



ANNUAL REPORT

FISCAL YEAR 2020

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Letter from ACWA's President

Dear Colleagues:

If all had gone according to plan, I would be welcoming you to Memphis, Tennessee for ACWA's 59th Annual Meeting. Instead, we are each in our own virtual space – protecting ourselves, our families and our friends and enduring disruption, isolation, and anxiety unlike anything we have had to face in recent times.

The Executive Committee made a very intentional decision to go forward with conducting a virtual annual meeting. We felt that ACWA is involved in several important initiatives and we did not want to lose our momentum. We also recognized that the federal government has taken a number of actions this year that significantly affect how we, the states and interstates, do business. Finally, we believe that, as colleagues, it is always valuable to communicate with each other – even if in the virtual world.

During the last several years, ACWA has competed for and received significant programmatic grants from EPA's Office of Water. The bulk of this money is used to plan for and implement the numerous workshops that we are able to offer to you and your staff. This year, ACWA hosted the 2019 National NPDES Permit Writers Workshop, the 2020 National Stormwater Roundtable, two workshops focused on nutrient permitting, a State Regulators Summit on Water Resuse, and helped support a national symposium focused on reducing the rate of significant noncompliance (SNC). These workshops were very well-attended, partly because we have been able to leverage the federal dollars we



Crater Lake, Oregon

received to maximize the number of state staff that can travel and participate in these meetings.

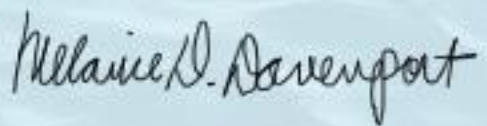
ACWA participated in the finalization of the Water Reuse Action Plan. This is the first comprehensive water reuse planning document from EPA. We are also committed to working through implementation of key action items. In the area of enforcement and compliance, ACWA worked collaboratively with OECA on the SNC/National Compliance Initiative and Smart Tools efforts. ACWA also mobilized to provide COVID-19 resources for states and outreach to permittees. At the request of a member state, ACWA additionally began a process with EPA to develop a set of tools that states may use when working with CSO communities. It is these efforts, as well as many others, that demonstrate the value that ACWA brings to our membership.

Over the past several years, we have experienced significant shifts in federal regulation and policy. A number of these changes have narrowed, at the federal level, the regulations and programs that we administer. I believe that creates an opportunity for states/interstates to adopt or enhance their own programs. For example, some states may want to explore expanding the definition of state waters in response to the adoption of the Navigable Waters Protection rule, or others may want to create state wetlands programs in response to the changes to the Sec. 401 water quality certification process. This year, I hoped to begin providing resources and conversations for states that are looking to exercise these options. I apologize that, due to the pandemic, we are not able to move this initiative forward sooner – but that does not mean we will give up on this effort.

I have been a member of ACWA since 2011. In that time, I've served in a number of positions including co-chair of the Legal Affairs and Permitting and Compliance committees, Regional Board member, Vice President, and I'm now concluding my term as President. Every one of these positions has enriched me both professionally and personally. It has been truly exciting to meet so many of my colleagues from across the country and develop a much broader understanding of water policy and implementation. ACWA members are a diverse and inspiring group of dedicated environmental professionals. Together, we are the voice of the states and interstates – and individually, we are people that care deeply about clean water and have immense experience and expertise to share.

Now for my opportunity to say thank you. ACWA succeeds because we have a powerful combination of dedicated volunteers and amazing staff that support everything we accomplish. This year, we have seen some of our staff move on to other positions and places, but we have been very fortunate to find talented, new personnel. I want to thank the staff for the commitment they have shown to ACWA during these challenging times. The members of the Executive Committee and the Board of Directors, along with the committee and workgroup chairs, all provide valuable insight and direction to the operations of ACWA and I thank each one of you. Thanks for the opportunity to serve as president – it has been a pleasure.

Sincerely,

A handwritten signature in black ink that reads "Melanie D. Davenport". The signature is written in a cursive, flowing style.

Melanie D. Davenport

Director, Water Permitting Division

Virginia Department of Environmental Quality

ACWA President

Letter from ACWA's Executive Director and General Counsel

Dear Members:

It has been quite a year, especially the last six months. 2020 has brought forth many challenges and changes for each of you as state program administrators and for ACWA as an organization. First, there is the pandemic that forced all of us to rethink our operations so that each of us could continue to provide the highest levels of programs and services. Second, this year brought forth several major Clean Water Act policy changes that will greatly impact state water quality programs across the nation. Finally, the recent national movement to reevaluate social justice issues has become a high priority for many organizations.

The COVID-19 pandemic has greatly impacted all of us. We have all transitioned to working from home and managing the uncertainty of the pandemic. ACWA's staff, Sean Rolland, Annette Ivey, Jasper Hobbs, Jake Adler, and Rosie Kay, have each done a great job adapting to this transition, while ensuring that we are providing our members with the same quality of services and programming that you have come to expect.



Coastal Sound, North Carolina

And you, the members of ACWA, have proven once again that you are essential workers who operate at a high level every day, even in challenging circumstances, to ensure that the public health and the environment within your states are protected, while facing unprecedented working conditions and fiscal challenges.

As an organization, ACWA continues to be on solid footing and is well-positioned to continue to influence and shape clean water policy. ACWA staff, along with our leadership, are working to ensure the Association has the resources it needs to continue valuable services to our members and to ensure that our operating budget is fiscally sound and reasonable. I want to personally thank all of you for your continued and steadfast support of ACWA as an organization. We would not be able to accomplish all that we do without your sustained support.

2020 brought forth significant changes to the Clean Water Act, including the new Navigable Waters Protection Rule, added limitations to Sec. 401 water quality certification regulations, and the U.S. Supreme Court decision in County of Maui. Throughout the last year, ACWA members and staff continued to facilitate regular and meaningful discussions with EPA and several others on these changes, and to deliver on our commitments under our Cooperative Agreements with the Office of Water.

For instance, ACWA has written or joined letters on the following issues: Sec. 401 revisions, ICIS-NPDES eReporting Rule, Lead and Copper Rule, PFAS TRI EPCRA Reporting, new rules on agency guidance documents, strengthening transparency in science, and on the national Water Reuse Action Plan. ACWA also submitted testimony to the Senate Environment and Public Works Committee on Sec. 319 program improvements and has worked to educate Congressional staff on proposed legislative NPDES permit program changes. We also continued to host several highly successful workshops on NPDES Permit Writing, Nutrients Permitting, Stormwater, Pretreatment, Modeling, and Water Reuse.

These workshops have provided your staff with great opportunities for in-person training opportunities, and we are incredibly thankful to EPA's Office of Water for their financial support for these workshops. The success we have seen would not be possible without this financial support.

Tanana Headwaters,
Alaska



As always, I owe a debt of gratitude to the Executive Committee and the Board of Directors for their steadfast leadership and commitment to ACWA. I look forward to the next opportunity we are able to meet, once again, face-to-face. Until then, we will continue focusing on ensuring the voice of the states and interstates is heard over the coming year!

Sincerely,

A handwritten signature in black ink that reads "Julia Anastasio". The signature is written in a cursive, flowing style.

Julia Anastasio

Executive Director and General Counsel

ACWA

About ACWA, History, and Mission

History

ACWA is the independent, nonpartisan, national organization of state, interstate, and territorial (hereafter referred to as “state”) water program directors, responsible for the daily implementation of the Clean Water Act’s (CWA) water quality programs. Originally established in 1961, as the Association of State and Interstate Water Pollution Control Administrators (ASIWPCA), in 2011, we became ACWA – the Association of Clean Water Administrators. ACWA is the only nationally recognized organization whose entire agenda and mission are set by a Board of Directors and Leadership composed entirely of state/interstate water quality program administrators and managers.

ACWA strives to convey the shared perspective of state/interstate/territorial water quality agencies at the national level. We facilitate a dialogue between water quality agencies, as well as Congress and the Administration. We offer forums for the exchange of technical and innovative program information among water quality professionals, and we promote public education on water quality issues.



Dixie Drain, Boise, Idaho

History

As the national voice of state and interstate water programs, ACWA strives to protect and restore watersheds to achieve “clean water everywhere for everyone.” ACWA works to maintain a vibrant national organization that:

- Serves membership needs and achieves a high level of participation;
- Is the national voice for state and interstate clean water program concerns, interests, and priorities;
- Facilitates technical and policy innovation among national and state water programs (best practices);
- Fosters the collaboration needed for sound public policy; and
- Carries out activities in an efficient, ethical, and fiscally sound manner.



Falls at Makahiku, Haleakala National Park, Maui, Hawaii

ACWA Leadership and Staff

ACWA Leadership

- President
Melanie Davenport (VA)
- Vice President
Tom Stiles (KS)
- Treasurer
Peter Goodmann (KY)*
- Past-President
Andrew Gavin (SRBC)
- Secretary
Allison Woodall (TX)
Allison Woodall (TX)

Board Representatives

- Region 1 Representative
Tracy Wood (NH)
Alicia Good (RI)*
- Region 2 Representative
Carol Lamb-LaFay (NY)
- Region 3 Representative
Lee Currey (MD)
- Region 4 Representative
Jennifer Dodd (TN)
- Region 5 Representative
Tiffani Kavalec (OH)
- Region 6 Representative
Amanda Vincent (LA)
- Region 7 Representative
Chris Wieberg (MO)
Tom Stiles (KS)*
- Region 8 Representative
Karl Rockeman (ND)
- Region 9 Representative
Krista Osterberg (AZ)
- Region 10 Representative
Mary Anne Nelson (ID)
Heather Bartlett (WA)*
- Interstate Representative
Susan Sullivan (NEIWPPCC)

National Office Staff

- Executive Director and
General Counsel
Julia Anastasio
- Deputy Director
Sean Rolland
- Director of Operations
Annette Ivey
- Environmental Program
Manager
Jasper Hobbs
- Environmental Analyst
Jake Adler
- Member Services Associate
Rosie Kay

Committee Leadership and Staff Liaisons

Julia Anastasio – Executive Director and General Counsel

- Funding and Congressional Relations Committee
 - Chair: Richard Friesner (NEIWPC)
- Legal Affairs Committee:
 - Co-Chair: Carin Spreitzer (NY)
 - Co-Chair: Bob Brown (MA)

Sean Rolland – Deputy Director

- Permitting, Compliance, & Enforcement Committee
 - Co-Chair: Tom Stiles (KS)
 - Co-Chair: Emilee Adams (VA)
- Cooling Water Steam Electric Workgroup
 - Co-Chair: Jason Knutson (WI)
 - Co-Chair: Michael Moe (OK)
- Preatreatment Workgroup
 - Co-Chair: Jen Robinson (UT)
 - Co-Chair: Vivien Zhong (NC)
- Rural Workgroup
 - Chair: Kent Woodmansey (SD)
- Preatreatment Workgroup
 - Co-Chair: Rebecca Villalba (TX)
 - Co-Chair: Paul Hlavinka (MD)
 - Co-Chair: Alicia Good (RI)

Jasper Hobbs – Environmental Program Manager

- Nutrients Policy Committee
 - Co-Chair: Adam Schnieders (IA)
 - Co-Chair: Nicole Rowan (CO)
- Water Quality Trading Workgroup:
 - Chair: *Staff-led*
- Waterheds Committee
 - Co-Chair: Traci Iott (CT)
 - Co-Chair: Jeff Berckes (IA)
- 319/Nonpoint Source Workgroup
 - Chair: *Staff-led*
- TMDL Modeling Workgroup:
 - Co-Chair: Craig Lott (VA)
 - Co-Chair: Pam Behm (NC)

Jake Adler – Environmental Analyst

- Monitoring, Standards, and Assessment Committee:
 - Co-Chair: Connie Brower (NC)
 - Co-Chair: Tish Robertson (VA)
- PFAS Subcommittee:
 - Chair: *Staff-led*
- 304(a) Prioritization Workgroup:
 - Chair: *Staff-led*
- Water Resources Management Committee:
 - Co-Chair: Erica Gaddis (UT)
 - Co-Chair: Jeff Manning (NC)
- Technology, Innovation, & Sustainability Committee
 - Chair: *Staff-led*

State, Interstate, and Affiliate Members 2019-2020

Alabama Department of Environmental Management, Water Division

Alaska Department of Environmental Conservation, Division of Water

Arizona Department of Environmental Quality, Water Quality Division

Arkansas Department of Environmental Quality, Water Division

California State Water Resources Control Board

Colorado Department of Public Health & Environment, Water Quality Control Division

Connecticut Department of Energy and Environmental Protection, Bureau of Water Protection & Land Reuse

Delaware Department of Natural Resources & Environmental Control, Division of Water

Delaware River Basin Commission District of Columbia Department of the Environment, Water Quality Division

Florida Department of Environmental Protection, Division of Water Resource Management

Georgia Department of Natural Resources, Environmental Protection Division

Hawaii Department of Health, Environmental Management Division, Clean Water Branch

Idaho Department of Environmental Quality, Surface Water Program

Illinois Environmental Protection Agency, Bureau of Water

Indiana Department of Environmental Management, Office of Water Quality

Interstate Commission on the Potomac River Basin

Iowa Department of Natural Resources, Water Quality Bureau

Kansas Department of Health & Environment, Bureau of Water

Kentucky Department for Environmental Protection, Division of Water

Louisiana Department of Environmental Quality, Water Quality Assessment Division

Maine Department of Environmental Protection, Bureau of Land & Water Quality

Kentucky Department for Environmental Protection, Division of Water

Louisiana Department of Environmental Quality, Water Quality Assessment Division

Maine Department of Environmental Protection, Bureau of Land & Water Quality

Maryland Department of the Environment, Water Management Administration

Massachusetts Department of Environmental Protection, Bureau of Resource Protection

Michigan Department of Environmental Quality, Water Bureau

Minnesota Pollution Control Agency, Commissioner's Office for Water Policy

Mississippi Department of Environmental Quality, Office of Pollution Control

Missouri Department of Natural Resources, Water Protection Program

Montana Department of Environmental Quality, Water Protection Bureau

Nebraska Department of Environmental Quality, Water Quality Division

Nevada Division of Environmental Protection, Bureau of Water Pollution Control

New England Interstate Water Pollution Control Commission

New Hampshire Department of Environmental Services, Water Division

New Jersey Department of Environmental Protection, Department of Water Quality

New Mexico Environment Department, Surface Water Quality Bureau

New York State Department of Environmental Conservation, Division of Water

North Carolina Department of Environment & Natural Resources, Division of Water Quality

North Dakota Department of Health, Division of Water Quality

Ohio Department of Agriculture, Livestock Environmental Permitting Program

Ohio Environmental Protection Agency, Division of Surface Water

Ohio River Valley Water Sanitation Commission

Oklahoma Department of Environmental Quality, Water Quality Division

Oklahoma Water Resources Board, Water Quality Programs Division

Oregon Department of Environmental Quality, Water Quality Division

Pennsylvania Department of Environmental Protection, Bureau of Water Standards & Facility Regulation

Rhode Island Department of Environmental Management, Office of Water Resources

South Carolina Department of Health & Environmental Control, Bureau of Water

South Dakota Department of Environment & Natural Resources, Surface Water Quality Program

Susquehanna River Basin Commission

Tennessee Department of Environment & Conservation, Division of Water Resources

Texas Commission on Environmental Quality, Office of Water

Utah Department of Environmental Quality, Division of Water Quality

Vermont Department of Environmental Conservation, Watershed Management Division

Virginia Department of Environmental Quality, Water Division

Washington State Department of Agriculture

Washington Department of Ecology, Water Quality Program

West Virginia Department of Environmental Protection, Division of Water & Waste Management

Wisconsin Department of Natural Resources, Bureau of Watershed Management

Wyoming Department of Environmental Quality, Water Quality Division



2019 Awards

For ACWA members, this past year has been one of immense growth. The following awards recognize the best and brightest of our organization in leadership, service, and more.

Emerging Leader Award



The **ACWA Emerging Leader Award** recognizes full-time employees of states/interstates/affiliates who have demonstrated notable leadership or contributions to the work of an ACWA committee, task force, and/or workgroup, and show potential for future leadership.

Lauren Driscoll was a thoughtful participant in ACWA's WOTUS workgroup and added insight that resulted in a strong letter to EPA. We commend her dedication to the environment and to water quality, and we look forward to seeing her grow as a leader in the future.

Emerging Leader Award



The **ACWA Emerging Leader Award** recognizes full-time employees of states/interstates/affiliates who have demonstrated notable leadership or contributions to the work of an ACWA committee, task force, and/or workgroup, and show potential for future leadership.

Nicole Rowan is also a recipient of the **Emerging Leader Award**. ACWA greatly appreciates her willingness to step up when a previous chair had to step down, and her consistent preparedness to lend a hand and volunteer to see projects through to completion. We cannot wait to see what she accomplishes next!

Environmental Partnership Award



The **Environmental Partnership Award** is presented to those persons who have, throughout their careers, demonstrated a true and consistent willingness to work cooperatively with the states/interstates and with the various interested organizations to effect environmental improvement.

Deborah Nagle played a critical role in developing the Cooperative Federalism Strategy and Implementation Framework for the Office of Science and Technology. And in her previous role in OWM, she also proved to be a strong partner for ACWA through her willingness to sit down with our members to develop workable strategies. We look forward to continued partnership with her and EPA for years to come.

Environmental Statesman Award



The **Environmental Statesman Award** is the Association's highest honor, presented to Association members and individuals who have demonstrated outstanding service to ACWA over a multi-year period. Allison has demonstrated a long-time dedication to ACWA's mission.

Tom Stiles' enthusiasm for Association's work and water quality in general sets a shining example for other members. He has served as co-chair for multiple ACWA committees, where he provided consistent, thoughtful guidance. We greatly appreciate Tom's time, energy, and generosity, and thank him for continuing to make time for ACWA while managing his responsibilities at the Kansas Department of Health and Environment.

Environmental Statesman Award



The **Environmental Statesman Award** is the Association's highest honor, presented to Association members and individuals who have demonstrated outstanding service to ACWA over a multi-year period. Allison has demonstrated a long-time dedication to ACWA's mission.

Another recipient of the **Environmental Statesman Award** is Jennifer Wigal, who served on ACWA's board for many years, including in the role of President in 2018, and as Committee Chair for the Monitoring and Standards Assessment Committee. She volunteered her time to the ACWA/ASDWA CEC Report and was pivotal in that and many other projects. We are thankful to have such passionate and committed members like Jennifer!

President's Service Award



The **President's Service Award** is given annually to a member selected for his/her exceptional service to the Association over the last fiscal year.

Leslie McGeorge, who just retired, has provided ACWA with outstanding leadership and steadfast support in many of our initiatives, including the ACWA/ASDWA CEC Report. She has always been willing to volunteer her time and expertise to ensure that we provide the highest quality programs possible to our members. The Association thanks Leslie for her years of service and wishes her a fulfilling retirement!

President's Service Award



The **President's Service Award** is given annually to a member selected for his/her exceptional service to the Association over the last fiscal year.

As another recipient of the **President's Service Award**, Adam Schneiders has demonstrated a capacity for top-notch leadership as co-chair of the Nutrients Policy Committee – particularly when it comes to his contributions to the Nutrients Reduction Progress Tracker. The Association is proud to present this award to Adam and we look forward to future collaborations.

Committee and Workgroup Activities

Last year, ACWA's committees and workgroups have been very active. Here is a sampling of those activities:

The Legal Affairs Committee continued to host quarterly calls on pertinent clean water related cases and issues, including litigation on water quality standards variances, TMDLs, and discharges to groundwater.

The Modeling Workgroup helped support EPA's Modeling Workshop and held a series of informational webinars and discussions to continue an open national dialogue.

The Watersheds Committee led an 8-month effort to evaluate the 303d Vision focusing on the 6 Vision goals and identifying areas for improvement. The current Vision will end in 2022, and both states and EPA are interested in continuing this effort. These conversations also provided a foundation for this year's National TMDL Meeting which focused on the same topic. ACWA provided substantial support to that meeting to transition from an in-person meeting to a remote platform.

The 319/Nonpoint Source Workgroup provided comments that led to written testimony for the Senate Environment and Public Works Committee on Sec. 319 program improvements and held calls on developing NPS management plans and updates to the EPA/NRCS National Water Quality Initiative.

The Water Resources Management Committee maintained its focus on water reuse, resilience, and drought. ACWA, led by the WRM Committee, provided several rounds of comments in EPA's development of the final National Water Reuse Action Plan; co-hosted an inaugural Water Reuse State Regulator Summit (September 2019); and is currently planning a second Water Reuse Regulator Summit in September 2020.

The Nutrients Policy Committee worked to complete the second iteration of the Nutrient Reduction Progress Tracker while continuing work on a variety of other nutrients-related issues including nutrients permitting workshops and informational webinars.

The Monitoring, Standards, & Assessment Committee focused on guidance development for new criteria – namely, potential implementation of emerging 304(a) numeric nutrient criteria for lakes – as well as continued work on variances with EPA's Office of Science and Technology. The MSA Committee also focused on addressing and preventing PFAS contamination and advancing continuous monitoring data in the context of assessment.

The Funding Congressional Relations Committee provided comments and letters on multiple water related bills this year. Most notably, ACWA commented on the proposed budget cuts and the Water Quality Protection and Job Creation Act, and additionally provided testimony on improvements to the Sec. 319 program.

The Permitting & Compliance Committee utilizes several workgroups to manage a number of NPDES program areas. Program topics that remain the purview of the committee include: national NPDES program oversight, NPDES eRule Implementation, ICIS modernization, the Significant Noncompliance NCI, and the State/EPA CSO Working Group. The workgroup also assisted with planning and identification of topics for the 2019 National NPDES Permit Writers Workshop, held in Washington, D.C., on September 17 – 19, 2019.

The Pretreatment Workgroup continues to participate on regularly scheduled EPA hosted calls to address any pressing issues that arise. While much of the planning for the 2020 National Pretreatment Meeting was completed by early spring, the meeting was rescheduled for May 17 – 19, 2021 in response to COVID-19.

The Stormwater Workgroup continued to serve as a forum for discussions regarding construction and post-construction stormwater programs, industrial stormwater, MS4 stormwater, CSO/SSO programs, peak flow management/blending, and integrated planning. The workgroup also assisted with planning and identification of topics for the 2020 National Stormwater Roundtable, which was held on February 4 – 6, 2020 in San Antonio Texas.

The Cooling Water Steam Electric Workgroup continued to serve as the national forum for state-to-state and state-EPA discussions on issues surrounding 316(b) and the new Steam Electric effluent limit guidelines including annual reporting, water modeling, bottom ash transport water, flue gas desulfurization wastewater, and assessment of bromide loads from coal fired plants.

The Rural Workgroup held a few calls this year with topics focused on new updates to general permits, nutrient management plan workload impacts, and administrative efficiencies. The workgroup also assisted with identification of topics for the 2020 National CAFO Roundtable, which will be held virtually on September 22 – 24, 2020.



Geiger Lake, Mississippi

Workshops and Meetings

Beyond our two annual membership meetings, ACWA held several technical meetings, subsidized by three cooperative agreements from EPA, that provided additional learning and training opportunities for state program staff. On September 8, 2019, ACWA co-hosted and facilitated with ASDWA the inaugural State Regulatory Summit on Water Reuse in San Diego, California, co-located with the 34th Annual WaterReuse Symposium. In total, 43 people participated, representing 16 states, one interstate, one EPA Region, and EPA Headquarters.

On September 17 – 19, 2019 ACWA held the 2019 National NPDES Permit Writers Workshop in Washington, D.C. In total, 125 people participated at this meeting with representatives from 41 states, 7 EPA regions, and EPA Headquarters, and over 100 people participated remotely. On November 5 – 7, ACWA held a Nutrients Permitting Workshop in Alexandria, Virginia, focused on challenges and solutions regarding water quality standards. In total, 88 state and federal staff attended. ACWA also helped support the second Significant Noncompliance NCI Symposium in Dallas, Texas, on January 22 – 24, 2020.



Varinkyo Pond, Colorado

SOUTH DAKOTA



On February 4-6, 2020 ACWA staff facilitated the 2020 National Stormwater Roundtable, held in San Antonio, Texas, which included 88 participants from 33 states, 7 EPA regions, EPA Headquarters, and included 57 remote participants. Due to COVID-19, the National Pretreatment Meeting scheduled for May 2020 has been rescheduled for May 2021, and the Nutrients Permitting Workshop scheduled for June 2020, has been moved to a virtual format at a date to be announced.

ACWA staff participated on the planning team and with the organization of ELI's National CWA 303(d) Training Workshop, held virtually from May 26-29, 2020.

Letters and Testimony

ACWA represents the interests of state and interstate members to government agencies and elected officials by writing letters explaining issues and advocating for better, smarter policies, and by testifying before Congress as requested. ACWA also often signs on to letters developed in tandem with partner organizations such as ECOS, ASDWA, ASWM, and GWPC.

Over the last fiscal year, ACWA has written or joined letters on the following issues: Sec. 401 revisions, ICIS-NPDES eReporting Rule, Lead and Copper Rule, PFAS Toxics Release Inventory (EPCRA) reporting, new rules on agency guidance documents, strengthening transparency in science, the National Water Reuse Action Plan, and COVID-19 impacts to clean water programs. ACWA also submitted testimony to the Senate Environment and Public Works Committee on Sec. 319 program improvements and worked to educate Congressional staff on proposed legislative NPDES permit program revisions.



Green River, Canyonlands National Park, Utah

Collaborations and Partnerships

ACWA continued building and maintaining collaborative relationships with leadership at EPA on key agency priorities such as the How's My Waterway app and the Water Reuse Action Plan. ACWA also continued to lead the Nutrients Working Group and participate in the Source Water Collaborative and Decentralized Systems MOU. Our EPA Office of Water partners worked closely with ACWA volunteers and staff in planning our face-to-face workshop opportunities this year.

ACWA and state NPDES program staff have been working closely with ECOS and EPA on the NPDES iteration of the E-Enterprise Smart Mobile Tools for Field Inspectors. The inspection process focus group has completed virtual mock user interface testing and two cycles of User Acceptance Testing (UAT) for the user interface. Anticipated summer field testing has been delayed due to COVID-19 but will be completed as soon as reasonably possible.



Volga River, Iowa

ACWA also continued to work with longstanding partners like ASDWA on PFAS and established a new relationship with the Water Reuse Association as we worked on water reuse plans. We maintained work with a broad coalition including ECOS, ASWM, NCSL and WGA on challenging efforts to limit state water quality certification authority. ACWA's leadership and staff will keep to expanding, improving, and strengthening strategic partnerships and opportunities for collaboration in the coming years.

ACWA Strategic Plan FY2018–FY2022

Action Items and Status

ACWA’s new Strategic Plan was finalized in FY2018. Over the past few years, ACWA Staff, Management, and Board of Directors developed, reviewed, approved, and implemented several new policies, tools, and reports. For a complete list of items and status, please review the table below and on the following page.

Strategic Plan Action Item	Summary	Frequency	Product	Status
Action Item 1.1.1	Update Organizational Chart	As Appropriate	New Chart	Completed
Action Item 1.1.2	ACWA Priority Setting Process	Once	New Policy	Completed
Action Item 1.1.3	ACWA Services Alignment Process	Once	New Policy	Completed
Action Item 1.1.4	ACWA Resources Alignment Process	Once	Updated Policy	Completed
Action Item 1.1.5	Report on Priority Setting and Services/Resources Result	Annually	Updated Annual Report	Completed
Action Item 1.2.1	National Membership Meetings	Biannually	No Change	Completed
Action Item 1.2.2	Consider Options for Improved State-to-State Communication	Annually	Workspaces	Completed
Action Item 1.2.3	Annual Survey Communication Tools	Annually	Updated Survey Tool	Completed
Action Item 1.2.4	Report on Annual Survey Communication Tools Results	Annually	Updated Annual Report	Completed
Action Item 1.3.1	Experts Identification	Annually	New Internal List	Completed
Action Item 1.3.2	Coordinate and Promote Use of Experts List	As Appropriate	New Directory	Complete
Action Item 1.3.3	Request Membership Input on Experts List	Once	New Policy	Completed
Action Item 2.1.1	Establish Process for Issue Escalation	Once	Updated Policy	Completed
Action Item 2.1.2	Document Process for Position/Letter Development	Once	Updated Policy	Completed
Action Item 2.1.3	Establish Process for Communicating Position/Letter	Once	Updated Policy	Completed
Action Item 2.1.4	Annual Survey for 2.1.1-2.1.3	Annually	Updated Survey Tool	Completed

Strategic Plan Action Item	Summary	Frequency	Product	Status
Action Item 2.2.1	Document Process for Identifying Federal Agencies	Once	New Policy	Completed
Action Item 2.2.2	Implement Plan for Working with Federal Agencies	Once	New Policy	Completed
Action Item 2.2.3	Report Work with Federal Agencies	Annually	Updated Report	Completed
Action Item 2.3.1	Document Process for Identifying Other Groups	Once	New Policy	Completed
Action Item 2.3.2	Implement Plan for Working with Other Groups	Annually	New Policy	Completed
Action Item 2.3.3	Report Work with Other Groups	Annually	Updated Annual Report	Completed
Action Item 3.1.1	Document Member Selection by State	Once	Updated Survey Tool	Completed
Action Item 3.2.1	Develop New Member Training	Once	New Tool	Completed
Action Item 3.2.2	Board Member Outreach Talking Points	Annually	New Policy	Completed
Action Item 3.2.3	Develop and Implement ACWA Mentor Plan	Annually	New Policy and Program	Completed
Action Item 3.2.4	Develop Alumni Program	Once	New Policy and Program	Completed
Action Item 4.1.1	Maximize Staff Retention	Once	New Policy	Completed
Action Item 4.1.2	Conduct Compensation Study	Once	New Report and New Policy	Completed
Action Item 4.1.3	Develop Staff Training Plan	Once	New Policy	Completed
Action Item 4.2.1	Ensure Adequate Continuing Education	Annually	New Policy	Completed
Action Item 4.2.2	Ensure Financial Audits are Completed	Annually	No Change	Completed
Action Item 4.3.1	Review Vendor Costs	Biennially	No Change	Completed
Action Item 4.3.2	Review Infrastructure and Other Technologies	Annually	No Change	Completed
Action Item 4.4.1	Develop and Implement Budget	Annually	No Change	Completed
Action Item 4.4.2	Determine Appropriate 6-Month Reserve Goal	Biennially	New Report and New Policy	Completed
Action Item 4.5.1	Develop Performance Measures for Action Items	Once	New Report	Completed
Action Item 4.5.2	Publish States of Action Items in Annual Report	Annually	Updated Report	Completed

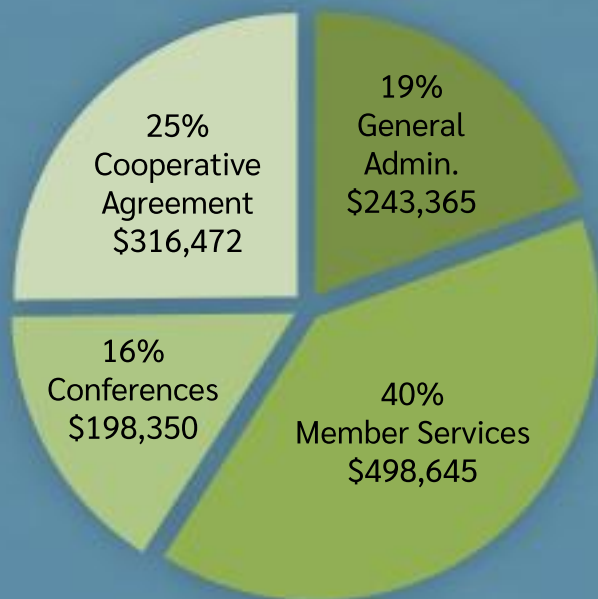
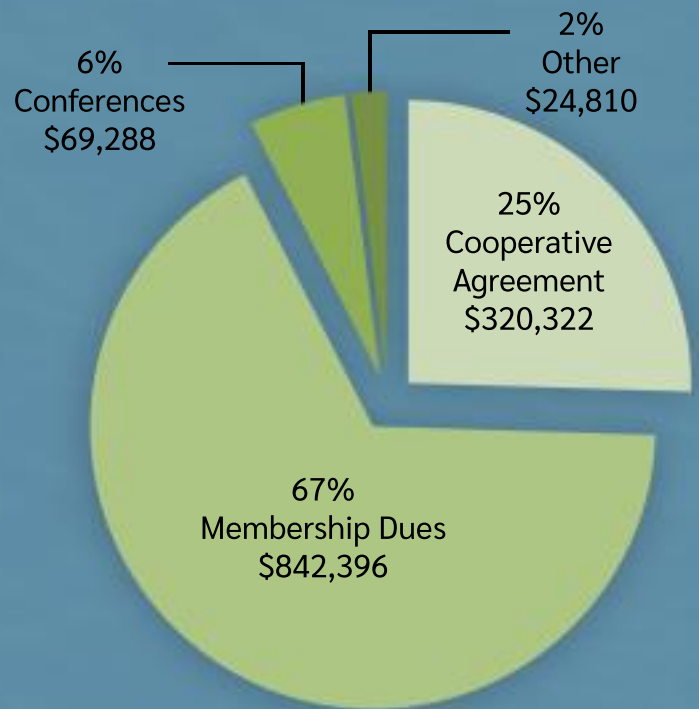
Membership Survey by the Numbers

- 37 states and interstates represented
- 98% believe ACWA is doing a good job leveraging communication-based technologies to support the ACWA membership
- 98% believe ACWA has developed an effective process for elevating issues within the organization
- 97% believe ACWA has the right mix of Committees and Workgroups
- 90% found the Conference Calls/Webinars “Useful” or “Very Useful”
- 89% found the Topic Specific Meetings “Useful” or “Very Useful”
- 82% found the Small Workshops “Useful” or “Very Useful”
- 78% found the Weekly Wrap “Useful” or “Very Useful”
- 75% Had “Never Used” or were “Unaware” of the New Expert’s Directory
- 79% Had “Never Used” or were “Unaware” of the New LEADS Program
- 59% Had “Never Used” or were “Unaware” of the Federal Budget Table
- 59% Had “Never Used” or were “Unaware” of Member365
- 57% Had “Never Used” or were “Unaware” of the EPA Rules Chart
- 20% believe ACWA could improve on communicating Strategic Plan accomplishments
- When asked which areas ACWA should continue to invest in, an overwhelming majority indicated the topic specific meetings, workshops, conference calls, and webinars provided the greatest value to the membership.

Fiscal Snapshot

FY2019 Revenue

This revenue graph represents the Association's audited revenue for FY2019 ending at \$1,256,816. This section presents a snapshot of ACWA's revenue streams for FY2019. A significant percentage of ACWA's fiscal revenue is Member Dues and Cooperative Agreement support from EPA.



FY2019 Expenses

This expense graph represents the Association's audited expenses for FY2019 ending at \$1,256,832. The graph also shows ACWA's continued commitment to serving the membership needs, facilitating important meetings and workshops, and providing capacity building opportunities for our members.

**ACWA THANKS YOU
FOR ANOTHER
GREAT YEAR!**



**WE INVITE YOU TO
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