

ANNUAL REPORT

Fiscal Year 2018

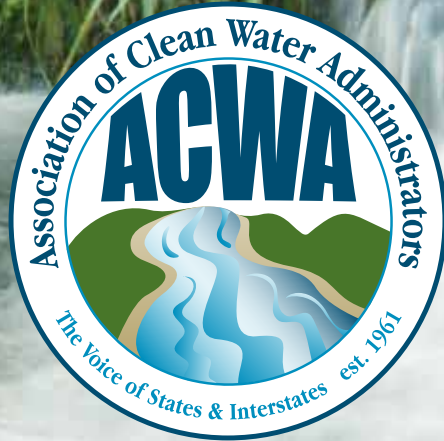




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Letter to the Membership from President Jennifer Wigal



Dear Colleagues:

I have been honored to serve as ACWA's President for the past year and am pleased to welcome you to Portland, Oregon for our 57th Annual Meeting. ACWA has been representing the voice of the states/interstates for almost six decades, serving a critical national leadership role for its members on a wide range of water quality issues.

Over the last year, I've focused on several areas—ensuring implementation of ACWA's Strategic Plan; continuing to build on ACWA's existing relationships with EPA and partner organizations; and supporting our membership. First and foremost, I'm pleased to report that ACWA is fully on track with implementing our Strategic Plan adopted last year and realizing the outcomes from this plan. As an organization, ACWA is thriving. We are fiscally sound and our members are engaged. This organization's strength is its members, and the organization's ability to harness the states' and interstate commissions' tremendous knowledge and expertise is where the organization shines.

ACWA's leadership has continued to focus and build on its relationship with EPA's Office of Water to ensure that early engagement and feedback from the states become routine aspects of EPA's philosophy. In addition, ACWA has continued to build strategic relationships with partner organizations where we have mutual interest and can leverage our collective efforts. At the 2018 Mid-Year Meeting, we heard from the National Governors' Association, the National Association of State Departments of Agriculture, Association of State Drinking Water Administrators, American Society of Wetland Managers, Environmental Council of States, and identified opportunities to work together.

ACWA's value comes from its members. I've continued to ensure that its members see how they can participate and experience what ACWA offers as an organization. Building and developing our membership experience has involved working with the ACWA staff to ensure we welcome our new members, orient them to ACWA's services and committees, and seek feedback on the priorities and share information about the value the organization provides. We have focused on providing multiple ways to deliver services to our members

and their staff, including opportunities to engage and learn from their state counterparts.

As you review this year's annual report, I am sure that you too will be very impressed at the excellent work that is accomplished by our highly dedicated and talented staff, by the terrific ongoing work of our committees, workgroups, and task forces and at the overall stability of the organization. I also want to acknowledge the time, talent, and support provided by the Board of Directors and the Executive Committee. Their valuable input and guidance enable the successful accomplishment of our goals and the growth of our association.

Finally, I am happy to report that ACWA is in very good hands moving forward. Participation continues to grow and ACWA's leadership is solid. I encourage each of you to not only continue to participate in the association, but to seek out leadership roles within the committees and the board.

I am honored to participate in this organization and have benefitted many times over from what I have invested into this organization. I am continually impressed by the expertise and professionalism of my colleagues, as well as their generosity in sharing for the benefit of others and ultimately, the environment. While there is great diversity among the states—in their environmental challenges, priorities, and perspectives—we all share the common goal of clean water and continually find areas of common ground and purpose. Thank you for your support of ACWA and its mission, for the time and energy that you provide to our association, and especially for all that you do to achieve clean water across our nation.

Sincerely,

A handwritten signature in blue ink that reads "Jennifer Wigal". The signature is fluid and cursive.

Jennifer Wigal
Deputy Director, Water Quality Division
Oregon Department of Environmental Quality
ACWA President

Letter to the Membership from Executive Director & General Counsel Julia Anastasio



Dear Members:

As I reflect upon the past year, I am in awe of all that we have been able to accomplish – from providing fully-funded training opportunities for state/interstate program staff, to completing all tasks associated with implementing the first year of new strategic plan, and to collaborating with the new Office of Water leadership to define our mutual understanding of cooperative federalism. The dedication and commitment of ACWA's leadership, members, and staff provide a solid foundation for future success. ACWA's many accomplishments and successes would not be possible without the commitment and dedication of each of you who make the association what it is today.

ACWA's dynamic committees/workgroups continued to work closely with our partners in the Office of Water to refine regulatory policies and implementation guidance, and share best practices and innovations with their state colleagues. Our committees/workgroups enable us to respond to emerging water quality challenges such as contaminants of emerging concern and HABs, or provide analysis of new judicial interpretations of CWA issues such as whether discharges conveyed through groundwater to a surface water require an NPDES permit. Our committees/workgroups also spearheaded the development and release of the Nutrients Reduction Progress Tracker and the establishment of a new TMDL Modeling Workgroup.

One of our greatest successes this year was possible through the financial support from the Office of Water and the Office of Wastewater Management which enabled ACWA to host several new face to face workshop and training opportunities for our state/interstate members. This important and necessary federal support enabled us to host workshops on Nutrients Permitting, the NPDES Program, Pretreatment, Stormwater, Emerging Contaminants, Variances, and TMDL Modeling. Under the leadership of volunteer led planning committees, states/

interstates created dynamic agendas to share best practices and innovative approaches for maintaining and enhancing water quality, collaborate with Office of Water partners on challenging issues, and identify further guidance, tools, and training needs. ACWA will continue to host these workshops over the coming years and I encourage you and your staff to consider attending.

As an organization, ACWA has excellent leadership in place to further enable the organization to continue to fulfill the Association's mission and implement our vision. During this first year implementing the new strategic plan, we established new policies, processes, and resources for ACWA's members. Next year, we will continue to implement this strategy.

The organization is on solid financial footing as we concluded the final year of a three-year dues restructuring phase-in process. To ensure that the Association can continue to provide our state/interstate members the highest quality and timely services, the Board of Directors adopted two percent dues increase for the coming fiscal year. From its inception, ACWA's membership dues have represented the most important revenue stream for the Association and I thank all of you for your steadfast support.

I look forward to seeing all of you in Portland and continuing to work with all of you to ensure that the voice of the states/interstates is heard over the coming year!

Sincerely,

A handwritten signature in blue ink that reads "Julia Anastasio".

Julia Anastasio
Executive Director & General Counsel

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.



Hosmer Lake, OR
Andrea Matzke, Oregon Department of Environmental Quality

Mission

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.

ACWA Leadership

ACWA LEADERSHIP

President

Jennifer Wigal (OR)

Vice President

Allison Woodall (TX)

Treasurer

Andrew Gavin (SRBC)

Past-President

Peter LaFlamme (VT)

Secretary

Pete Goodmann (KY)

National Office Staff

Executive Director and General Counsel

Julia Anastasio

Deputy Director

Sean Rolland

Director of Operations

Annette Ivey

Environmental Program Manager

Mark Patrick McGuire

Environmental Program Manager

Julian Gonzalez

Environmental Analyst

Frances Bothfeld

Environmental Associate

Katie Foreman

Board Representatives

Region 1 Representative

Alicia Good (RI)

Region 2 Representative

Koon Tang (NY)

Region 3 Representative

Melanie Davenport (VA)

Region 4 Representative

Peter Goodmann (KY)

Region 5 Representative

Tiffani Kavalec (OH)

Region 6 Representative

Caleb Osborne (AR)

Region 7 Representative

Jaime Gaggero (KS)

Region 8 Representative

Karl Rockeman (ND)

Region 9 Representative

Krista Osterberg (AZ)

Region 10 Representative

Heather Bartlett (WA)

Interstate Representative

Susan Sullivan (NEIWPC)

Committee Leadership and Staff Liaisons

Sean Rolland DEPUTY DIRECTOR

Permitting & Compliance Committee

CO-CHAIRS:

Melanie Davenport (VA)
Tom Stiles (KS)

Cooling Water Steam Electric Workgroup

CO-CHAIRS:

Jason Knutson (WI)
Michael Moe (OK)

Rural Workgroup

CO-CHAIRS:

Kent Woodmansey (SD)
Bruce Yurdin (NM)

Stormwater Workgroup

CHAIR:

Alicia Good (RI)

Mark Patrick McGuire ENVIRONMENTAL PROGRAM MANAGER

Nutrients Policy Committee

CO-CHAIRS:

Trisha Oeth (CO)
Adam Schnieders (IA)

Legal Affairs Committee

CO-CHAIRS:

Carin Spreitzer (NY)
Bob Brown (MA)

Water Quality Trading Workgroup

Staff Led

Pretreatment Workgroup

CHAIR:

Jen Robinson (UT)

Julian Gonzalez ENVIRONMENTAL PROGRAM MANAGER

Watersheds Committee

CO-CHAIRS:

Jeff Berckes (IA)
Traci Iott (CT)

319/Nonpoint Source Workgroup

CHAIR:

Thomas Frick (FL)

Water Resources Management Committee

CO-CHAIRS:

Mick Kuhns (ME)
Jeff Manning (NC)

Frances Bothfeld ENVIRONMENTAL ANALYST

Monitoring, Standards, and Assessment Committee

CO-CHAIRS:

Thomas Frick (FL)
Connie Brower (NC)

Oceans and Coastal Workgroup

Staff Led

Funding and Congressional Relations Committee

CHAIR:

Shellie Chard (OK)



2018 Nutrients Permitting Workshop, Tussing Road Water Reclamation Facility, Pickerington, OH
Katie Foreman, Association of Clean Water Administrators

State, Interstate, and Affiliate Members

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 Agriculture, Nutrient Management
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
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
Puerto Rico Environmental Quality Board, Water Quality Area
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

2017 Awards

At ACWA's 56th Annual Meeting, the membership recognized the best and brightest of our organization and profession with several awards.

Young Professionals Award

The ACWA Young Professionals Award recognizes full-time employees of states/interstates/affiliates "who have demonstrated notable leadership on or contributions to the work of an ACWA committee, task force, and/or workgroup, and show demonstrated potential for future leadership in the Association". ACWA recognized three individuals deserving of this award, all of whom are deeply involved in various ACWA committees: **Tom Frick**, Director of the Division of Environmental Assessment and Restoration at the Florida Department of Environmental Protection; **Trisha Oeth**, Administrator for the Colorado Water Quality Control Commission; and **Connie Brower**, the WQS Coordinator at North Carolina Department of Environment & Natural Resources.



Tom Frick



Trisha Oeth



Connie Brower

The 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. This past year, ACWA selected **Carlton Haywood**, Executive Director of the Interstate Commission on the Potomac River Basin, as the recipient for this award due to his outstanding contributions and leadership as an ACWA Board Member, diligence as Treasurer for the ACWA Executive Committee, and involvement in various ACWA committees and activities.



Carlton Haywood

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. This year ACWA honored **Martha Clark Mettler**, Assistant Commissioner of the Office of Water at the Indiana Department of Environmental Management, as winner of this award. Martha was recognized for consistently going above and beyond for ACWA, chairing committees and serving as a board member, as secretary, as treasurer, as Vice President, and President in the previous 3 years, in addition to representing ACWA in various EPA-State collaborations and testifying on behalf of ACWA in Congress on several important issues.



Martha Clark Mettler

Environmental Partnership

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.



— Mike Shapiro

This year's environmental partnership award goes to **Mike Shapiro**. Mike joined the Office of Water as the Deputy Assistant Administrator in November 2002.

Exceptional Service Award

The Exceptional Service Award is presented to retirees from state/interstate governments who have demonstrated exceptional service to the Association. ACWA recognized two dedicated members who retired from state/interstate service this year – **Walt Baker** and **Ron Poltak**.



Walt Baker



Ron Poltak

Accomplishments

Committees/Workgroup Activities

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

The Nutrients Policy Committee released the *Nutrient Reduction Progress Tracker* to states and completed a report on the findings.

The Water Quality Trading Workgroup collected case studies on state water quality trading programs and produced three videos related to the *Water Quality Trading Toolkit*.

The Legal Affairs Committee took an active role in developing ACWA's comments on EPA's *Clean Water Act Coverage of "Discharges of Pollutants" via a Direct Hydrologic Connection to Surface Water* request for comment.

The Monitoring, Standards, and Assessment Committee continued to hold informative webinars on both educational topics and case studies, as well as updates from EPA's Office of Science and Technology. The MSA Committee also worked with OST on producing implementation guidance for new criteria, such as selenium, algal toxins, and aluminum, and also focused on variances and contaminants of emerging concern.

The Permitting & Compliance Committee continued work on the proposed NPDES updates rule, antibacksliding provisions, NPDES eReporting rule implementation, updated metrics for the State Review Framework, and provided feedback to OECA on future priorities.

The Cooling Water Steam Electric Workgroup continued to serve as a forum for state-to-state and state-EPA discussions on issues surrounding 316(b) and the new Steam Electric effluent limit guidelines.

The Pretreatment Workgroup held the first National Pretreatment Meeting in many years while continuing to address pressing issues in the pretreatment program.

The Rural Workgroup continued to focus on animal agriculture management and pesticide permitting, while preparing for the 2018 National CAFO Roundtable in Boise, Idaho to be held in September 2018.



2018 TMDL Modeling Workshop, Denver, CO
Katie Foreman, Association of Clean Water Administrators

The Stormwater Workgroup continued to serve as a forum for discussions regarding construction/post construction stormwater programs, industrial stormwater, MS4 stormwater, CSO/SSO programs, blending, and integrated planning.

The Watersheds Committee held webinars on topics such as protection of high quality waters, statewide TMDLs, and cooperation with agricultural stakeholders, and formed a subgroup dedicated to building state TMDL modeling capacity.

The 319/Nonpoint Source Workgroup held calls on developing nonpoint source management plans and updates to the EPA/NRCS National Water Quality Initiative.



ACWA 2018 Mid Year Meeting, Washington, DC
Katie Foreman, Association of Clean Water Administrators

Meetings/Workshops

In the last year, ACWA held eight meetings subsidized by three cooperative agreements from EPA that provided invaluable opportunities for state program staff. In October 2017, ACWA held a Variance Workshop with twenty members using ACWA's agreement from the EPA Office of Water. In November 2017, ACWA held a National NPDES Program Managers Meeting with one hundred and ten members through ACWA's workshop agreement from EPA Office of Wastewater Management for NPDES and nutrients permitting workshops. In December 2017, ACWA held the first Nutrients Permitting Workshop with sixty members using the same

vehicle. In February 2018, ACWA held a Stormwater Roundtable with one hundred members under ACWA's workshop agreement from EPA Office of Wastewater Management for stormwater and pretreatment meetings. In April 2018, ACWA held a National Pretreatment Workshop with seventy-five members in using the same agreement. In June 2018, ACWA held three meetings – the second Nutrients Permitting Workshop with forty members, a TMDL Modeling Workshop with forty members, and a Contaminants of Emerging Concern Workshop with twenty eight members from twenty states.

Letters and Testimony

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

Over the last fiscal year, ACWA has written or joined letters on the following issues: Requesting a 120-day comment period (and Public Hearings) from EPA on the Proposed Rule Increasing Consistency and Transparency in Considering Costs and Benefits in the Rulemaking Process; Providing feedback to the U.S. Army Corps of Engineers on important federalism considerations as they pursue permit streamlining reforms; submitting

comment on Clean Water Act Coverage of “Discharges of Pollutants” via a Direct Hydrologic Connection to Surface Water; informing Congress about federalism concerns for the proposed Commercial Vessel Incidental Discharge Act; procedural and substantive concerns from our members as U.S. EPA and the U.S. Army Corps of Engineers develop a new Waters of the United States jurisdictional rule, and state concerns regarding state assumption of section 404 Clean Water Act programs from U.S. EPA. Former ACWA President Martha Clark Mettler also testified before Congress on the Direct Hydrological Connection issue, and ACWA submitted written testimony on the subject as well.



Crowder State Park, MO
Ben Nickelson, Missouri Department of Natural Resources

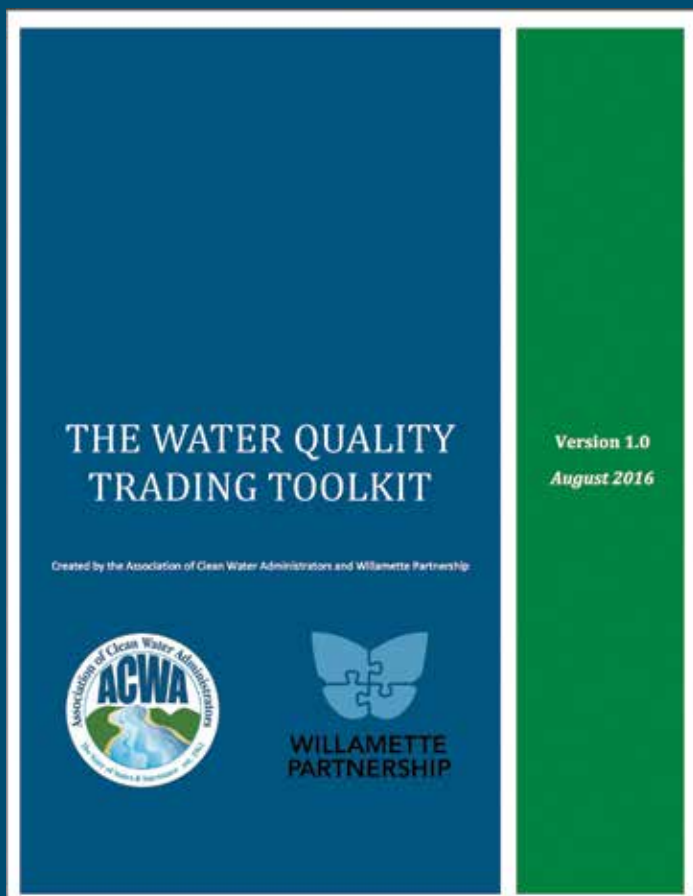
Collaboration and Partnerships

ACWA's focus this year was on establishing a solid collaborative and productive relationship with the new leadership in the EPA Office of Water. ACWA's leadership and staff worked with our Office of Water partners on establishing a cooperative federalism strategy and implementation plan and we will continue this work in the coming year. ACWA also continued to participate in the Source Water Collaborative Decentralized MOU and National Network on Water Quality Trading." Our Office of Water partners worked closely with ACWA volunteers and staff in planning the face-to-face workshop opportunities we hosted this year.

Additionally, ACWA continued to work with longstanding partners like ASDWA on contaminants of emerging

concern and ASWM on challenging efforts to limit state water quality certification authority. We also worked closely with an expanded group of state media association like ASTWMO, NACAA and APCA, as well as NGA and ECOS, urging adequate time for our members to comment on key Administration proposals like those related to increasing transparency in science, cost/benefit analysis in rulemaking proceedings, and infrastructure permit streamlining proposals.

ACWA's leadership and staff will continue to expand, improve, and strengthen strategic partnerships and opportunities for collaboration in the coming year.



The Water Quality Trading Workgroup collected case studies on state water quality trading programs and produced three videos related to the Water Quality Trading Toolkit.



ACWA Strategic Plan FY2018 – FY2022

ACWA's new Strategic Plan was finalized in FY2018. This year the ACWA Staff, Management, and Board of Directors developed, reviewed, approved, and implemented several new policies, tools, and reports. For example, an updated policy was developed regarding development of ACWA's positions and letters. At the 2018 ACWA Mid-Year Meeting the Association

identified and set priorities for the next 12-18 months. A new policy was developed to help better align services and resources with these priorities. Earlier in the year, ACWA surveyed the membership on all the different communication tools used to keep members informed. For a complete list of Action Items and status, please review the table below.

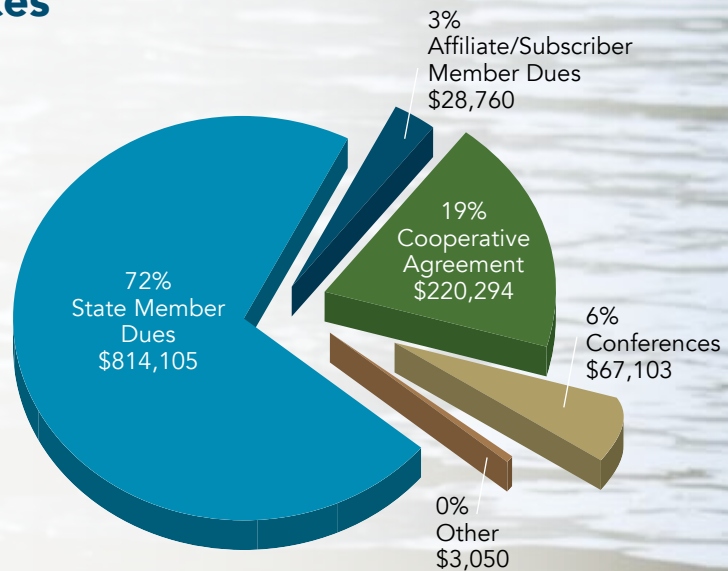
Strategic Plan Implementation

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 Results	Annual	Updated Annual Report	Completed
Action Item 1.2.1	National Membership Meetings	Biannual	No Change	Completed
Action Item 1.2.2	Consider Options for Improved State to State Communication	Once	New Tool	Piloting Workspaces
Action Item 1.2.3	Annual Survey Communications Tools	Annual	Updated Survey Tool	Completed
Action Item 1.2.4	Report on Annual Survey Communications Tools Results	Annual	Updated Annual Report	2nd Quarter FY2019
Action Item 1.3.1	Experts Identification	Annual	New Internal List	Completed
Action Item 1.3.2	Coordinate and Promote Use of Experts List	As Appropriate	New Directory	Completed
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	Update Policy	Completed
Action Item 2.1.2	Document Process for Position/Letter Development	Once	Update Policy	Completed
Action Item 2.1.3	Establish Process for Communicating Position/Letter	Once	Update Policy	Completed
Action Item 2.1.4	Annually Survey 2.1.1, 2.1.2, 2.1.3.	Annual	Updated Survey Tool	2nd Quarter FY2019
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	Annual	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	Annual	New Policy	2nd Quarter FY2019
Action Item 2.3.3	Report Work with Other Groups	Annual	Updated Annual Report	Completed
Action Item 3.1.1	Document Member Selection by State	Once	Updated Survey Tool	2nd Quarter FY2019
Action Item 3.2.1	Develop New Member Training	Once	New Tool	Completed
Action Item 3.2.2	Board Member Outreach Talking Points	Annual	New Policy	Completed
Action Item 3.2.3	Develop & Implement ACWA Mentor Plan	Annual	New Policy and Program	2nd Quarter FY2019
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	1st Quarter FY2019
Action Item 4.1.2	Conduct Compensation Study	Once	New Report & New Policy	Completed
Action Item 4.1.3	Develop Staff Training Plan	Once	New Policy	1st Quarter FY2019
Action Item 4.2.1	Ensure Adequate Continuing Education	Annual	New Policy	1st Quarter FY2019
Action Item 4.2.2	Ensure Financial Audits are Completed	Annual	No Change	Completed
Action Item 4.3.1	Review vendor costs.	Biennial	No Change	2nd Quarter FY2019
Action Item 4.3.2	Review Infrastructure and Other Technologies	Annual	No Change	Completed
Action Item 4.4.1	Develop and Implement Budget	Annual	No Change	Completed
Action Item 4.4.2	Determine Appropriate 6 Month Reserve Goal	Biennial	New Report and New Policy	Completed
Action Item 4.5.1	Develop Performance Measures for Action Items	Once	New Report	2nd Quarter FY2019
Action Item 4.5.2	Publish States of Action Items in Annual Report	Annual	Updated Report	Completed

Fiscal Snapshot

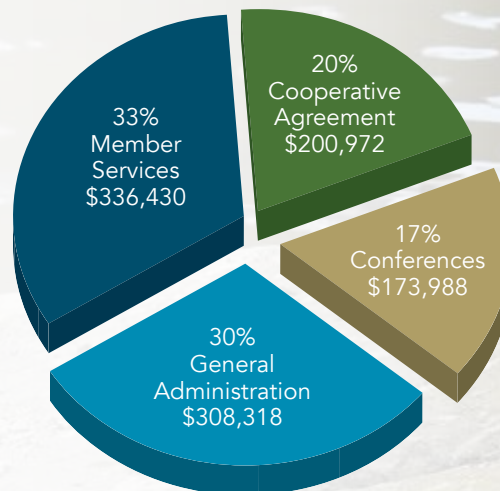
FY2017 Revenue Sources

The graph represents the Association's audited revenue for FY2017 equaling \$1,133,312 and provides a snapshot of ACWA's revenue at the end of the fiscal year. In June 2016, ACWA was awarded a new EPA Office of Water cooperative agreement titled *Technical Assistance & Knowledge Transfer – Water Protection Agencies*, which provides a significant revenue source for the association. State, Interstate and Affiliate Member Dues continue to represent the most important revenue source for the organization.

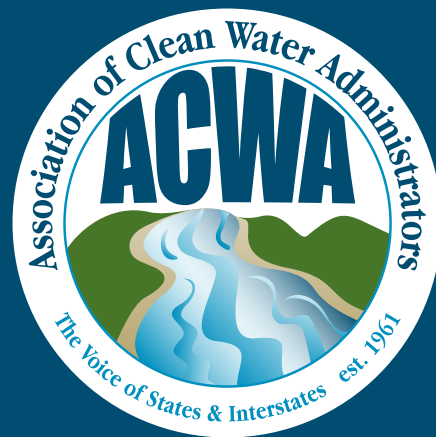


FY2017 Expenses Sources

The graph represents the Association's audited expenses for FY2017 equaling \$1,019,708. ACWA collected 97% of invoiced dues in FY2017. Membership dues are critical to ensuring the financial health and stability of the organization and ACWA appreciates member support to the mission and goals of the Association.







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 @cleanwaterACWA

The Voice of States & Interstates