



2022 ACWA Priorities

ACWA works on many initiatives throughout the year. The priorities, actions and targets below represent ACWA’s highest priority projects and ongoing activities for 2022. These priorities will drive ACWA’s budget and work plan in 2022. Some of the activities will have longer term time frames. The priorities are categorized into general focus areas for ACWA committees and the Board in general. (Please note that a key to acronyms is provided at the end of the table.) The ACWA Board adopted its priorities for 2022 on November 17, 2021.

FOCUS AREA 1: ADVOCACY AND SUPPORT FOR DEVELOPMENT OF IMPLEMENTABLE NPDES AND WPCF (WASTEWATER AND STORMWATER) PERMITS, COMPLIANCE TOOLS, AND INITIATIVES THAT WILL ACHIEVE MEANINGFUL WATER QUALITY RESULTS THROUGH “ONE WATER” STRATEGIES				
<p>Many water quality standards (such as numeric temperature limits, human health criteria, and ammonia limits) and other permit requirements pose significant challenges for wastewater and stormwater service providers. These agencies have limited resources and need to focus on effective solutions to water quality problems. ACWA supports comprehensive strategies that improve watershed health while achieving appropriate water quality goals. ACWA emphasizes multi-pollutant reduction approaches, such as water quality trading, natural treatment systems, green stormwater treatment, recycled water applications, innovative discharge options, TMDL implementation plans, variances, site-specific criteria, and compliance schedules. ACWA also emphasizes toxics reduction through pollution prevention to achieve environmental objectives related to biosolids quality, water quality standards compliance, and effective stormwater quality management.</p>				
HIGHEST PRIORITIES	AREAS OF EMPHASIS	ONGOING ACTIONS	2022 TARGETS	LONG TERM TARGETS
Achieve Effective and Achievable Water Quality Standards	<ul style="list-style-type: none"> Maintaining communication, collaboration and pro-active problem solving with DEQ. 	<ul style="list-style-type: none"> ACWA convenes regular ACWA/DEQ “permit strategies” meetings. ACWA leadership: maintains constructive dialogue with DEQ managers. 	<ul style="list-style-type: none"> → ACWA ED: Maintain ongoing communications and relationship building with DEQ. → Convene 3-4 ACWA/ DEQ Permit Strategies Group (policy group) meetings to address key issues of concern to DEQ and ACWA members. → Convene quarterly ACWA/DEQ Permit Implementation Team (technical group) meetings. 	<ul style="list-style-type: none"> → Develop ACWA/DEQ work groups to tackle specific issues collaboratively.
	<ul style="list-style-type: none"> Providing input on the DEQ triennial review priorities (2019-2021). 	<ul style="list-style-type: none"> ACWA representatives: participate in DEQ-established workgroups. ACWA submits formal comments as appropriate. 	<ul style="list-style-type: none"> Ongoing activity. 	<ul style="list-style-type: none"> → Track DEQ progress and results.

	<ul style="list-style-type: none"> Monitoring implementation of the copper and aluminum standards to ensure requirements are cost-effective and results oriented. 	<ul style="list-style-type: none"> ACWA WQC: maintains dialogue with permittees and DEQ. 	Ongoing activity through the ACWA/DEQ Permit Strategies Group.	
	<ul style="list-style-type: none"> Tracking and evaluation of changes to the aluminum standard related to sampling requirements. 	<ul style="list-style-type: none"> ACWA WQC: tracks state and federal actions. 	→ ACWA WQC: review the federal standard and sampling/analytical requirements and develop comments for submittal to the EPA and DEQ as appropriate.	
Participate in DEQ's Integrated Report and 303(d) List Development	<ul style="list-style-type: none"> DEQ's last update to the Integrated Report was submitted to EPA in 2020 and has been approved. This report will have statewide implications and lead to potential additions to the 303(d) list. 	<ul style="list-style-type: none"> AWCA representatives: provide input to the DEQ Integrated Report development, including interim products/reports; and provide outreach to public interest partners such as LOC and SDAO. 2022 actions will include tracking DEQ WQ standards and TMDLs that result and participating in the 2022 Integrated Report process. 	<ul style="list-style-type: none"> → ACWA WQC: track DEQ methodology update and report development; participate in DEQ process. → ACWA WQC and EDC: develop an outreach strategy to inform and educate affected ACWA member agencies. → Submit formal comments on the 2022 DEQ Integrated Report. 	→ Track EPA review and impacts to Oregon's 303(d) list.
Participate in DEQ Development of Total Maximum Daily Loads (TMDLs)	<ul style="list-style-type: none"> Monitoring and providing input on TMDL redevelopment to address court decrees, and new development of new TMDLs for new additions to the 303(d) List. 	<ul style="list-style-type: none"> ACWA WQC: monitors TMDL development and communicates with other ACWA committees and the Board. 	<ul style="list-style-type: none"> → ACWA WQC: track and participate in upcoming TMDL development. → ACWA leadership: work with DEQ to achieve implementable compliance strategies. → Provide outreach and implementation assistance to ACWA members. 	→ Ongoing tracking, participating in and commenting on TMDLs and the development of feasible and effective compliance strategies.
Identify Permit Issuance and Compliance Issues for Wastewater, Pretreatment, Stormwater, Biosolids, Recycled Water, and Ground Water Managers; Share Information and Develop Compliance Strategies	<ul style="list-style-type: none"> Development of short- and long-term NPDES permitting and compliance strategies that are implementable and achieve meaningful water quality improvements. Development of long-term toxics compliance strategies, likely in concert with wastewater treatment system 	<ul style="list-style-type: none"> ACWA Permit Strategies Group: works with DEQ to develop variance processes and compliance tools. ACWA WRA Group: works with partners to develop temperature compliance strategies with meaningful environmental benefits, and with transferability to other river basins. 	→ Support the ACWA Water Quality Permit Review Team in completing the ACWA Permit Readiness and Review Project Plan to provide technical and legal NPDES wastewater permit support for ACWA members on the DEQ permit issuance plan with an emphasis on small- and medium-sized wastewater facilities to ensure requirements are science-, data-, and	<ul style="list-style-type: none"> → Provide permit review assistance to ACWA members and submit ACWA comments to improve the quality of NPDES permits issued in Oregon. → Ongoing collaboration with DEQ and others to identify other pollutants, e.g.,

<p>that are feasible, effective, and affordable.</p>	<p>managers in neighboring states.</p> <ul style="list-style-type: none"> • Development of model MMPs sizable to small-, medium-, and large-size communities. 	<ul style="list-style-type: none"> • ACWA leadership: advocates for water quality trading opportunities. • ACWA MMP Work Group and PC: works with DEQ on MMP requirements and implementation. • ACWA leadership: provides support for members in implementing mandatory electronic reporting. 	<p>policy-based; implementable; and legally defensible.</p> <p>→ ACWA MMP Work Group: complete the model MMP for ACWA members undertaken in 2021 and provide technical assistance through the WQ and PT Committee. Work with SWC to determine a parallel mercury source reduction framework for stormwater programs.</p> <p>ACWA/DEQ WRA: work on temperature compliance strategies will include completion of the comparative analysis of technology versus green infrastructure strategies, updates to the Temperature Compliance Guidance Manual, and recommendations for changes to DEQ’s trading guidance.</p>	<p>phthalates for which variance tools may be appropriate.</p> <p>→ Complete DEHP chemical profile coordinated with a DEQ variance approach.</p> <p>→ Track MMP submittals and approvals/required revisions and comment as appropriate.</p> <p>→ ACWA WRA Group: pursue temperature compliance tools, such as cold-water function restoration credits, and possibly variances.</p>
	<ul style="list-style-type: none"> • Litigation of Oregon’s temperature criteria and TMDLs and implications for future temperature limits in wastewater permits. 	<ul style="list-style-type: none"> • ACWA Permit Strategies Group, LC, WQC and WRA: track temperature litigation implications and work with DEQ to support issuance temperature-limited permits that are implementable. 	<p>→ ACWA WQC: temperature technical team complete the update to the ACWA Temperature Compliance Guidance Manual and develop a temperature compliance section of the ACWA website.</p> <p>→ ACWA WRA: conduct outreach to Willamette dischargers; provide technical assistance. Expand outreach to other basins with temperature TMDLs.</p>	<p>→ ACWA will continue to work with DEQ to ensure compliance tools are accessible to temperature-limited dischargers.</p>
	<ul style="list-style-type: none"> • Maintaining an effective voice, and supporting development of science-based, technically defensible, and feasible policies that establish guidance for wastewater permits (including Biosolids and Recycled Water management plans). 	<ul style="list-style-type: none"> • ACWA representatives: participate in DEQ stakeholder engagement processes in collaboration with LOC and SDAO partners. • ACWA leadership: seek opportunities to engage directly with EPA Region 10 staff on permitting issues. • ACWA B&RWC: engages with DEQ to identify and troubleshoot technical and policy issues related 	<p>→ ED participate in DEQ’s established engagement processes, including: Water Quality Forum, Water Quality Roundtable, and DEQ/Local Government meetings, and DEQ stakeholders group. Continue to press for broader engagement opportunities similar to the former BRC.</p> <p>→ B&RWC: participate in DEQ’s review and potential changes to the biosolids regulatory/permitting framework.</p>	<p>→ Engage with DEQ to review and update the Recycled Water IMD.</p>

		to biosolids and recycled water programs.		
	<ul style="list-style-type: none"> Staying abreast of issues of significant concern to wastewater, stormwater, and groundwater permittees. 	<ul style="list-style-type: none"> ACWA WQC and Permit Strategies Group: track emergent issues, particularly when DEQ is likely to establish new policy or guidance for permits. ACWA WQC, SWC, and GWC: collaborate to stay informed about overlapping interest areas through joint meetings and co-chair coordination on key issues. 	<ul style="list-style-type: none"> ACWA WQC: track high priority issues, including: <ul style="list-style-type: none"> Mixing zones Reasonable potential analysis Priority pollutants Whole Effluent Toxicity (WET) testing Blending/Peak wet weather flow management Integrated planning PFAS Copper BLM monitoring/analysis Aluminum monitoring requirements Harmful Algal Blooms (HABs) ACWA WQC: continue to review DEQ modifications to the NPDES permit template and provide comments to DEQ. ACWA WQC: track DEQ permit issuance plan and five-year work plan. ACWA WQC, GWC, and SWC: convene co-chair conference calls as needed to coordinate. 	<ul style="list-style-type: none"> Partner with DEQ and other partners to develop pesticide and toxics reduction strategies. Develop more in-depth understanding of emerging pollutant presence, sources, and potential pollutant reduction/elimination measures.
	<ul style="list-style-type: none"> Tracking federal and state policy, rulemaking, and litigation, as well as advancing the science related to land application of biosolids and recycled water. 	<ul style="list-style-type: none"> ACWA B&RWC: provides ongoing outreach and support to ACWA members on biosolids and recycled water management issues. ACWA: supports OSU research scientists to continue to advance best practices in biosolids and recycled water land application programs, and to promote science-based policy. 	<ul style="list-style-type: none"> Support Clackamas CC Short School with presentations to operators. Work with LOC, SDAO and AOC to advocate for the protection of current biosolids land application programs and regulations with Oregon legislators. ACWA B&RWC continue to advocate for science-based research and updates to agronomic rate calculations, through partnerships with NW Biosolids and others 	<ul style="list-style-type: none"> Support legislation and/or state policies that seek to increase recycled water use and secure biosolids beneficial reuse.
Promote Effective Pretreatment Programs	<ul style="list-style-type: none"> Tracking pretreatment-related federal and state rules, and 	<ul style="list-style-type: none"> ACWA PC: engages with DEQ to provide technical expertise and 	<ul style="list-style-type: none"> ACWA MMP Work Group: complete the model MMP for ACWA members 	<ul style="list-style-type: none"> ACWA PC will address NDCIU

	<p>supporting members in addressing new mandates for pretreatment programs and other required pollution prevention programs.</p>	<p>input, and to improve electronic data reporting capability.</p> <ul style="list-style-type: none"> • ACWA PC: supports subcommittees/work groups to address: <ul style="list-style-type: none"> ○ Dental Amalgam Rule ○ DEQ Pretreatment Coordinator funding ○ Fats, Oils and Grease (FOG) ○ Website improvement 	<p>and provide technical assistance through the WQC and PTC.</p> <ul style="list-style-type: none"> → Distribute mercury minimization outreach materials to communities with mercury minimization mandates. → ACWA FOG Work Group: develop a model FOG ordinance for ACWA members. 	<p>policies and PAR streamlining.</p>
<p>Promote Effective, Affordable Stormwater Management Programs</p>	<ul style="list-style-type: none"> • Coordination and support to members regarding NPDES MS4 Phase I and II permits and UIC permits, emphasizing development of effective, sustainable, and affordable stormwater management programs “green infrastructure” stormwater treatment systems. 	<ul style="list-style-type: none"> • ACWA SWC: assists MS4 Phase II communities with new permit implementation requirements. • ACWA SWC: provides ongoing educational opportunities to members on a wide variety of stormwater management topics. • ACWA WQC: participates in the Mercury TMDL update, tracks TMDLs, and provides input as appropriate. 	<ul style="list-style-type: none"> → ACWA SWC, GWC, and EDC: plan and convene the annual Stormwater Summit and include MS4 permit-related educational and technical assistance elements; use expanded committee meetings for webinar presentations of interest to Stormwater and Groundwater Committee members. → ACWA GWC, SWC, and EDC: develop member outreach strategy to market/distribute illicit discharge detection and elimination (IDDE) public/industry education materials. → ACWA SWC and GWC: develop strategies to engage development community stakeholders to improve implementation of green infrastructure. → ACWA SWC MS4 Phase I working group: support permittees in successful implementation of MS4 Phase I permits → ACWA SWC and GWC: continue to track developments and research information related to pervious pavements; identify opportunities for promotion of new pervious pavement solutions. 	<ul style="list-style-type: none"> → ACWA will stay abreast of BMP effectiveness and long-term maintenance issues and develop educational tools that support adaptive management for communities.

<p>Promote Positive Partnerships to Protect Oregon’s Groundwater</p>	<ul style="list-style-type: none"> • Facilitation of communication and information sharing among members with UIC WPCF permits. 	<p>→ ACWA GWC: hosts regular meetings with DEQ UIC staff. Topics include:</p> <ul style="list-style-type: none"> ○ UIC stormwater/WPCF permit interface and coordination with MS4 permits ○ Rule authorization, and pretreatment and sampling requirements ○ UIC database review/update ○ NFA-cleanup program interactions ○ Plumbing code alignment with UIC regulations and OARs 	<p>→ ACWA GWC: convene regular committee meetings, encourage collaborative efforts, and host educational presentations.</p> <p>→ ACWA GWC: collaborate with SWC and EDC on the 2021 “Stormwater Summit” replacement webinars to ensure appropriate groundwater content is included.</p> <p>→ Conduct “pay-to-play” study to update the Emergent Pollutant Evaluation for upcoming UIC WPCF permits.</p>	<p>→ ACWA will track regulatory issues related to managing stormwater using UICs in a manner that is protective of groundwater.</p>
<p>Participate in Current Statewide Water Resources Planning Initiative and Promote Natural Infrastructure/Treatment Systems at the State Level</p>		<p>→ ACWA Board and ED: participates in opportunities to provide input to the process.</p> <p>→ ACWA: provides communications to ACWA members to increase awareness of the initiative and to encourage participation.</p> <p>→ ACWA ED: coordinates with local government partner organizations to generate alignment among water, wastewater, and stormwater service providers throughout the state.</p>	<p>→ ACWA ED: work with local government and non-governmental organizations to determine common interests, concerns, and needs related to the state’s water infrastructure planning initiative and efficiently and effectively convey them to the State project leaders.</p> <p>→ ACWA ED: work with statewide partners to frame natural infrastructure solutions to expand understanding, permitting flexibility and access to infrastructure funding.</p> <p>→ ACWA ED: develop project scope and seek funds and partners to update and expand ACWA’s Natural Treatment Systems (Natural Infrastructure) White Paper.</p>	<p>→ ACWA will work to identify and inform state natural resources agencies about long-range challenges, as well as sustainable one water strategies that will be needed to achieve community and environmental adaptation and resilience.</p>

FOCUS AREA 2: Advancing Sustainable Utilities

Wastewater and stormwater utilities perform vital roles in protecting communities’ health, safety, welfare, and the environment. ACWA supports wastewater and stormwater utilities in developing programs, practices and facilities that are sustainable. Sustainable utilities pursue strategies to achieve long-term effectiveness, efficiencies, and affordability, and that enable communities to equitably adapt and become resilient to future challenges, such as changes in climate, declines in water quality and aquatic life, and affordability of services and infrastructure. Sustainable utilities maximize operational efficiencies, eliminate waste, life-cycle asset management, and recovery of wastewater treatment bi-products and outputs for beneficial purposes. Sustainable utilities also focus on diversity, equity and inclusion within the utility and in the communities they serve.

HIGHEST PRIORITIES	AREAS OF EMPHASIS	ONGOING ACTIONS	2022 TARGETS	LONG TERM TARGETS
Promote Resource Recovery—Transforming Wastes into Beneficial Resources	<ul style="list-style-type: none"> • Development of strategies and tools for members to recover and market resources for beneficial use including energy, recycled water, biosolids, and nutrients. • Informing members on current state and federal programs and rules impacting resource recovery (energy, biosolids, recycled water, and/or other recoverable commodities). • Providing current information on resource recovery technology, operations, and maintenance. • Supporting environmentally- sound biosolids practices, including land application, and assisting members in using effective pollution prevention programs to continually improve biosolids quality. 	<p>→ ACWA B&RWC: engages with DEQ to identify technical and policy issues impacting biosolids and recycled water programs.</p> <p>→ ACWA B&RWC: supports education of facility operators and managers related to sustainable best practices and regulatory compliance.</p> <p>→ ACWA: tracks implementation and updates to the State’s Integrated Water Resource Strategy and seeks opportunities to elevate recycled water as a state-wide goal.</p> <p>→ ACWA EC: partners with the Oregon Department of Energy, Energy Trust of Oregon, the Bonneville Environmental Foundation, and Northwest Natural to pursue partnerships and incentives for energy recovery options, efficiency improvements and renewables development.</p> <p>→ ACWA: seeks partnership opportunities with industries to implement resource recovery projects, such as brewery waste digesters and industrial process uses of recycled water.</p>	<p>→ Continue the efforts of the ACWA/DEQ Recycled Water IMD working group to tackle technical and policy issues with a goal of expanding opportunities for sustainable usage of biosolids and recycled water.</p> <p>→ ACWA: continue to track OSU’s research program for opportunities that support continued research efforts that are important to cost-effective biosolids utilization options for agriculture, landscaping, and nurseries.</p> <p>→ ACWA EC: complete up-to-date outreach materials related to energy efficiency strategies for treatment plant operations.</p> <p>→ ACWA LVC: seek opportunities for including incentives and/or funding for resource recovery and renewables development projects in legislation, including incorporation into carbon/climate change mitigation legislation.</p> <p>→ ACWA EC: track implementation of State rules and policies/guidance.</p>	<p>→ ACWA EC will seek opportunities and funding partners to conduct future energy management cohorts.</p> <p>→ ACWA EC, B&RWC, and UMC: collaborate to develop a program for a Resource Recovery workshop.</p> <p>→ ACWA B&RWC: will coordinate with OSU and others regarding faculty succession planning.</p> <p>→ ACWA EC and UMC will evaluate metrics for benchmarking power usage as a function of utility size (e.g. dollars spent on energy per million gallons discharged).</p> <p>→ ACWA SWC and GWC: evaluate opportunities for aquifer storage and recharge in</p>

		→ ACWA EC: continues to recruit new active members to expand involvement in EC activities.		collaboration with the Oregon section of the American Water Works Association and the Oregon Water Resources Department.
Promote Best Practices in Sustainable Utility Management	<ul style="list-style-type: none"> • Development of tools and information on best practices for Sustainable Utility Management, including: <ul style="list-style-type: none"> ○ Finance and Sustainable Cost Recovery (e.g.s, asset management, user rates, finance, resource recovery revenues) ○ Workforce Development ○ Resource Management (e.g.s, energy, human, technology, materials, and facilities) ○ Communication of Service (e.g.s, infrastructure costs, public health, and environmental benefits) ○ Building positive relationships with rate payers and decision makers 	<ul style="list-style-type: none"> • ACWA seeks opportunities to develop expertise and identify trainers/experts to assist with educating members on the multi-agency update of “Effective Utility Management: A Primer for Water and Wastewater Utilities.” • ACWA UMC: partners with other water-related organizations to provide information on building positive relationships with ratepayers and decision makers. • ACWA: seeks opportunities to support utilities with effective tools to aid in development and implementation of wet weather control and <i>Sewer Collection System Asset Management</i> (AKA CMOM) programs. • ACWA UMC: tracks workforce training programs that support education and training of future water quality professionals; engages with other professional organizations and educational institutions to identify gaps and strategies for bridging them. 	<ul style="list-style-type: none"> → ACWA UMC: continue collaboration with the EPA to host or promote a second workshop on implementing the Effective Utility Management Primer. → ACWA UMC: provide a forum for information and shared learning among peers in the water utility sector. → ACWA UMC: convene a strategy session and identify actions needed to build back the water quality workforce. 	<ul style="list-style-type: none"> → ACWA will seek experts and partners to tackle problematic trends regarding affordability of clean water services. → ACWA will seek experts and partners to help increase awareness, understanding and member agency engagement in the areas of diversity, equity, inclusion and environmental justice. → ACWA EC and UMC will evaluate interest in convening Sustainable Utility Management Workshop with topics such as: <ul style="list-style-type: none"> ○ Criticality-based planning for asset maintenance and replacement ○ Connecting with the “Ratepayers of the Future”

				<ul style="list-style-type: none"> ○ Valuing green infrastructure ○ WEF Lift— Moving innovation into practice
Promote Resiliency and Adaptation Planning and Preparedness	<ul style="list-style-type: none"> • Keeping informed about current climate science findings and projections related to Oregon in order to help members understand future impacts on utility facilities and program planning. • Developing understanding of stormwater and wastewater management strategies that promote adaptation and resiliency to changing environmental conditions. • Emergency and disaster planning and preparation. 	<ul style="list-style-type: none"> • ACWA SWC: participates in evaluation of and education regarding changes in floodplain and stormwater management needed to address ESA requirements. • ACWA SWC: develops a working knowledge of interconnections between stormwater infrastructure and climate change adaptation strategies, including evolution of designs and management of both “green” and “gray” infrastructure. 	<ul style="list-style-type: none"> → ACWA SWC: include presentations at committee meetings and as replacements for aspects of the annual Stormwater Summit (which will not be convened in person) to educate ACWA members about new science, regulations and BMPs. → Evaluate opportunities for including a presentation on emergency management and preparedness/resiliency planning during a webinar workshop of broad ACWA member interest in-lieu-of the Summer Conference. 	<ul style="list-style-type: none"> → ACWA will seek opportunities to develop pro-active strategies to address water quality, quantity, flood plain and emergency management needs as tools for community resiliency and adaptability.

FOCUS AREA 3: OUTREACH AND ENGAGEMENT

ACWA is an important source of information and resources for members and partner associations. ACWA promotes best practices in utility management and operations, along with sound policies based on good science and feasible solutions to Oregon’s water quality problems, through targeted outreach and educational opportunities. ACWA contributes expertise and knowledge, and partners with others to leverage their strengths and resources, to generate widely applicable solutions and resources. ACWA also seeks to identify and help address unmet needs among members.

HIGHEST PRIORITIES	ACWA AREAS OF EMPHASIS	ONGOING ACTIONS	2022 TARGETS	LONG-TERM TARGET
Provide Assistance, Information, and Outreach to all Members, especially Smaller Member Agencies	<ul style="list-style-type: none"> • Outreach to members to identify interests, issues of concern, and potential solutions. • Improvement of educational resources and learning 	<ul style="list-style-type: none"> • ACWA leadership: surveys the primary contacts at all member agencies annually. • ACWA leadership: seeks opportunities, in collaboration with LOC, SDAO, and DEQ to convene discussion forums and 	<ul style="list-style-type: none"> → ACWA UMC and other committees as appropriate: track funding available for water/wastewater infrastructure under ARPA and the federal infrastructure bill and determine appropriate outreach and support for small- to mid-sized ACWA members. 	<ul style="list-style-type: none"> → Convene 1-3 regional outreach meetings annually in different parts of the state. → ACWA will build enhanced outreach and support for agencies in

	opportunities to support member needs.	<p>working groups that support smaller agencies and to develop models/templates for use by members.</p> <ul style="list-style-type: none"> • ACWA EC: supports other ACWA committees' initiatives to develop effective brochures and other educational tools. 	<p>→ ACWA leadership: conduct annual membership survey.</p> <p>→ ACWA representatives: host a meeting of the public works directors and utility managers in Eastern Oregon, and/or the Coast when in-person meetings can be resumed safely.</p> <p>→ Small Systems Director and ED will work with the Board to develop a strategy targeted to smaller member agencies.</p>	eastern southern and coastal regions of the state.
Engage Watershed Partners to Tackle Pollution Problems	<ul style="list-style-type: none"> • Collaboration with other partners to reduce water pollution from all sources – point and nonpoint. • Building and sustaining partnerships across all sectors to focus on pollution prevention efforts, including drug take back programs. 	<ul style="list-style-type: none"> • ACWA EC: seeks ways for ACWA to support the Clean Rivers and Streams Collaborative. • ACWA representatives: participate in the Willamette River Network (WRN) and maintain the WRA efforts to address temperature limits through collective restoration of areas that provide cold water functions. 	<p>→ Continue ACWA (ED) participation in the Willamette River Network (WRN, formerly WRI).</p> <p>→ ACWA WRA: identify gaps and develop science/data and policy framework to enable investments in cold water function restoration as permit compliance strategies; complete Meyer Memorial Trust grant-funded temperature strategies project.</p>	<p>→ Continue ACWA participation in the Willamette River Network.</p> <p>→ ACWA will seek opportunities to engage ODA, ODF, DOGAMI, and others to tackle large-scale problems.</p>
Provide Effective and Easily Accessed Web-Based Information, Resources and Tools	<ul style="list-style-type: none"> • Maintaining and improving ACWA's website resources. • Providing web-based participation in committee meetings. 	<ul style="list-style-type: none"> • ACWA leadership and committees: evaluate the information interests and needs of members and seek effective and affordable tools to improve the website. 	<p>→ ACWA ED and committees: complete and maintain ACWA webpages for issues of priority concern and need for ACWA members, such as a temperature compliance strategies/tools section and a water quality permitting resources/guidance sections.</p> <p>→ ACWA leadership: review and update publications and resources available on the ACWA website.</p>	

FOCUS AREA 4: ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

ACWA maintains effective Board governance and representation through clear communication and decision making, and by participating in state, regional and national issues in which ACWA can have an impact. The Board and committees engage in ongoing succession planning, and work to expand the diversity of Board/committee membership. The Board ensures the fiscal health of the organization through long-range fiscal forecasting, annual budgeting and regular membership dues adjustments. ACWA seeks to provide services and information to members in ways that are timely, accessible, useful, and cost conscious.

HIGHEST PRIORITIES	ACWA AREAS OF EMPHASIS	ONGOING ACTIONS	2022 TARGETS	LONG-TERM TARGET
<p>Maintain Effectiveness and Efficiency of Organization/Administration</p>	<ul style="list-style-type: none"> • Maintaining effective executive director and office coordination services that are cost-effective to members. • Maintaining cost-effective technologies for basic office administration and member support. 	<ul style="list-style-type: none"> • ACWA leadership regularly evaluates workload and organizational capacity needed to implement ACWA priority actions and initiatives. • ACWA Office: maintains electronic systems and data to support core administrative functions. 	<p>→ ACWA leadership: complete strategic evaluation of the ACWA operational model, financial capacity, and Executive Director qualifications and requirements.</p> <p>→ ACWA office: maintain website and content review/development. All committees: assign committee member responsible to provide website update information to the ACWA office on a quarterly basis.</p>	<p>→ Implement smooth transition of ACWA administration and executive leadership to new service providers.</p> <p>→ Explore opportunities for in-kind services that could be provided by members.</p>
<p>Provide Accessible Meeting Services to ACWA Members and Committees</p>	<ul style="list-style-type: none"> • Making committee meetings and trainings accessible to members in outer regions of the state through quality remote access. 	<ul style="list-style-type: none"> • ACWA leadership: seeks opportunities to improve remote access and participation in meetings and trainings. 	<p>→ Maintain remote meeting capabilities by phone and computer-supported Go-To Meeting sessions and Teams sessions.</p> <p>→ Develop webinar hosting capability for ACWA and in partnership with other partner organizations to replace in-person workshops and expand educational opportunities.</p>	<p>→ In a post-COVID-19 response era, develop an effective combination of in-person and remote workshop/conference opportunities.</p>

Key to Abbreviations and Acronyms:

B&RWC = Biosolids & Recycled Water Committee
 BMPs = Best Management Practices
 BRC = Blue Ribbon Committee
 DEQ = OR Department of Environmental Quality
 DOGAMI = Dept. of Geology and Mineral Industries
 EC = Energy Committee
 ED = Executive Director
 EDC = Education Committee
 EPA = Environmental Protection Agency
 EQC = Environmental Quality Commission
 ESA = Endangered Species Act

GWC = Groundwater Committee
 IMD = Internal Management Directive
 LC = Legal Committee
 LOC = League of Oregon Cities
 LVC = Legislative Committee
 MMP = Mercury Minimization Plan
 MS4 = Municipal Separate Storm Sewer System
 NFA = No Further Action
 NPDES = National Pollutant Discharge Elimination System
 ODA = Oregon Department of Agriculture

ODF = Oregon Department of Forestry
 OSU = Oregon State University
 PTC = Pretreatment Committee
 SDAO = Special Districts Association of Oregon
 SWC = Stormwater Committee
 TMDL = Total Maximum Daily Load
 UIC = Underground Injection Control
 UMC = Utility Management Committee
 WPCF = Water Pollution Control Facility
 WQC = Water Quality Committee
 WRA = Willamette River Alliance

