agency, public Affiliate and private Affiliate members in early-September, and payment is due to the Association by December 1<sup>st</sup>. To efficiently manage delinquent membership payments and to promote member retention through personal outreach, the following delinquent dues collection schedule shall be followed:
  - December 1<sup>st</sup> - Due date for current fiscal year membership dues payment.
  - January 15<sup>th</sup> - National Office (Accounting/Finance Group) sends a

“Reminder” invoice to all member agencies and Affiliates that have yet to pay the current year dues.

- February 1<sup>st</sup> - Phone outreach — Member and Internal Services Group (Manager, Marketing and Membership Development) places individual telephone calls to agencies and Affiliates that have not yet renewed. The focus of the discussion will be on the wealth of benefits that membership brings to organizations and the importance of prompt renewal.
- February 15<sup>th</sup> - National Office (Member and Internal Services Group) sends a personalized (half page letterhead), follow-up letter encouraging membership renewal. Letter will be sent with a “Second Reminder” invoice. MIS staff will attempt to obtain a firm commitment for a payment date.
- March 1<sup>st</sup> - National Office “suspends” delinquent members that have remained in arrears. Member and Internal Services sends a personalized letter to the “suspended” members outlining the reason for suspension and encouraging the agency to reinstate their membership in the Association by outlining the benefits of membership.
- Reinstatement - Members that contact the National Office after receiving the suspension notice, and indicate that their respective dues payment will be forthcoming, will be reinstated upon receipt of payment for a full dues year.
- Executive Discretion – The Executive Director may authorize exceptions to this protocol, should special circumstances warrant.

### ***Environmental Practices***

- The National Office will look for every possible opportunity to adopt practices that are environmentally-friendly, and shall report to the Board annually on these practices.
- The National Office shall use recycled paper and soy-based ink for letterhead, newsletters and other publications. Recycled paper shall also be used for all reproductions.
- The National Office shall recycle badges and other conference-related materials to the extent possible.

### ***Sponsorship of Activities***

- The Executive Director refers requests for sponsorship of outside activities to either

the Board or an appropriate committee to make recommendations to the Board.

## **Section 3 – Standing Committees**

### ***General Policies***

- Appointees to lead the Association’s Standing Committees (Chairs, Vice Chairs & Workgroup Chairs) are to be evaluated based upon the following considerations:
  - Current and/or past professional expertise in the primary issue area of the committee which they are appointed to lead.
  - History of the member agency’s active participation in Association activities.
  - Ability, both in schedule and economics, to travel.
  - Representative of national diversity.
  - Role of member agency’s federal elected officials in national legislative process.
  
- Preference for the Chairs of Standing Committees shall be given to non-Board members; however, Board members shall not, by policy, be excluded from holding said Chairs.
  
- The President may appoint Co-Chairs to lead Standing Committees in lieu of a Chair and a Vice Chair.
  
- Membership on Standing Committees will be structured in such a manner as to ensure that members actively participate in committee initiatives and are kept apprised of the ongoing status of projects and new developments as they occur. Association members may also elect to participate only on the listserv of a particular committee’s issue area or track committee developments through the Association’s web site.
  
- Members will be added to Standing Committee rosters upon expression of interest and request; however, committee members must restate their interest in serving on each committee annually.
  
- Standing Committee rosters will be included in the information packets distributed at all committee meetings.
  
- Overall Association legislative and regulatory policy shall be guided by two key Standing Committees, established as follows:

#### ***Legislative Policy Committee***

There shall be a Legislative Policy Committee to set overall legislative policy and strategy for the Association. The Legislative Policy Committee shall be chaired by the Secretary and its membership shall be comprised of one Board Member from each

EPA region, as well as other interested members. The role of the Legislative Policy Committee is to develop legislative policy goals, positions and priorities that are consistent with the *Strategic Plan*, for Board consideration and approval; and implement the Association's legislative program, ensuring that Association positions are timely, effectively communicated and widely distributed.

*Regulatory Policy Committee*

There shall be a Regulatory Policy Committee to recommend overall regulatory policy and strategy for the Association. The Regulatory Policy Committee shall be chaired by a Board Member and its membership shall be comprised of the Chairs, Vice Chairs and Workgroup Chairs of the Association's Standing Committees. The role of the Regulatory Policy Committee is to endorse regulatory policy goals, positions and priorities that are consistent with the Association's *Strategic Plan*, for Board consideration and approval; and implement the Association's regulatory program, ensuring that positions are timely, effectively communicated and widely distributed. The Regulatory Policy Committee also supports the Association's current and pending regulatory initiatives through the integration of all Standing Committee activities and facilitates determinations regarding allocations of resources from the Targeted Action Fund for identified non-litigation needs in a manner consistent with the Targeted Action Fund (TAF) Project Evaluation Guidelines contained in Section 4 of these policies.

- The other Standing Committees of the Association are as follows:

*Air Quality Committee*

*Biosolids Management Committee*

*Communications & Public Relations Committee*

*Facility & Collection System Committee*

*Legal Affairs Committee*

*Pretreatment & Pollution Prevention Committee*

*Utility Management Committee*

*Security & Emergency Preparedness Committee*

*Water Quality Committee*

## **Section 4 - Targeted Action Fund (TAF) Project Evaluation Guidelines**

- Any type of investigation, information gathering, technical review, or other project funded by the TAF should complement the Association's *Strategic Plan*, an Association advocacy effort or be designed to support membership needs. Activities eligible for TAF monies include, but are not limited to, the following:
  - Technical projects to collect and/or interpret information and data relevant to regulatory or legislative activities;

- Contributions to coalition efforts;
- Public relations and communications efforts;
- Legislative advocacy;
- Utility management initiatives;
- Legal analysis, opinions, and litigation;
- Policy and technical consultants to support Association activities; and
- Association sponsorship of unique events or celebrations.

## ***Guidelines & Procedures***

- TAF projects generally fall into one of three categories: *Targeted/Technical Projects*, *Ongoing Initiatives & Coalition Efforts*, and *Litigation*. The following guidelines and procedures for project approval should be considered when recommending a project for funding through the TAF.

### ***Targeted/ Technical Projects Guidelines***

- The following factors will be used in considering *Targeted/Technical Projects* for TAF funding:
  - The impact of the technical, regulatory or other issue or action that is the subject of the proposed project on the Association or its members, and whether such issue or action has future precedent-setting value or addresses a valid concern;
  - Whether the proposed project will protect or advance Association interests, and the overall benefit or relief which may be derived by the Association as a whole, or by member agencies;
  - Whether the subject issue or action is of national or regional consequence;
  - Availability of Association, member agency, or other resources to support the project;
  - Whether the Association is the appropriate organization to conduct the work, or whether co-funding opportunities are available. (As a rule, the Association does not conduct research. Projects that may otherwise be more appropriately conducted by another organization may be considered for TAF monies based on the expected timeframe for project completion and the urgency of the need for such information (i.e., if another organization may not be able to provide such information in the required timeframe).
  - The cost of the project and if TAF funds are available; and,
  - Other factors relating to the specific issue or action.

### ***Procedure***

- Approval of requests for TAF funds to conduct proposed *Targeted/Technical Projects* should follow these general steps:

- Project concepts are formulated by Association special committees, workgroups or Association leaders and are presented to the relevant committee for consideration. For workgroups, not affiliated with a specific committee, the concept need only be considered by the workgroup itself. Written project summaries are encouraged and should include a brief description of the proposed project, including the stated goals and objectives, desired products or outcomes, anticipated start date and length of project, and amount being requested from the TAF. The project summary should also reflect the committee or workgroup’s consideration of the Targeted/Technical Project guidelines set forth in this policy.
- By a vote of the committee members present or independent workgroup members (in person, via conference call, or by email), projects are approved or rejected.
- Approved projects are referred to the Regulatory Policy Committee for consideration. For workgroups under a committee, the Committee Chair will present the concept to the Regulatory Policy Committee for approval. For independent workgroups, the Chair of the Workgroup will present the concept to the Regulatory Policy Committee for approval.
- During the Regulatory Policy Committee meeting (in person or via conference call), the Chair or Vice Chair of each special committee or independent workgroup with a request for TAF monies presents a brief description of the project(s) for consideration by the Committee. The Chair or Vice Chair of the Regulatory Policy Committee leads any discussion and calls for a voice vote.
- Projects approved by the Regulatory Policy Committee are referred to the Board of Directors for consideration.
- The Chair or Vice Chair of the Regulatory Policy Committee presents recommended TAF requests to the Board during the Regulatory Policy Committee report. Following any discussion, a voice vote of the Board will be held.

### *Ongoing Initiatives & Coalition Efforts*

- Within the TAF budget, the *Ongoing Initiatives & Coalition Efforts* category includes initiatives, activities or long-standing efforts which are routinely authorized by the Board of Directors through approval of the upcoming fiscal year’s budget each July. Each of these expenses is reviewed by the Association during the budget development process for continued relevance, appropriateness, and demonstrated ongoing benefit. These expenses shall also be reviewed annually utilizing the guidelines outlined herein to ensure continued consistency with the goals of the TAF.
- The *Government Affairs Rapid Response Fund* and the *General Legal Support Fund* are included under this category – each offering a source of pre-approved funds designed to provide the Association with the flexibility to take immediate action or to

obtain short-term advice and input on time-sensitive issues of importance to the Association. These funds are line items (not to exceed amounts) in the TAF budget and are intended to support multiple efforts throughout the course of the fiscal year.

- The *Government Affairs Rapid Response Fund* (GARRF) was established to provide the Association with the ability to respond to non-legal time-sensitive issues quickly. The funds are intended to be used to support narrowly focused efforts or initiatives that directly support the Association’s legislative and regulatory advocacy agendas. GARRF projects will be approved as follows:
  - In consultation with the Executive Director, National Office staff will identify a need for funds and evaluate the identified initiative according to the general TAF guidelines listed herein to ensure the action is consistent with the goals of the TAF and the Association.
  - National Office staff will consult with the appropriate committee leadership regarding the recommendation to spend RRF monies.
  - With the concurrence of the committee leaders, National Office staff will proceed with the initiative.
- The *General Legal Support Fund* (GLSF) provides the Association’s General Counsel with the ability to consult outside counsel for input and advice on legal strategy and precedent to further the Association’s goals. GLSF expenditures are made at the recommendation of the General Counsel, in consultation with the Executive Director.

### *Litigation*

- The Association may participate in litigation as a party or as *amicus curiae* to protect or advance the interests of the Association or its members. Approval of such participation shall be by the Board of Directors as provided by the *Bylaws*.

### *Guidelines*

- The following factors will be used in considering participation in litigation:
  - The impact of the legal, regulatory or other issue or action that is the subject of existing or potential litigation on the Association or its members, and whether such issue or action has future precedent-setting value or addresses a valid concern;
  - Whether litigation will protect or advance Association interests and the overall benefit or relief which may be derived by the Association as a whole, or by member agencies, from participating in such litigation;
  - Whether the subject issue or action is of national or regional consequence;
  - The facts of a particular case or controversy, and whether those facts are disputed, questionable, or otherwise controversial such as to justify no participation in the case;
  - Availability of the Association or its member agencies, or other resources to support participation;

- Whether the Association is the appropriate organization to conduct the work, or whether co-funding opportunities are available;
- The cost of the project and if TAF funds are available; and,
- Other factors relating to the specific issue, action, case or controversy.

### *Procedure*

- The following procedure will generally apply to considering participation in litigation:
  - A request for participation in litigation may be initiated by any member and will be brought to the attention of the Executive Director and the General Counsel.
  - The General Counsel will evaluate the request in consultation with the Executive Director, the member making the request, the leadership of relevant committees, and the Legal Affairs Committee leadership.
  - If the outcome of the evaluation is in favor of Association participation, the General Counsel, in consultation with the Executive Director, shall prepare a memorandum recommending participation for the Board of Directors. The memorandum shall include a summary of the issue, action, case or controversy which is the subject of litigation, an evaluation based on the guidelines contained herein, the position the Association will take in the case (petitioner, intervenor, or amicus curiae), the resources required, and the expected timing and duration of the case.
  - In the event that Association support is proposed to be financial only, the General Counsel, in consultation with Executive Director, shall evaluate and include in the memorandum above, an assurance of the competency of counsel representing the cooperating party or amicus curiae with which the Association would participate.
  - The Executive Committee will consider the proposed action and, if approved, recommend final approval by the Board of Directors.
  - The Board of Directors will consider and take action on the recommendation as provided by the *Bylaws*. Consideration by the Board of Directors may occur at a meeting of the Board, by facsimile, electronic communication, or other suitable means.
  - The General Counsel shall provide periodic written reports of the status of the litigation, including any settlement negotiations. The General Counsel, in consultation with Executive Director, shall have the right to independently make a determination as to the course of the litigation or settlement which the General Counsel deems appropriate to the interests of the Association or its member agencies, and shall report such determination to the Board of Directors.

## Section 5 - Awards Programs

### General Policies

- The Awards Committee shall reserve the right to make no award, or more than one award, in any category if and when circumstances warrant such action.
- Each nomination shall be accompanied by the required application form.
- Each nomination shall be endorsed, via signature on the application form, by the nominating agency's representative to the Association
- The policies and procedures governing the awards review and selection process shall be included in the *Member Update* soliciting nominations.
- The recipient(s) of the President's Award(s) shall be selected, by the Association's current President. The President may request input from the Awards Committee should he or she so desire.
- The Awards Committee shall accept and consider nominations for Individual Awards from the National Office staff. When making nominations, the National Office staff shall assign priorities and provide rationale for its nominations via the appropriate form.

The Board of Directors authorizes the following awards:

### Peak Performance Awards

- The *Peak Performance Awards Program*, to recognize achievement by member agency facilities in meeting NPDES requirements

#### ***Platinum Award***

*Eligibility:* All member agency facilities.

*Criteria:* Receipt of Gold Awards for five consecutive years\*

#### ***Gold Award***

*Eligibility:* All member agency facilities.

*Criteria:* No NPDES permit violations for preceding calendar year.

#### ***Silver Award***

*Eligibility:* All member agency facilities.

*Criteria:* Not more than 5 NPDES permit violations for preceding calendar year

\* The award of Platinum Awards is not rolling. Upon receipt of a Platinum Award, a facility must receive Gold Awards for the next five consecutive years to again qualify.

## ***National Environmental Achievement Awards***

- ***Individual Awards***

### ***Public Service Awards*** (four awards)

The Awards Committee shall accept and consider nominations for two categories of Public Service Local Awards. An award may be given for current elected or appointed officials in service area of more than 250,000; and a second award may be given to a current elected or appointed officials that have a service area population of less than 250,000.

***Eligibility:*** Former or current elected or appointed public officials at the local, state, and federal level of government.

***Criteria:*** Outstanding public service exhibiting a particular and continuing awareness of the challenges faced by municipal wastewater treatment agencies.

### ***Distinguished Performance Award***

***Eligibility:*** Individuals formerly representing Association member agencies who maintained an active role in the Association during their tenure.

***Criteria:*** Efforts and dedication in the field of water pollution control while representing their agency.

### ***President's Award***

***Eligibility:*** Individual currently employed by a member agency.

***Criteria:*** Individual must be active in Association activities and have made a major contribution toward achieving the goals and objectives of the Association.

### ***Environment Award***

***Eligibility:*** Unrestricted.

***Criteria:*** Outstanding environmental service.

▪ **Member Agency Awards**

***Research & Technology Award***

***Eligibility:*** Development of a technological innovation related to wastewater treatment or biosolids/sludge use and disposal.

***Criteria:*** Research project or technological innovation must directly relate to the processes of collection, treatment or reuse of wastewater or use or disposal of biosolids/sludge. Project must have been conducted in-house, or by consultant under direction of the agency. Project results must have practical application.

***Operations Award***

***Eligibility:*** Outstanding project, system or method relating to wastewater treatment operations.

***Criteria:*** Innovative and effective project, system or method relating to wastewater treatment plant or collection system operations developed and successfully implemented by a member in a cost-effective manner while achieving environmental compliance objectives.

***Public Service Award***

***Eligibility:*** Significant contribution during the past year in local, state, or national public service related to wastewater treatment, public utility operation, or environmental protection.

***Criteria:*** Involvement must be by agency staff or commissioners (directors, chairs) with no added payment for public services rendered. Public Service must be voluntary (not required by regulation or law).

***Public Information and Education Awards (four awards)***

***Video (1 award)/Printed Publication (1 award)/Educational Program (1 award)***

***Eligibility:*** Outstanding and innovative video, printed publication, and/or educational program related to pollution prevention or control.

***Criteria:*** Program, publication or video must have been produced by the agency staff or by an outside vendor at the express direction of the agency. Program, publication or video must cover some aspect of the agency's operations, and must have been produced for general use or distribution.

***E-Media***

***Eligibility:*** Outstanding member agency web site or downloadable, web-based program that relates to wastewater treatment or pollution prevention and control.

***Criteria:*** Web site or downloadable, web-based program content must have been developed and produced by agency staff or by an outside vendor at the

express direction of the agency. Web site or program must, at a minimum, cover some aspect of the agency's operations and must have been developed for general use. Nominations will be judged based upon the following:

- Content current, up-to-date and accurate
- Graphic design elements
- Searchability and organization
- Innovation and originality
- Ease of use

### ***Excellence in Management Recognition Program***

- The Excellence in Management recognition program, to honor successful management programs (over a continuous three year period) adopted by member agencies that address the range of management challenges faced by public wastewater utilities in today's competitive environment. Association members receiving Excellence in Management certificates will be ineligible for the three years immediately following their recognition.

*Eligibility:* All member agencies

*Criteria:* Proactive management action leading to improvements in such areas as environmental quality, system capacity and reliability, operations and maintenance, asset management, technology, human resources, finance, rates management and/or customer relations, and resource conservation (e.g. recycling, co-generation, energy self-sufficiency). Applications must demonstrate continuous improvement and results in multiple areas of utility management to support the program application.

### ***Recognition of Board Members & Officers***

- Former members of the Board of Directors receive special awards recognizing their service and dedication.
- Former Presidents receive engraved Jefferson Cups at the completion of their presidency.

## ***Section 6 - Meetings & Conferences***

### ***General Policies***

- The National Office shall:
  - review and provide a range of options for the Board to consider in selecting meeting locations.
  - continue to be cognizant of the financial constraints and perception

problems experienced by member agencies, as meeting locations and hotel sites are selected.

- provide member agencies with names, rates, and telephone numbers of alternative hotels.
- provide complimentary registration for retired former Association presidents, state and federal participants, and elected leadership and key staff of organizations and entities whom the Association considers to be stakeholders in critical activities and initiatives.

### ***Scheduling of Meetings & Conferences***

- To the extent possible, every effort will be made to schedule the meetings in a manner consistent with the following guidelines:
  - Winter Conference – First week of February
  - Policy Forum– Late April – Early May (Washington, DC)
  - Summer Conference & Annual Association Business Meeting – Third week of July
  - Pretreatment & Pollution Prevention Workshop – Fall
  - Law Seminar – Fall

### ***Rotation Process for Location Selection for Major Conferences***

- The selection of cities to host the Association’s Summer and Winter conferences shall be based upon a three sector rotation system comprised of Eastern, Central and Western sectors. Within every three years two meetings will be held in each of the three sectors. In addition to sector, potential locations shall be evaluated with consideration given to the season of the conference, potential host member agency interest, the location’s proximity to past locations visited and other criteria defined in the following section.

### ***Criteria for Meeting Location Selection***

- ***Overall Philosophy:*** The best way to ensure the success of future meetings and conferences is to build on our excellent track record of selecting themes that are both timely and of relevance to our membership -- and to select location that are attractive to our members with facilities that meet our needs. There are numerous factors that should receive consideration when meeting locations are selected. The Association’s Board recognizes the importance of selecting cities that reflect national balance among acceptable locations and ensuring that sites are not repeated at unacceptable frequency or without cause. The following key factors shall be reviewed prior to future conference location selection decisions:
- ***Key Factors for Consideration:***
  - 1) ***Travel-Friendly Climate:*** Especially important in selecting site for February and July conferences. Locations with mild or temperate climates during those months should rank highly.

## 2) *Accessibility for Membership:*

- *Availability of Appropriate Hotel/ Conference Facilities:* One factor that will be especially relevant in ensuring appropriate facilities to support Association meetings is the size of the location. Larger cities meeting other criteria should be given priority consideration. In any case, both hotel guest rooms and conference facilities should comfortably accommodate our attendees and meetings.
  
- *Site's Attractiveness or Drawing Power by Itself, and as a Jump Off to Other Places:* Certain attractiveness factors should receive consideration. For example, holding the *National Policy Forum* each year in Washington provides Association members with the added benefit of access to officials at the U.S. Environmental Protection Agency, as well as Members of Congress and their staffs, thus enhancing Washington's attractiveness to our membership.
  
- *Availability of Air Transportation:* Locations serving as airline hubs or easily accessible via connections through hubs should receive priority consideration.
  
- *Availability of Transportation within the Location, and To and From the Airport:* Ample ground transportation, both to and from the airports – and to locations throughout the area should be available.

- 3) *Level of Participation of Potential Host Member Agency:* Locations that are the home of agencies that actively participate in the Association should receive priority consideration.

## **Section 7 – Private Affiliate Participation**

### **General Policies**

- The means through which Private Affiliates may provide support to Association technical projects encompass the following: 1) in-kind (free of charge) contributions of time and expertise to specific technical projects and reports; and 2) at cost services, provided under agreement with the Association, for specific technical projects and reports. When such services are provided, the Affiliate will be given credit, through appropriate notation, in project documents and reports. Affiliates may not directly

contribute funds to specific Association technical projects.

- The means through which Private Affiliates can financially support the Association's Targeted Action Fund encompass: 1) Allocation of dues monies to TAF support as would occur with any other dues paying member of the Association; 2) The provision of in-kind or at-cost services as deemed appropriate for TAF supported projects; and 3) As purchasers of publications from which the proceeds have been dedicated to the TAF.
- No single social event at meetings and conferences shall be credited to a particular Private Affiliate; however, Private Affiliates may choose to become an annual sponsor of the Winter Conference, May Policy Forum and Summer Conference prior to January 1 of any year, for a fee to be determined by the Board of Directors. Private Affiliates may also sponsor the Law Seminar for a cost to be determined by the Board. Private Affiliates who elect to become conference sponsors will be recognized on event signage and in conference programs.
- The Board supports the concept of Private Affiliate contributions to help defray the costs of activities, such as those associated with the Association's major Anniversaries. Affiliates making such contributions will be recognized on event signage and through other designated means.
- Meeting registration fees for potential Private Affiliates shall be established in an amount greater than that paid by Private Affiliates, but in an amount not to exceed 25% above the Affiliate registration fee.

## ***Section 8 - Association Web Site***

### ***General Policies***

- The Association's web site will include a general access section and a members-only section.
- The National Office shall provide each member agency one user account for agency-wide use.
- Board of Directors information, maintained on the Association's web site, shall be accessible to all members.
- The Association shall provide hot links to member agency web sites and the sites of related organizations.
- The Association's web site will post job openings within its public access section. Postings will be accepted from both members and nonmembers. The postings will

carry with them a fee, to be determined by the National Office staff.

- The Association may accept advertising on its web site at a price set by the National Office. Such advertisements shall be located in the *Clean Water Marketplace* section of the site and may provide hot links to advertiser web sites.