

ANNUAL REPORT

Fiscal Year 2019

Front cover: Lake Superior, Michigan
Inside cover: Big Bay, Michigan
Frances Bothfeld, Association of Clean Water Administrators

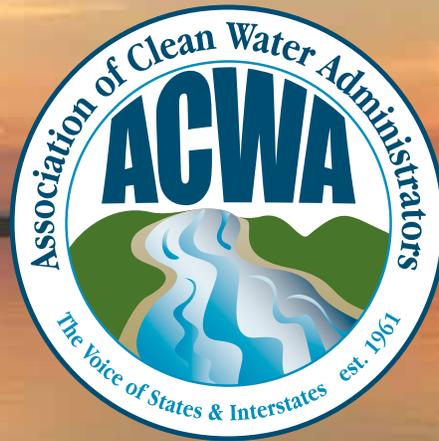


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Letter to the Membership from President Allison Woodall



Dear Colleagues:

I have been tremendously honored to serve as ACWA's President for the past year and am excited to welcome you to Austin, Texas for our 58th Annual Meeting - *Navigating and Targeting Water Quality Challenges*. This past year has been a whirlwind and I'm shocked at how quickly time has passed. I greatly appreciate each of you and how, together, we have continued to find ways to enhance the benefits and strengths of ACWA by taking an active role in the Association. It is through our combined efforts that we can more effectively identify and evaluate innovative approaches to water quality management.

This past year has seen quite a few significant federal initiatives requiring quick and concerted responses, including: a draft revision to the WOTUS rule; changes to the CWA Section 401 Certification process; the EPA PFAS Action Plan; development of a proposed Water Reuse Action Plan; changes to the Vessel Incidental Discharge Act; NPDES peak flows management regulations; updates to the National Compliance Initiatives; and consultation on national program performance measures. These federal initiatives have kept us very busy, and I hope we, as an organization, have approached them in a manner that adequately and appropriately matches your expectations.

One important goal of mine this year was to ensure ACWA targets the suitable resources to the appropriate areas to achieve the results we want. This requires the association to be strategic in where we spend our time and to leverage membership activity and participation. We have improved our internal processes for identifying priorities and the types of actions we want to take, and we will continue to seek member feedback on a regular basis. I feel strongly that one of the most critical ways for this organization to grow and support the states, is for the states to engage on issues as much as possible.

Another important goal for me was to make ACWA's digital resources easier to find. In that vein, I challenged ACWA staff to enhance our webpage and turn it into a living, breathing resource for information on key topics developed as letters, committee evaluations, task force reports, and even discussions with federal partners.

We have all seen huge improvement in our webpage, and ACWA is working to make sure the webpage continues to grow as a useful resource.

Enhanced coordination, cooperation, and collaboration with EPA remains a high priority for ACWA. This year we continued to push EPA for early engagement on rule and policy development, improved communication and relationship building at the regional level, and recognition that flexibility may be needed to address unique challenges.

As you review this year's annual report, I am sure that you too will be very impressed at all the work that has been 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.

In closing, I want to send a huge "THANK YOU" for your support over the past year. I have truly enjoyed this amazing opportunity to work with each and every one of you. Thank you 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 "Allison Woodall". The signature is fluid and cursive.

Allison Woodall
Special Assistant, Office of Water
Texas Commission on Environmental Quality
and President, ACWA

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

Dear Members:

Once again as I reflect upon the work of ACWA over the last year, I am impressed and in awe of ACWA's efforts to serve our member states/interstates and to fulfill the mission of the association. The dedication and commitment of ACWA's leadership, members and staff have enabled ACWA to serve our member states/interstates with outstanding and superior programs and services, while also working collaboratively with our partners at EPA and other organizations to implement the CWA. ACWA's many accomplishments and successes would not be possible without the commitment and dedication of each of you.

ACWA's dynamic committees/workgroups continued to work closely with our EPA 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 better understanding the PFAS challenges, encouraging water reuse opportunities, or participating in EPA discussions on peak wet weather flows. As I look to the coming year, I expect that our committees/workgroups will continue to serve as ACWA's technical experts helping to shape key CWA regulations and policies.

This year, with the support of EPA, we have been able to continue to host several face-to-face workshop and training opportunities for our state/interstate members, and many of these workshops have been at capacity. Clearly, there is continued interest and need for these types of training opportunities for state/interstate staffs. Under the leadership of volunteer

led Planning Committees, states/interstates continue to create dynamic agendas where state experts share best practices and innovative approaches for maintaining and enhancing water quality, collaborate with federal partners on challenging issues and prioritization activities, and identify further guidance, tools, and training needs. ACWA will continue to host similar workshops next year 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. The organization stands on solid financial footing as we conclude the current fiscal year and the Board has decided there will be no dues increase for fiscal year 2021. 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 continued and steadfast support.

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

Sincerely,



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.



Seven Sacred Pools at Ohe'o Haleakala National Park, Hawaii
Julia Anastasio, Seven Sacred Pools at Ohe'o Haleakala National Park Hawaii
Bryce Ke, 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

Allison Woodall (TX)

Vice President

Melanie Davenport (VA)

Treasurer

Andrew Gavin (SRBC)

Past-President

Jennifer Wigal (OR)

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 Program Associate

Katie Foreman

Board Representatives

Region 1 Representative

Alicia Good (RI)

Region 2 Representative

Koon Tang (NY)

Region 3 Representative

Lee Currey (MD)

Region 4 Representative

Peter Goodmann (KY)

Region 5 Representative

Tiffani Kavalec (OH)

Region 6 Representative

Caleb Osborne (AR)

Region 7 Representative

Tom Stiles (KS)

Region 8 Representative

Karl Rockeman (ND)

Region 9 Representative

Krista Osterberg (AZ)

Region 10 Representative

Heather Bartlett (WA)

Interstate Representative

Susan Sullivan (NEIWPCCE)

Committee Leadership and Staff Liaisons

Sean Rolland
DEPUTY DIRECTOR

**Permitting, Compliance & Enforcement
Committee**

CO-CHAIRS:

Emilee Adams (VA)
Tom Stiles (KS)

**Cooling Water Steam Electric
Workgroup**

CO-CHAIRS:

Jason Knutson (WI)
Michael Moe (OK)

Rural Workgroup

CO-CHAIRS:

Kent Woodmansey (SD)
Gary Kelman (MD)

Stormwater Workgroup

CHAIR:

Rebecca Villalba (TX)

Mark Patrick McGuire
ENVIRONMENTAL PROGRAM
MANAGER

Nutrients Policy Committee

CO-CHAIRS:

Nicole Rowan (CO)
Adam Schnieders (IA)

Legal Affairs Committee

CO-CHAIRS:

Carin Spreitzer (NY)
Bob Brown (MA)

Water Quality Trading Workgroup

Staff Led

Pretreatment Workgroup

CO-CHAIRS:

Jen Robinson (UT)
Vivien Zhong (NC)

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:

Erica Gaddis (UT)
Jeff Manning (NC)

TMDL Modeling Workgroup

CHAIR:

Craig Lott (VA)

Frances Bothfeld
ENVIRONMENTAL ANALYST

**Funding and Congressional
Relations Committee**

CHAIR:

Shellie Chard (OK)

**Monitoring, Standards, and
Assessment Committee**

CO-CHAIRS:

Thomas Frick (FL)
Connie Brower (NC)

Mountain Lake, Michigan
Frances Bothfeld, 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 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

2018 Awards

At ACWA's 57th Annual Meeting, the membership recognized the best and brightest of our organization and profession with several awards.

Emerging Leader Award

The ACWA Emerging Leader Award (Formerly 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 two individuals deserving of this award, all of whom are deeply involved in various ACWA committees: Mary Ann Nelson, Water Quality Division Administrator at the Idaho Department of Environmental Quality and Traci Lott, the Supervising Environmental Analyst within the Planning and Standards Division of the Connecticut Department of Energy and Environmental Protection.



Mary Ann Nelson



Traci Lott

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 Andy Gavin, the Deputy Executive Director of the Susquehanna River Basin Commission, 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.



Andy Gavin

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. Last year ACWA honored Shellie Chard and Pete LaFlamme. Shellie has been the Division Director of the Water Quality Division of the Oklahoma Department of Environmental Quality since 2010 and Pete is Director of the Watershed Management Division at the Vermont Department of Environmental Conservation and has been serving in this role since 2007.



Shellie Chard



Pete LaFlamme

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.



Alan Roberson

Last year's environmental partnership award went to Alan Roberson. Alan is Executive Director of the Association of State Drinking Water Administrators.

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 Rebecca Flood with the Exceptional Service Award. Rebecca served the State of Minnesota at an exemplary level throughout



Rebecca Flood

her career with the Pollution Control Agency, retiring as Assistant Commissioner for Water Policy.

Accomplishments

Committees/Workgroup Activities

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

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

The Nutrients Policy Committee worked to complete the second iteration of the Nutrient Reduction Progress Tracker while continuing work on other nutrients-related issues.

The Legal Affairs Committee continued to host quarterly calls on pertinent clean water related cases and issues, including litigation on algal blooms, 401 certification, and stormwater runoff.

The Monitoring, Standards, and Assessment Committee focused on guidance development for new criteria and variances with EPA's Office of Science and Technology. The MSA Committee also focused on state to state information sharing on contaminants of emerging concern related topics, and, more specifically, PFAS.

The Watersheds Committee held monthly webinars on topics such as assessment with narrative criteria, How's My Water Way updates, continuous monitoring, and more.

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, the Vessel Incidental Discharge Act, and proposed changes to the State Revolving Funds.

The Water Resources Committee shifted its focus to drought and water reuse this year. Most notably, ACWA provided comments on EPA's Water Reuse Action Plan and began planning a Water Reuse State Regulators Summit in September 2019.

The Permitting & Compliance Committee continued to work on issues such as peak flow management, hydrologic connection to groundwater, NPDES eReporting rule implementation, SNC rate reduction, ICIS-NPDES updates, and NPDES Permit Writers Clearinghouse

The Pretreatment Workgroup worked to plan the 2020 National Pretreatment Meeting while continuing to address pressing issues in the pretreatment program.

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

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 interacting with the Services, low capacity utilization, independent supplier requirements, drones and imaging, BTA implementations, and acoustic telemetry.

The Rural Workgroup helped plan the September 2018 National CAFO Roundtable in Boise, Idaho to be held where session topics included the pros and cons of using a two-permit system, making NMPs simpler and several other animal agriculture topics of interest.



David Ross at the ACWA 2019 Mid Year Meeting
Katie Foreman, Association of Clean Water Administrators



ACWA 2019 Mid Year Meeting, Alexandria, Virginia
Katie Foreman, Association of Clean Water Administrators

Meetings/Workshops

In the last year, ACWA held several meetings, subsidized by three cooperative agreements from EPA, that provided invaluable opportunities for state program staff. In August 2018, ACWA and ASDWA jointly held a face to face meeting of the Contaminants of Emerging Concern Workgroup where twenty-seven participants representing twenty-four states discussed barriers to addressing contaminants of emerging concern and how best to coordinate with the federal government on these issues. In September 2018, ACWA held the 2018 National CAFO Roundtable in Boise, Idaho where seventy-one participants representing twenty-five states and two federal agencies discussed the latest animal agriculture challenges. In November 2018, ACWA held the 2018 Nutrients Permitting Workshop in Gulfport,

Mississippi where seventy-three participants representing twenty-seven states and EPA discussed the relationship between TMDLs and permitting for nutrients. In April 2019, ACWA staff and states participated in the NPDES SNC Rate Reduction Workshop Symposium where forty-eight participants representing seventeen states and EPA discussed data quality and success stories in achieving SNC rate reductions.

ACWA members also participated in several key EPA outreach and consultation meetings on the National PFAS Action Plan, WOTUS Repeal and Replace, CWA §401 Modernization, FAST-41 and Assumption of the CWA §404 program.

Letters and Testimony

ACWA represents the interests of 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: Energy & Environment Appropriations; Strengthening Transparency in Regulatory Science; Peak Wet Weather Flow Management; State Authority and Responsibility under Section 401; Concerns Regarding the Vessel Incident Discharge Act; Water Infrastructure Investment Needs; Section 404 Assumption

Concerns; Support for the Clean Water State Revolving Loan Fund; Concerns Associated with EPA's Interpretative Statement Regarding Discharges of Pollutants via a Direct Hydrologic Connection to Surface Water; Comments on the New Proposed WOTUS Rule; Joint Comments to EPA on Development of a PFAS Action Plan; and Concerns with ICIS-NPDES Updates and NPDES Electronic Reporting Rule Implementation.



Playa Condado, Puerto Rico
Mark Patrick McGuire,
Association of Clean Water Administrators

Collaboration and Partnerships

ACWA continued to focus on building and expanding collaborative and productive relationships with leadership in the EPA. ACWA's Board, Committee/Workgroup Chairs, and staff worked with our Office of Water partners to embrace the cooperative federalism paradigm and we will continue to improve on these relationships. ACWA also continued to lead the Nutrients Working Group and participate in the Source Water Collaborative, the Decentralized Systems MOU, and the National Network on Water Quality Trading. Our EPA Office of Water partners worked closely with ACWA volunteers and staff in planning the several 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 a broad coalition including ASWM, NCSL and WGA 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 APCAA, 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, 401 certification and infrastructure funding support. ACWA's leadership and staff will continue to expand, improve, and strengthen strategic partnerships and opportunities for collaboration in the coming years.

Finally, ACWA partnered with Master of Public Policy Degree students from the George Washington University Trachtenberg School of Public Policy and Public Administration to work on a pro bono research project updating some of the information generated by ASIWPCA's 2002 State Water Quality Management Resource Analysis to understand the impacts statutory, regulatory, and policy changes have on state CWA programs.

A group of subject matter experts from ACWA and ASDWA created a Contaminants of Emerging Concern Lifecycle Framework and developed recommendations across five action areas to address contaminants of emerging concern.

Lifecycle Framework



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.

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 on following page.

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	Completed
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	Completed
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	No Activity Yet
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	Completed
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	First Quarter FY2020
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 & 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	Annual	New Policy	Completed
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	Ongoing
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	Completed
Action Item 4.5.2	Publish States of Action Items in Annual Report	Annual	Updated Report	Completed

Membership Survey by the Numbers

40 states and interstates represented

92%

found the WRAP newsletter
"useful" or "very useful"

81%

found the website "somewhat
useful" or "useful"

88%

found the topic specific
workshops/trainings "useful"
or "very useful"

76% found the small workgroup meetings with EPA "useful" or "very useful"

95% found the conference call & webinars "useful" or "very useful"

55% found the Budget Chart "somewhat useful" to "very useful"

54% found the Rules Chart "somewhat useful" to "very useful"

77% found the Letters to Congress "somewhat useful" to "very useful"

82% found the Letters to EPA "somewhat useful" to "very useful"

75% indicated they would find value in ACWA developing an archive of ACWA/ASIWPCA products

97% believe ACWA has the right mix of Committees and Workgroups

96% believe ACWA does as good job leveraging technology to support the membership

94% believe ACWA has an effective process for elevating issues and developing ACWA positions and letters

95% believe their engagement with ACWA results in a stronger relationship with EPA

43% were "unaware" or had "never used" ACWA's Annual Report

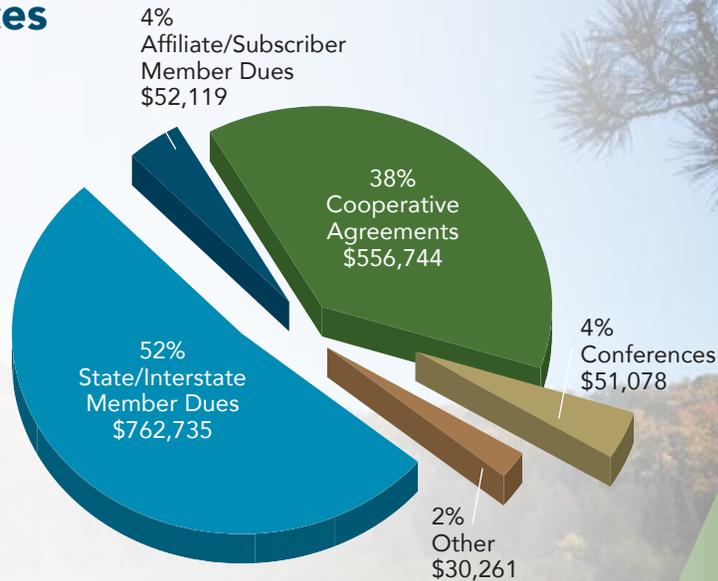
60% were "unaware" or had "never used" ACWA's Member365 system

81% were "unaware" or had "never used" ACWA's Experts List

Fiscal Snapshot

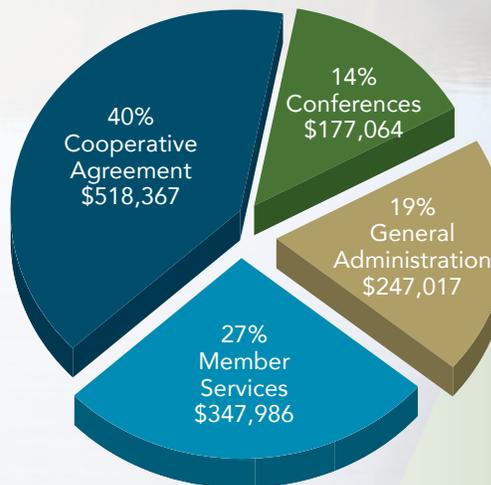
FY2018 Revenue Sources

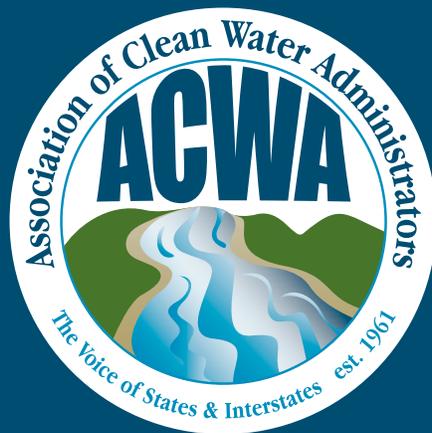
The graph represents the Association's audited revenue for FY2018 ending at \$1,452,937. This section presents a good snapshot of ACWA's revenue streams for FY2018. A significant portion of the Association's fiscal revenue is State, Interstate and Affiliate Member Dues.



FY2018 Expenses Sources

The expense graph represents the Association's audited expenses for FY2018 ending at \$1,290,434. The graph also shows for FY2018, member services expenses are slightly higher percentage, indicating ACWA's commitment to serving its membership needs and its endeavor to continue to provide more capacity building services to our members.





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 @cleanwaterACWA

The Voice of States & Interstates