



STRATEGIC PLAN

2021-2026



Message From the President

It is my pleasure to present the WateReuse California Strategic Plan (2022-2027). I want to thank the Strategic Planning Committee, the Board of Trustees and the Chapters for their assistance in developing this Plan.

WateReuse California has grown in many ways since our last Strategic Plan was adopted in 2014. Together we have achieved many of our policy goals, increased membership value in many ways, and significantly improved the financial strength as a state section. Organizationally, we added a full-time Managing Director, a full-time regulatory staff, added a new chapter, greatly increased the size of our annual conference, and improved coordination with the WateReuse Association.

Building on our achievements over the last seven years, this Plan lays out a strategic direction and new vision that will continue our path of transformation. This new vision recognizes both the threat of climate change and the opportunities for water recycling in California.

Vision

To advance water recycling as the cornerstone of a climate-resilient, new water supply for California.

Although an ambitious vision, I believe WateReuse California can champion this transformation through its established leadership position on water recycling in California. To achieve this vision and enhance our membership value we have also updated our strategic plan goals, which are:

- a. Advance Recycled Water Policy and Funding Opportunities;
- b. Modernize Governance and Organizational Structure;
- c. Support and Enhance Membership Engagement and Strategic Partnerships;
- d. Develop and Promote California Water Recycling Resources;
- e. Maintain and Grow WRCA Finances.

We have come a long way but have much more to do. I look forward to working with each of you to bring this ambitious new vision for water recycling to life.

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul Sciuto".

Paul Sciuto
President
WateReuse California

I. Introduction

WaterReuse California (WRCA) Strategic Plan is a policy document intended to focus the Board, staff, committees, and its membership in leading and managing our state section in a comprehensive and integrated manner. This is the third update of the WRCA Strategic Plan -- the last update occurring in 2014. All the actions in the Strategic Plan are developed to expand the use of recycled water, to better serve the California section membership and to grow the state section by increasing the value of membership. Below is the Mission, Vision, and Goals for the Strategic Plan, which will be discussed in more detail throughout the plan.

B. Mission Statement

To promote the responsible stewardship of California's water resources by maximizing the safe, practical, and beneficial use of recycled water and by supporting the efforts of the WaterReuse Association (WRA).

C. Vision Statement

To advance water recycling as the cornerstone of a climate-resilient, new water supply for California.

D. Goals for the Strategic Plan to Enhance Membership Value

- a. Advance Recycled Water Policy and Funding Opportunities;
- b. Modernize Governance and Organizational Structure;
- c. Support and Enhance Membership Engagement and Strategic Partnerships;
- d. Develop and Promote California Water Recycling Resources;
- e. Maintain and Grow WRCA Finances.

II. History of WaterReuse California

The WaterReuse Association of California was formed in December 1990 when the Association of Water Reclamation Agencies, a policy and regulatory organization, merged with the California Association of Reclamation Entities of Water, a technical organization.

The WaterReuse Association of California was primarily a volunteer organization. The activities of the WaterReuse Association of California were under the direction of an elected Board of Directors. A part-time Executive Director was employed to manage day to day activities and assist with many of the regulatory challenges facing water reuse in California. In addition, the WaterReuse Association of California engaged the services of a lobbying firm which successfully spearheaded a legislative agenda aimed at removing unnecessary barriers to safe and beneficial recycled water use throughout California.

Recognizing that national perspectives were influencing water recycling policy in California and that opportunities to access to additional resources, such as funding, existed at the

national level, the Board of Directors of the WaterReuse Association of California voted to expand to become a national organization, leading to reincorporation as the WaterReuse Association (WRA) in April 2000. As part of becoming a national organization, national bylaws were developed specifying that the national organization include state sections. Thus, the WaterReuse California State Section, later renamed WaterReuse California, was established concurrently with WRA. The California Section was guided by its own Board of Trustees.

WRCA also retained its regional focus on water recycling by incorporating region specific chapters into its bylaws and included representatives from the chapters on its Board of Trustees and its committees. Current chapters and their formation dates are as follows:

- Central Coast Chapter -- 2017
- Central Valley/Sierra Foothills Chapter -- 2009
- Inland Empire Chapter -- 2005
- Los Angeles Chapter -- 1991
- Northern California Chapter -- 1992
- Orange County Chapter -- 2009
- San Diego Chapter -- 1991

After 2000 WRCA remained primarily a volunteer state section. This changed in 2009 when the Board of Trustees hired a part-time Managing Director. In 2014 the Board hired a full-time Managing Director and in 2019 added an additional staff person to manage regulatory and legislative activities.

The WRA has also increased its national outreach, education and legislative programs and now has 10 full-time staff, in addition to the Executive Director. The WRA Executive Director, the WRCA Managing Director, and both boards, work cooperatively to advance water recycling nationwide to the benefit of all members.

III. Organization and Governance

A. WRCA Charter and WRA Bylaws

WaterReuse California and its seven chapters operate under a state charter and in conformance with the bylaws of the WaterReuse Association. All changes to the WRCA charter are approved by the California Board of Trustees and WRA Board of Directors. A copy of the WRCA charter is included in Appendix A.

B. Board of Trustees

The WaterReuse California Board of Trustees is comprised of four or more At-Large Trustees and a representative from each of its seven chapters. Officers include President, President Elect, Past President, Treasurer, Secretary and the Director (WRCA representative to WRA Board of Directors). At-Large Trustees and officers are selected by the membership of the WRCA at its annual business meeting. The Chapter Trustees are selected by each chapter on an annual basis

using their own selection process. Additional detail about the Board of Trustees is in the WRCA Charter.

C. Managing Director and Staff

WRCA currently has a full-time Managing Director that is directly supervised by the WaterReuse California Board of Trustees and is an employee of the WRA. WRCA also has a full-time staff person that is supervised by the Managing Director and is an employee of WRA and an administrative assistant that is a part-time independent contractor.

D. Other Resources

WRCA also contracts for ongoing legislative advocacy services and for other special projects as needed.

E. Committees

The Board of Trustees oversees several standing and ad hoc committees.

Executive Committee

The Executive Committee coordinates the affairs of WRCA and makes decisions not requiring a full vote of the Board. This committee is comprised of voting members including the President, President-Elect, Immediate Past President, Secretary, Treasurer, Leg-Reg Committee Chair and the Director. The Executive Committee meets before each Board meeting and as issues warrant between Board meetings.

Nominating Committee

The Nominating Committee develops a slate of At-Large Board of Trustee members and officers for election by the membership at the WRCA Annual membership meeting. The Nominating Committee is comprised of Board members annually appointed by the President.

Leg-Reg Committee

The Leg-Reg Committee's focus is advancing the legislative and regulatory principles and agenda of WRCA. The Chair of the committee is on the Board and the Executive Committee. The committee's voting members are comprised of members of the Board, Chapter representatives and other members in good standing with legislative expertise. The committee strives to maintain regional balance of its voting members. Committee discussions are open to all members in good standing. All positions on legislation or regulatory activities are approved by the Board or the Executive Committee at its next scheduled meeting, or are consistent with standing policy, principles, or past positions of WRCA.

Communications Collaborative Group

The Communications Collaborative Group provides a forum for communication professionals and others to discuss and collaborate on potable water reuse communications and provide specific recommendations on water recycling communication related issues. The Communications Collaborative Group, which meets quarterly, is organized by a group of communication professionals that are members of WRCA and is open to all WRCA members. There is a Communications Collaborative Group representative on the Board.

Ag Reuse Committee

The Ag Reuse Committee develops and implements recommendations for advancing agricultural reuse in the state and provides supporting resources for agencies involved in ag reuse. The committee is comprised of a Chair that is on the Board and a Co-Chair. The Committee is open to all members in good standing.

Conference Planning Committee

The Conference Planning Committee helps to plan and execute the WRCA annual conference. The conference planning committee rotates every year with the conference location and the chapter in which the conference is held takes the lead in identifying committee members. The Board has a conference chair that oversees and participates in planning this event. The committee also works closely with the Managing Director and the WRA Meetings and Events Director to help manage and execute a successful conference each year.

Ad Hoc Committees

The President and Board and standing committee chairs can also designate ad hoc committees to perform duties as assigned.

IV. Goals of the Strategic Plan

The five goals established for the WRCA Strategic Plan to enhance membership value are described herein, along with specific actions to accomplish each goal.

A. Advance Recycled Water Policy and Funding Opportunities

One of the primary goals of WRCA has always been the advancement of water recycling policy and securing funding opportunities. In 2019 WRCA developed the California WaterReuse Action Plan (Action Plan) to provide a clear and concise strategy to advance water recycling over the next two decades. The Action Plan identified 20 actions grouped into four major categories that are as follows: 1) Complete research to advance water recycling and potable use, 2) Develop and streamline recycled water regulations and permitting, 3) Perform integrated regional planning to advance recycled water use, 4) Increase grant and loan opportunities to expand recycled water infrastructure. The Managing Director and WRCA staff is responsible for either monitoring, or directly participating in the implementation of all Action Plan items. An updated list of these actions and their current status is summarized in the table below and the entire Action Plan included in Appendix B.

California WaterReuse Action Plan Objectives and Current Status (September 2021)	Timing
Complete Research to Advance Water Recycling and Potable Reuse	
Identify the Amount of Wastewater That is Available to Recycle in California	2022
Assess the Impacts of Lowered Indoor Water Use Standard on Recycled Water Projects	Ongoing
Monitor Contaminants of Emerging Concern: Develop Bioassay Monitoring Procedures for Potable Reuse	Ongoing
Finalize DPR Research	Complete
Develop Research for DPR Alternative Treatment Trains	Ongoing
Develop and Streamline Recycled Water Regulation and Permitting	
Develop Statewide Regulations for DPR Using Expert Panel Process	Ongoing/2023
Develop Regulations for Alternative Treatment Trains for Potable Reuse	2025
Develop Statewide Regulations for Onsite Reuse	Ongoing/2023
Update Existing Non-Potable Recycled Water Regulation	2023
Revise the Recycled Water Statewide Use Goals	2023
Clarify and Streamline Requirements for Wastewater Change Petition Process	Ongoing
Perform Integrated Regional Planning to Advance Recycled Water Use	
Incentivize Innovative Water Exchange Arrangements	2020–2030
Increase Local Collaboration to Maximize Recycled Water Use in Coastal Areas	2019–2025
Maximize Recycled Water Use Where Groundwater Basins are Overdrafted	2020–2025
Develop Regional Brine Disposal Solutions to Promote Reuse	2020–2030
Incentivize Innovation in Water and Wastewater Treatment and Recycled Water Infrastructure	2020–2025
Increase Grant and Loan Opportunities to Expand Recycled Water Infrastructure	
Include Recycled Water Funding in Budget When State Budget Surplus Allows	Ongoing
Leverage More Funding for the CWSRF Through the Sale of Bonds	2022
Pass New Water Bond with Significant Grant Funding for Recycled Water	2022
Streamline Water Recycling Funding Program, CWSRF Application Process and Increase Staffing	Ongoing

**Raw Water Augmentation and Treated Drinking Water Augmentation are considered Direct Potable Reuse or DPR for purposes of this summary.*

Actions:

Support Policy Goals Through Media Outreach

To help leverage its policy objectives, WRCA will work with the WRA Communications Director to expand media opportunities, such as placing editorials about recycled water, in California media outlets. WRCA will also coordinate with WRA to expand its social media presence.

Use Action Plan to Assess WRCA Policy Program

As a standing item, WRCA will report on the implementation of the Action Plan to the Board of Trustees at each meeting and present an annual review of the actions in the WRCA annual membership meeting.

Update the Action Plan

WRCA will review and update the Action Plan every five years and send to members, legislators, and the Administration.

B. Modernize WRCA Governance and Organizational Structure

Since 2000, WRCA has evolved from a state section run primarily by volunteers into an organization with professional staff that has successfully become the “go-to” entity for recycled water issues in California. WRCA currently has a 27-person board, six standing committees, many ad hoc committees and seven chapters. WRCA’s annual conference has tripled in attendance from 2000 and now is a major source of the state section’s revenue. Time involved for conference planning and implementation has also greatly expanded. As WRCA is by far the largest state section, time coordinating its efforts with WRA has also increased. To help meet the inevitable challenges of a growing state section, WRCA’s Board, Managing Director and staff must continue efforts to standardize and professionalize the governance of the Board, committees, chapters and staff.

Actions:

Board Composition

The board will continue to be intentional in its recruitment and engagement of diverse board members and foster a culture of inclusivity, representative of our membership.

Board Orientation Process

The board and Managing Director will develop a new board member orientation process. The process will ensure all that board members receive relevant and consistent information on their governance responsibilities, the organization, and the board’s own expectations of their involvement.

Establish Chapter Charters and Committee Guidelines

WRCA and WRA recently rewrote the state section bylaws and now WRCA operates under a charter. This action was taken to align the primary WRCA governance document with WRA bylaws, which now serve as the only legally binding bylaws for the association. Each chapter and WRCA should review the chapter bylaws and MOUs with WRCA and establish charters. Each standing committee, including the Leg-Reg Committee and the Conference Committee, will prepare guidelines for committee roles, practices, and procedures.

Managing Director's Evaluation and Job Description

The board will continue to evaluate the Managing Director's performance annually. The board will also develop a written job description for the Managing Director and together define the annual expectations.

WRCA Staff Evaluation and Job Description

The Managing Director will develop a written annual evaluation of the staff's performance and together develop a job description for the coming year that is shared with the board.

C. Support and Enhance Membership Engagement and Strategic Partnerships

WRCA includes seven chapters that serve as essential educational and networking forums for California's water reuse community. Active regional chapters include Central Coast, Central Valley/Sierra Foothills, Inland Empire, Los Angeles, Northern California, Orange County and San Diego Chapters. WRCA also interacts on a regular basis with other associations that are involved in reuse policy. Below are strategies for providing added member benefits and enhancing the relationship between the seven chapters and other allied associations.

Actions:

Organize Annual Chapter Officers' Summit

An annual summit will allow chapters to share ideas and strategies and discuss opportunities for possible joint events.

Increase Utilization of the Chapter Websites

WRCA will coordinate with WRA to include the major projects or planned projects on each chapter website with links and pictures of chapter leadership. This will include shortcut URL for easier access to chapter website.

Solicit Chapter Participation in Newsletters/webcasts

Chapters and WRCA will provide newsletter articles for weekly WRA e-newsletter and the monthly WRCA newsletter. Chapters and WRCA will also jointly propose concepts for webinars.

Expand Chapter Membership Outreach

Chapters will work collaboratively with WRCA and WRA on regional membership retention and recruitment. With support from WRCA and WRA, each chapter will develop a membership flyer for new or prospective members and include description of association structure (chapter, state and national) and detail benefits of becoming a member. WRCA encourages the chapters to establish a Membership Committee to support membership retention/renewal and to expand membership with currently underrepresented recycled water stakeholders.

Enhance Chapter and WRCA Board Communication

WRCA will provide time on Board agendas for chapter updates. WRCA will provide the chapters with short summaries of the outcomes of the Leg-Reg Committee and when possible, WRCA staff will participate in chapter meetings.

Chapters Role in the Annual Conference

A representative from each chapter should continue to participate in the Awards Committee and the hosting chapter should continue to recommend the chairs for the conference committee. During the annual conference WRCA should encourage and try to accommodate chapter meetings and events.

Improve WRCA Communication with Other Allied Associations

WRCA does not work in a vacuum on recycled water issues. While WRCA should maintain its leadership role on recycled water issues in California, it is essential to continue formal and informal communications with other associations such as ACWA, CASA, CA-NV AWWA, CWEA, CUWA and the California Coastkeepers Alliance.

D. Develop and Promote California Water Recycling Resources

Policy makers, the media and the California section membership have a strong interest in California-specific recycling information – uses, funding and trends. WRCA, WRA and the chapters will work together to develop this information to provide a comprehensive view of water recycling and additional opportunities for California water recycling.

Actions:**Tracking All Recycling Water Project in California**

It would be valuable to have a comprehensive understanding of where and how water recycling is occurring in California. For purposes of advocacy and education, WRCA will develop a statewide map of non-potable projects, categorized by use, and amounts that could be broken down into regions or counties. This will be linked to the chapter websites. WRCA will also refine its potable reuse map to include links to each proposed project.

Creation of a Comprehensive List of Funding Opportunities

For years some consultants have generously prepared updates for chapter meetings of state and national recycled water funding opportunities. This information has immediate value for our membership. A funding opportunities list should be prepared by WRCA, with assistance from WRA, updated on a regular basis and posted on our website.

V. Maintain and Grow WRCA Finances

Since the development of the last strategic plan (2014), WRCA's financial strength has markedly improved. To maintain effectiveness and implement the actions in this strategic plan, it is important that WRCA maintain and grow its finances while adhering to its adopted Reserve Policy (Appendix C).

Actions:

Improve Budget and Expenditure Tracking

Working closely with WRA, WRCA will maintain and track budgets and expenditures – membership, conference, and reserves – to maintain a healthy financial standing and better understand future financial needs.

Continue to Grow Annual Conference and Sponsorship/Exhibitor Opportunities

WRCA annual conference has grown significantly in the last few years. WRCA must continue to look for opportunities to grow its conference working closely with WRA conference staff. This growth will provide membership benefits and help meet net revenue goals through sponsorships and exhibitor sales.

VI. Implementation

Implementation of this plan requires the commitment of the WRCA Board of Trustees, committee chairpersons, local chapters and WRCA staff. To improve coordination and ensure efficient use of staff resources, WRCA must also work closely with WRA to implement certain aspects of the Strategic Plan. When yearly WRCA budgets are developed, each action item should be assessed, and as necessary, WRCA should augment staff to fully implement the Strategic Plan for the benefit of the California members.

Appendix A
Charter of the
California Section of the WateReuse Association

This Charter is established by the WateReuse Association (hereinafter "Association") for the WateReuse California Section of the Association (hereinafter "Section") and is intended to memorialize in writing the Association's formal recognition of the Section under Article X of the Association's Bylaws and to govern the relationship between the Association and the Section. This Charter and the provisions herein shall be binding upon the Association, and the Section, its officers, trustees, staff, and volunteers in carrying out their respective duties to the Section and the Association.

While this Charter remains in effect, the Association and the Section and their respective officers, directors, and trustees pledge to work cooperatively and in good faith in pursuit of the mission of the Association, the provisions of this Charter and policies of the Association, and to resolve any differences or disputes that may arise under this Charter.

Article I – Name

The name of the organization shall be WateReuse California, a Section of the WateReuse Association (hereinafter "Section").

Article II – Objectives

The primary objectives of the Section shall include but are not restricted to the following: to support the mission of the Association which seeks to engage members in a national movement for safe and sustainable water supplies, to promote acceptance and support of recycled water, and to advocate for policies and funding that increase water reuse.

Article III – Headquarters and Operation

- 3.1 The Board of Trustees may retain a Managing Director and authorize the hiring of additional support staff in accordance to manage the day-to-day affairs of the Section. In the event the section requests the Association maintain section staff as an employee(s) of the Association, the Association and Section shall work together to develop a Memorandum of Understanding that sets forth the nature of the employment relationship for such staff. Once established, the Memorandum may be updated from time to time by mutual agreement between the Association and Section and is hereby incorporated into this Charter by reference.
- 3.2 The headquarters of the Section shall be at the office of the Managing Director, unless otherwise designated by the Board of Trustees (Board) of the Section.
- 3.3 All matters pertaining to the operation of the Section shall be in accordance with the applicable provisions of Articles of Incorporation and Bylaws of the Association.
- 3.5 The geographic boundaries of the Section are defined as the state of California, and the Section may not expand such boundaries without the prior consent of the Association's Board of Directors.

- 3.6 The Section's activities and programs shall be confined to the state of California, unless otherwise requested by the Association, and shall be consistent with the tax-exempt purposes of the Association and shall not conflict or interfere with those of the Association.

Article IV – Membership

- 4.1 The membership of Section shall consist of those members of the Association residing in or having business activity in California. If changes are made to the membership provisions of the Association's Bylaws, then the Board of the Section shall amend this Charter to refer and incorporate such provisions.
- 4.2 Each member of the Section will endeavor to at all times faithfully abide by the Articles of Incorporation and Bylaws of the Association and the provisions of this Section Charter, and such other rules or policies as may be established from time to time by the Association's Board of Directors, and to pay all dues and other financial obligations imposed on all Association Section members and any dues supplement established by the Section's Board of Trustees.

Article V – Eligibility to Vote

- 5.1 All members of the Section ("Members") in good standing and qualified to vote are eligible to vote through their designated representatives on matters properly placed before the Section's voting membership for action.

Article VI – California Section Finances

- 6.1 Dues: All members of the Association from California will be members of both the Association and the Section. The Section will receive 35% of the total member dues collected by the Association from California members.

Such dues will accrue to the Section account, which shall be maintained by the Association. The Section may levy a section dues supplement upon authorization by the Board of Trustees and ratification by the Association Board of Directors. The dues supplement would be levied annually at the time of membership renewal, and the revenues collected would be used to increase the funds available for the Section.

- 6.2 Fees: The Section reserves the right to collect fees for its activities and events, as appropriate (e.g., registration fees for events, specialty conferences, teleconferences, and other educational programs). Such fees will be established by the Section in accordance with this Charter and the Bylaws of the Association.
- 6.2 Budget, Financial Transactions and Controls: All Section finances shall be managed in accordance with this Charter and the Bylaws and fiscal policies of the Association, and all applicable financial rules and regulations of the Federal Government and the [STATE/REGION]. Budget and cash management decisions of the Section and its chapters are determined by the Section's Board of Trustees, working cooperatively with its chapters, with final approval being made by the Association's Board of Directors. As fiscal agent for the Section, the Association agrees to process financial transactions by the section. An independent audit of all Section finances will be conducted as part of the Association's annual audit, and a copy of the audit shall be shared with the Section. A qualified financial advisor who is neither an employee of a Member organization nor a Member of the Association or the Section shall conduct the audit.
- 6.3 Reporting: The Section agrees to provide a written report to the Association on at least a quarterly basis and in such form as to provide the Association Board with timely information regarding the Section's

activities and initiatives. Similarly, the Association agrees to provide the Section with updated information related to the Association's activities, programs, and initiatives.

- 6.4 **Contracts and Obligations:** The Section is solely responsible for all contracts, agreements and any other financial obligations incurred by the Section in connection with its activities. The Association will be responsible for execution of all Section contracts on the Section's behalf and as fiscal agent for the Section. Prior to executing a contract within the Section territory, the Association agrees to inform and consult with the Managing Director and /or the Section Executive Committee. The Association shall not be responsible for the payment of any Section obligations, liabilities, contracts, or debts unless the same has been authorized in advance by the Association's Executive Director or Executive Committee.
- 6.5 **Annual Reports for Tax Filing Purposes:** The Section agrees to timely provide the Association with all documentation, information and cooperation required for the Association to prepare and file the Association's 990 Annual Return to include the Section.
- 6.6 **Insurance:** The Section's activities and operations will be insured under the existing insurance policies of the Association for property, casualty, worker's compensation and professional liability, with the Section being identified as an additional insured, and reimbursing Association for such coverage. The Section agrees to cooperate with the Association in responding to all applications for Section property, casualty, and liability insurance, including updates on its insurable activities and any insurance carrier inquiries or requests.
- 6.7 **State Registration:** The Association is incorporated and in good standing with the State of California and shall maintain a current registered agent within the State. The Section shall be included under the Association's state registration as an affiliated section of the Association. The Section agrees to reimburse Association for costs associated with maintaining its registration annually.
- 6.8 **Fiscal Year:** The fiscal year of the Section shall be that of the Association, January 1 to December 31.

Article VII – California Section Governance

- 7.1 **Authority and Purpose of the Board of Trustees (Board):** The Board shall be the governing body of the Section and shall have the power to act for and on behalf of the Section between Annual Business Meetings. Except as otherwise required by applicable law, all questions coming before the Board shall be decided by a majority vote, and a majority of the Board shall constitute a quorum. The Board may exercise the above-described functions either in session at duly called meetings, conference calls, by letter ballot or by e-mail ballot.

The Bylaws of the Association indicate that sections shall be autonomous entities and shall be entitled to govern the operation of Section so as to be consistent with the Articles of Incorporation and Bylaws of the Association. The Section Board assumes the primary responsibility of operating the Section.

- 7.2 **Board Composition:** The Board shall be composed of the following persons:
 - a) The President,
 - b) The President-Elect,
 - c) The Secretary,
 - d) The Treasurer,
 - e) The Director, who shall be the Section's representative on the Association's Board of Directors,

- f) The Past President, who shall be the last living Past President of the Section who is not holding another office listed in this article,
- g) Four or more At-Large Trustees (as deemed necessary by the Board for proper functioning of the Section), and
- h) Chapter Trustees, one for each Chapter of Section, who shall be selected or designated by the Chapter (and may, at the Board's discretion, also be an elected At-Large Trustee).
- i) Officers: The Officers of the Board shall be the President, President-Elect, the Secretary, the Treasurer, the Director, and the Past President.

7.3 Eligibility to Serve on the Board and as Officers:

- a) Any Member or designated Member representative that is eligible to vote, as defined in Article V, shall be eligible to be a member of the Board.
- b) Two (2) or more offices may not be held by the same individual, with the exception of the Director and combined Secretary-Treasurer position.
- c) Only one representative from a Member organization may serve on the Board.
- d) Members of the Board that miss three or more regularly scheduled Board of Trustees meetings in a calendar year are eligible for replacement at the discretion of the Board of Trustees.

7.4 Terms of Office for Trustees and Officers:

- a) President: The term of office for the President shall be one (1) year or until his or her successor takes office, beginning with the Annual Business Meeting at which he/she is elected. The President will automatically succeed to the Past President position for a term of one (1) year, beginning with the Annual Business Meeting at which he/she completes his/her term as President. The term of office for the President may be extended for one (1) additional year upon recommendation by the Nominating Committee and vote of the Section members in which case the term of the Past President shall also be extended for one (1) additional year.
- b) President-Elect: The term of office for the President-Elect shall be one (1) year, beginning with the Annual Business Meeting at which he/she is elected, or until his or her successor takes office. The President-Elect will automatically succeed to the position of President unless the President's term is extended as described in Section 7.4 a).
- c) Secretary: The term of office for the Secretary shall be for up to three (3) years or until his or her successor takes office, beginning with the Annual Business Meeting at which he/she is elected.
- d) Treasurer: The term of office for the Treasurer shall be up to three (3) years or until his or her successor takes office, beginning with the Annual Business Meeting at which he/she is elected.
- e) Director: The term of office for the Director shall be for up to three (3) years.
- f) At-Large Trustees: The term of office for each of the At-Large Trustees shall be three (3) years, beginning with the Annual Business Meeting at which he/she is elected, or until his or her successor

takes office. Terms of office for At-Large Trustees shall be staggered to ensure continuing experience on the Board.

- g) Chapter Trustees: The term of office for Chapter Trustees shall be one (1) year or as determined by the Chapter, beginning with the Annual Business Meeting. The Chapter Trustees shall be selected or designated by the Chapters as determined by each Chapter's Bylaws, but no later than thirty (30) days prior to the Annual Business Meeting. Each Chapter shall notify the Board as soon as may be practicable of the selected or designated Chapter Trustee.

- 7.4.1 Number of Consecutive Terms: Members of the Board of Trustees shall not hold office for more than two (2) consecutive terms unless the Member is Past President, President, or President-Elect. Members serving as Past President, President, or President-Elect may hold office for one (1) full term subsequent to completing their term of office. The partial term of a Board member appointed to complete a vacated Board position shall not be considered a consecutive term. The terms of office shall be staggered so that elections are held to replace an approximately equal number of Members each year.

A decrease in the number of Trustees on the Board may not shorten an incumbent Trustee's term.

- 7.5 Voting Rights: Each member of the Board shall have one (1) vote on matters placed before the Board for a Vote.
- 7.6 Vacancies on the Board: In the event any vacancy of an Officer occurs on the Board, at the next regular meeting a successor shall be elected by the Board to fill the vacancy for the balance of the current term, or if the vacancy occurs between the last regular meeting before the election of officers and the Annual Business Meeting, the Board shall refer the filling of the vacancies to the Nominating Committee.

In the event any vacancy of an At-Large seat occurs on the Board, at the next regular meeting a successor shall be elected by the Board to fill the vacancy for the balance of the current term, or if the vacancy occurs between the last regular meeting before the election of officers and the Annual Business Meeting, the Board shall refer the filling of the vacancies to the Nominating Committee.

In the event of a vacancy in the office of Director, the Board shall appoint a replacement at the next regular meeting of the Trustees and the President or Secretary shall notify the Executive Director of the Association of the name of the successor.

In the event a Chapter Trustee vacates the Board, the affected Chapter shall select or designate a replacement Trustee to fill the remaining balance of the one (1) year term and shall notify the Board of the successor Chapter Trustee as soon thereafter as may be practicable.

- 7.7 Nomination for Trustees and Officers: At least ninety (90) days prior to the Annual Business Meeting, the Board shall appoint a Nominating Committee, which shall choose one (1) or more nominees for each of the Officers and At-large Board seats. The Nominating Committee shall make its report public no later than 30 days before the Annual Business Meeting, having first ascertained the willingness of each nominee to serve if elected. The final report of the Nominating Committee shall be presented during the Annual Business Meeting.

Chapters shall consider their Chapter Trustee candidates during January and February and make a final selection after the At-large Trustee's slate is identified to them by the Section.

7.8 Election of At-Large Trustees and Officers:

All Members in good standing are eligible to vote in an election of Trustees and Officers; Officers shall be elected by ballot at the Section's Annual Business Meeting.

Election of At-Large Trustees and Officers of the Board shall be by written or e-mail ballot, except that a voice vote may be performed at the Annual Business Meeting if there is only one (1) nominee for each seat or office.

7.9 Duties of the Board and Officers, Committees, and the Managing Director:

The President shall have general supervisory authority over the affairs of the Section and shall preside at all meetings of the Section and the Board at which he/she may be present.

The President-Elect shall perform the duties of the President in his/her absence, together with such duties as may be assigned by the President or the Board.

The [Managing Director] shall, subject to the direction of the Board, be the executive administrator of the Section.

The Secretary and/or the Managing Director shall prepare the agenda for and attend all meetings of the Board, record and distribute the proceedings of such meetings, maintain records of the Section, present a report for each calendar year at the Annual Business Meeting, maintain a complete record of all its activities and transactions; and ensure the preparation of and file all forms required by the Association, and perform such other duties as may be assigned by the Board.

7.9.1 Duties of Treasurer: The Treasurer [and/or the Managing Director] shall keep a record, or cause to keep a record, of all financial transactions of the Section. The Treasurer shall prepare a draft annual budget for consideration by the Board at or before the first meeting of a fiscal year. A summary of receipts, expenditures and debts of the Section are available on request.

7.9.2 The Director shall represent the Section on the Association Board of Directors and shall act to coordinate and unify their actions.

7.9.3 An Executive Committee shall be composed of the President, President-Elect, Immediate Past President, Secretary, Treasurer, the Legislative/Regulatory Committee Chair and the Director if different from the foregoing members of the Committee. The Managing Director shall serve as a non-voting member. The Executive Committee shall meet as needed to coordinate the affairs of the Section and to make decisions not requiring the vote of the full Board of the Membership.

7.9.4 All contracts shall be approved by the Board and executed by the Executive Director of the Association.

7.10 Annual Business Meeting: The Annual Business Meeting of the Section shall be convened to make decisions that require the vote of Membership and will be held at the Annual Conference or such other time during the year as determined by the Board. All members in good standing shall receive at least thirty (30) days written notice of the date of the meeting and shall be provided with an agenda for the business meeting and proposed slate at which Officers and the appropriate At-Large Trustees will be elected.

- 7.11 Standing Committees: The following shall be standing committees of the Section: Legislative/Regulatory Committee and the Nominating Committee.

Legislative/Regulatory Committee: Subject to a Board established policy, the Legislative/Regulatory Committee shall be comprised of a designated number of voting members, including members of the Board, and one member from each Chapter. The President of the Board and the Executive Committee shall recommend the remaining members of the committee and a Chairperson, subject to ratification by the Board of Trustees.

Nominating Committee: A Nominating Committee comprised of members of the Board shall be annually appointed by the President of the Board no less than ninety (90) days prior to the Annual Business Meeting. The number of members on the committee shall be determined by the President but shall include no less than three (3) voting members of the Executive Committee.

- 7.12 Ad Hoc Committees: Other committees shall be appointed by the President or the Board to perform duties as assigned.

Article VIII – Local Chapters

- 8.1 Local Chapters: The Section encourages the formation of local chapters, which shall represent defined geographical areas of the State. Each local chapter shall coordinate its activities with the Section's Board and in accordance with a Memorandum of Understanding between the Section and local chapter developed pursuant to the Bylaws of the Association and this Charter.

Article IX – Adoption and Amendments

- 9.1 Adoption and Amendment: This Section Charter and the provisions set forth herein may only be adopted and amended by joint agreement of the Boards of both the Association and the Section. Such agreement shall be confirmed by majority vote of the members of each Board authorized to vote and ratified by the Section membership through a two-thirds (2/3) vote of its Members.

Article X – License to Use WRA Marks

- 10.1 License: The Association grants to the Section and its local chapters a limited, revocable, royalty-free and non-assignable license to make use of the Association's name, acronym, logo and family of marks solely in connection with the previously disclosed and Association Board approved 501(c)(6) purposes and activities of the Section, with such purposes and activities being at all times consistent with those of the Association. The Section agrees to ensure display the Association's name, acronym, logo and family of marks only in such manner as is consistent with the applicable Association policy with respect to such display. Upon written direction of the Association, the Section agrees to immediately discontinue or revise any unapproved use of the Association name, acronym, logo or family of marks so as to ensure its use is consistent with Association usage policies and guidelines as they may be developed and published from time to time.

Article XI – Affiliation

- 11.1 Affiliation: The Section agrees that should it undertake an affiliation or a cooperative agreement with an organization operating within the Association's field of interest, the Section shall ensure that such affiliation is consistent with the terms of this Charter, the Association's Bylaws and is consistent with the

Association's mission and goals. The Association agrees to inform the Section of any affiliation or cooperative agreement it enters into with an organization operating within its field of interest and to identify opportunities for section collaboration.

Article XII – Promotion, Collaboration and Conflict Resolution

- 12.1 Promotion: The Section agrees to promote the established principles, purposes, and objectives of the Association and to encourage its members to participate in the Association's activities, serve on its committees, and support it to the fullest extent possible. The Section further agrees to actively promote membership development. The Association agrees to promote Section activities in Association's membership newsletter, marketing and member promotional materials, annual reports, website, and social media.
- 12.2 Collaboration: The Boards of the Association and the Section, in coordination with the Association's Executive Director and the Section's Managing Director, agree that while this Charter remains in effect they will work diligently and collaboratively in pursuit of the Association's tax-exempt mission and goals and to mutually support the activities and programs of the Association, the Section and its chapters all aimed at achieving such tax-exempt mission/purpose. The Association and the Section and their respective leadership will strive to closely coordinate and partner with each other to advance the mission of the Association for the mutual benefit and value of both organizations.
- 12.3 Conflict Resolution: The Section agrees that it will not endorse or undertake any activities or programs that will jeopardize or be inconsistent with the non-profit status and purposes of the Association, or which interfere, jeopardize, or conflict with the ongoing activities and programs of the Association. The Section shall be notified in writing of any conduct which interferes or conflicts with ongoing Association activities or programs or is contrary to the tax-exempt purposes of the Association and could be grounds for termination of this Charter and the Section's status in accordance with Section 13.4. In the event of such conflict, the Association and the Section shall each appoint authorized representatives to confer in good faith to attempt to resolve the claimed conflict.

Article XIII – Miscellaneous Provisions

- 13.1 Section Member Records: The Association agrees to maintain current membership records for all members of the Section and share such records with the Section for its official purposes, including communications with membership.
- 13.2 Communications: The Association agrees to communicate regularly with the Section's leadership by way of periodic correspondence, participation in Board meetings, electronic mail and/or publications designed for their reading, information, and professional development. The Association further agrees to make available to the Section and its members all publications, literature, educational programs, etc. as they become available for distribution at member prices.
- 13.3 Section Dissolution: A Section may be dissolved by a two-thirds (2/3) vote of its Members. Upon dissolution, this Charter is terminated, and all liabilities and assets of the Section accrue to the Association. Upon dissolution of the Section, all rights, privileges and the use of the Association's name, logo, family of marks, copyrighted materials and other Association intellectual property shall immediately cease.
- 13.4 Section Termination: A Section may be terminated by a majority vote of the Association's Board of Directors in the event the Section violates any material provision of this Charter and fails to cure the same

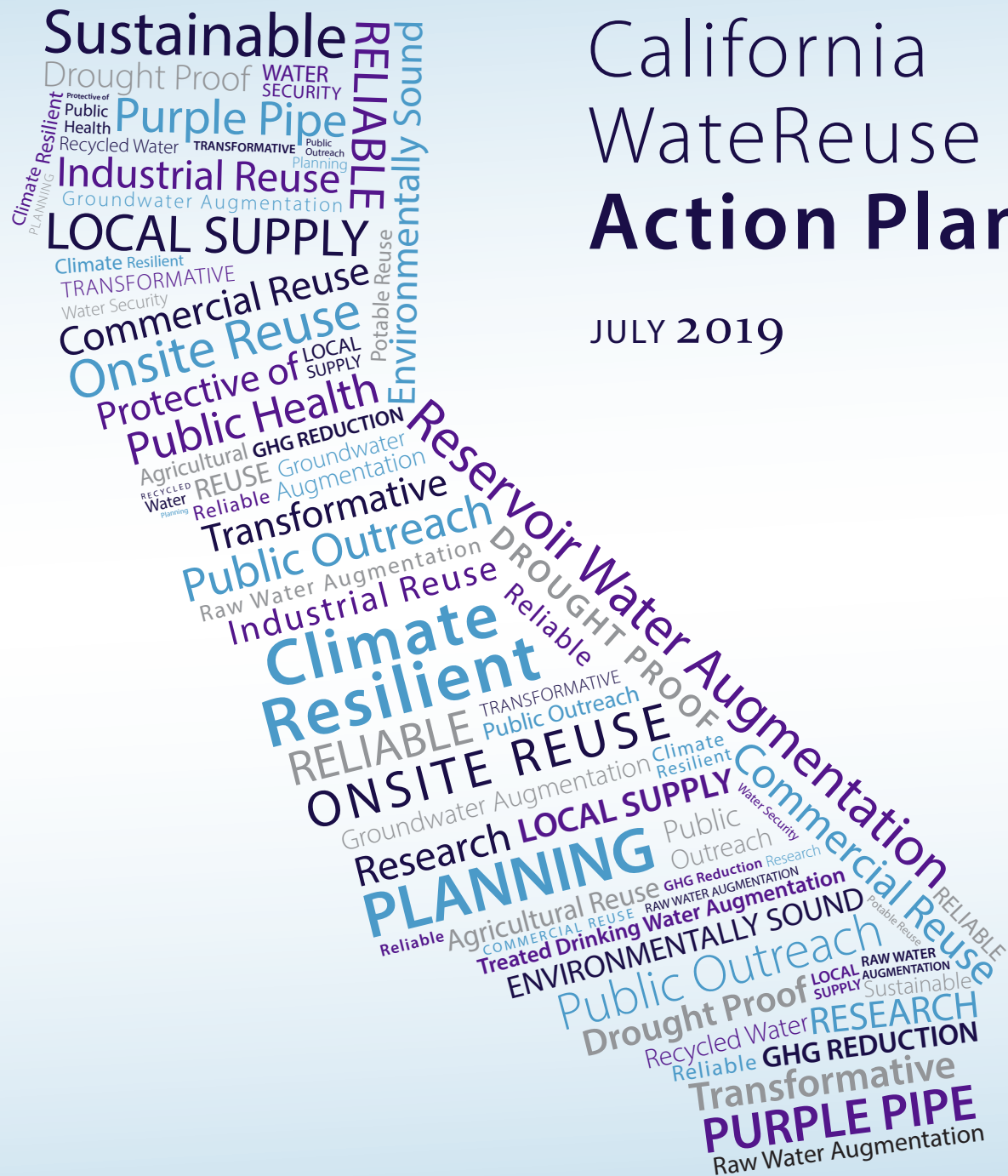
within thirty (30) days of receiving written notice from the Association setting forth the nature of the material violation. Upon termination of the Section, all rights, privileges and the use of the Association's name, logo, family of marks, copyrighted materials and other Association intellectual property shall immediately cease.

- 13.5 Acceptance of Charter: It is understood and agreed that the Section's Board of Trustees and the Association's Board of Directors have each reviewed the terms of this Charter. This Charter Agreement and any attachments hereto, contain the entire agreement of the Association and the Section and fully and correctly sets forth the rights, duties, and obligations of each party. This Charter may not be amended or altered without the prior written consent of the Association's Board of Directors and the Section's Board of Trustees.
- 13.6 Term: This Charter shall remain in effect for twenty (20) years and will automatically renew for consecutive ten (10) year terms unless the Section or Association seek to terminate or revoke this Charter and provides written notice to terminate or revoke to the other party not less than sixty (60) days prior to the renewal date.

Approval:

Approved by California Section Board of Trustees on May 14, 2021

Approved by Association Board of Directors on _____



California WaterReuse Action Plan

JULY 2019

Chairs of the California WaterReuse Action Plan Committee

Alex Coate

General Manager, East Bay Municipal Utility District

David Pedersen

General Manager, Las Virgenes Municipal Water District

Thank you to our Contributors

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MISSION

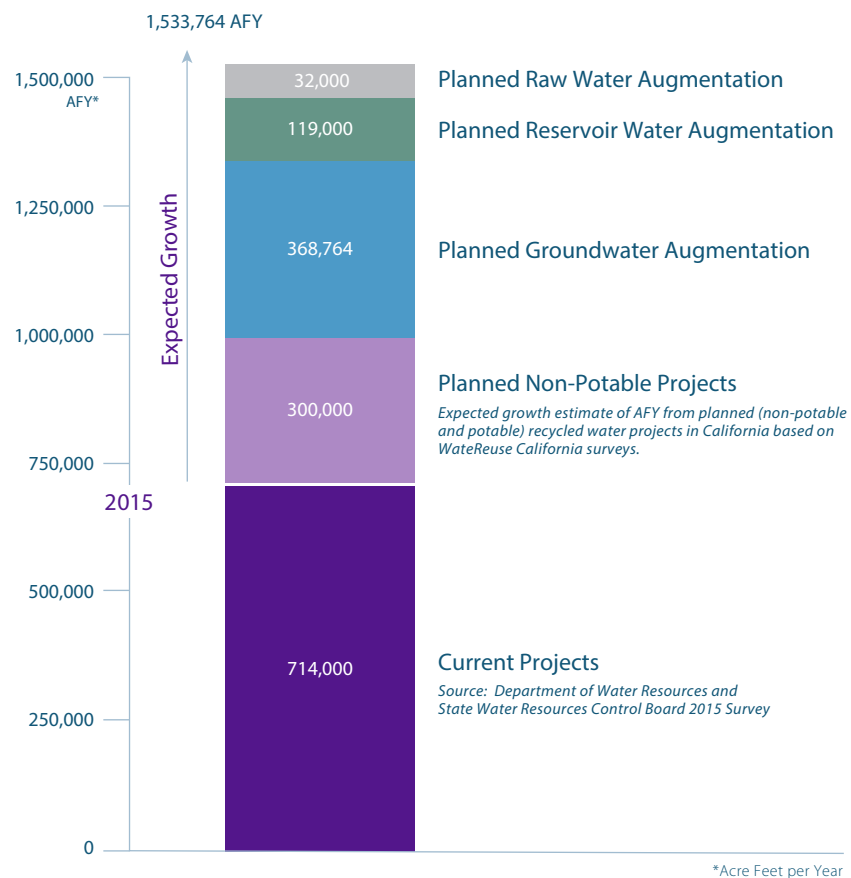
The mission of WaterReuse California is to promote responsible stewardship of California's water resources by maximizing the safe, practical and beneficial use of recycled water and by supporting the efforts of the WaterReuse Association.

EXECUTIVE SUMMARY

Introduction

California is widely recognized as a national and world leader in water recycling. Beginning with the first use of recycled water for landscape irrigation 100 years ago, agencies across California have continued to innovate and improve the process to treat and beneficially reuse their wastewater. In 1962, California pioneered potable reuse with the Montebello Forebay Groundwater Recharge Project, which uses recycled water to replenish local groundwater supplies. Today, recycled water supplies offset approximately 9% of the state's urban water demands and agricultural reuse provides reliable water supplies for farmers throughout the state.

Water Recycling on the Rise in California



A Water Research Foundation project is seeking to identify the amount of wastewater available for water recycling in California. This project study, due in June 2020, will include environmental considerations such as minimum instream flow, water quality, and reduced flows from water conservation.

Purpose of Action Plan

The California WaterReuse Action Plan provides a clear and concise strategy to advance water reuse in California over the next 30 years to help address the state's greatest water challenges as part of a comprehensive water resilience portfolio.

Key Actions

California must expand reliable and sustainable water supplies to maintain our economic vitality, protect our environment, and maintain our quality of life. Climate change is profoundly impacting our natural environment and hydrologically dependent water supplies. More than ever, California needs to build a climate and seismic resilient water infrastructure to insulate our communities from increasing and more intense drought conditions. Increased use of recycled water provides long-term reliable water supply sources and is an important water resource strategy for increasing drought resiliency in regions throughout California. Water recycling is also a critically important environmental and water use efficient strategy for the state. By safely and effectively reusing water for potable and non-potable purposes, many areas of the state are able to reduce existing and future reliance on environmentally stressed imported water sources.

The State Water Resources Control Board (Water Board) recently updated California's Recycled Water Policy and added new ambitious recycled water goals for the state. To meet these goals and enhance the state's sustainable water supplies, WaterReuse California has prepared this plan to clearly identify state and local actions that must be completed over the coming decades. While the state has done a good job of promoting the use of recycled water, research, regulations, planning and funding have not matched the pace of new technology and uses. Steps must be taken to maximize the use of proven safe and reliable recycled water in communities statewide.

Proposed actions to be taken include:

- Determine How Much Water in California Can be Recycled
- Initiate and Complete Potable Reuse Research
- Develop Raw Water Augmentation Regulations and Onsite Reuse Regulations
- Plan for the Development of Treated Drinking Water Augmentation Regulations
- Update Existing Non-potable Recycled Water Regulations
- Streamline Permitting (e.g. wastewater change petition process) and Funding Process
- Enhance Regional Planning Between Water and Wastewater Agencies
- Pass a Sustainable Water Supply General Obligation Bond Measure
- Leverage More Funding for the Clean Water State Revolving Fund

California Recycled Water Milestones in Agriculture

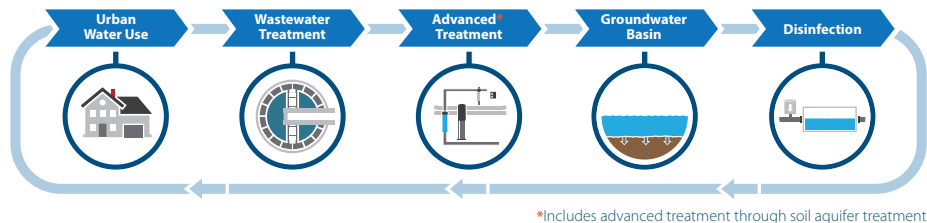


SECTION I: COMPLETE RESEARCH TO ADVANCE WATER RECYCLING AND POTABLE REUSE

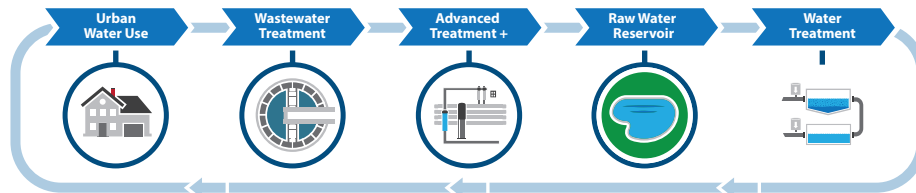
While recycled water and potable reuse projects have been successfully implemented throughout California and the nation for decades, additional research is needed to support expanded reuse in the state and to continue to ensure the paramount protection of public health as more advanced forms of reuse are implemented. Research drivers include the need to address: (1) the ability to measure and remove contaminants at increasingly lower regulated levels and monitoring/reporting limits, (2) additional or revised regulatory requirements and their application to recycled water end uses, (3) action needed to prepare and respond to climate change impacts including both flooding and drought, (4) potential application and effectiveness of alternative treatment trains for both water and wastewater treatment, and (5) the identification of new and increased uses for recycled water. On the following page are research projects that are of critical importance to the further advancement of water recycling in California.

Potable Reuse - Newly Defined Types

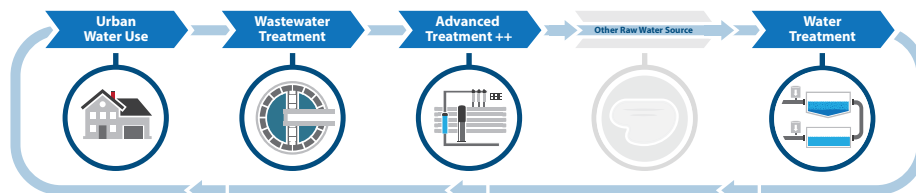
1. Groundwater Augmentation



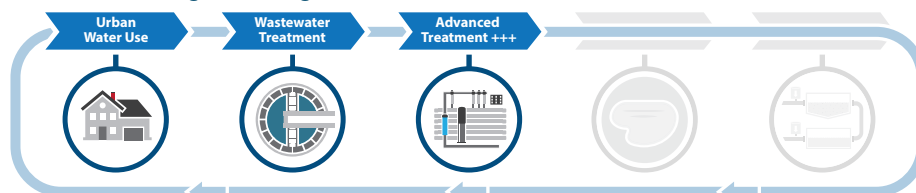
2. Reservoir Water Augmentation



3. Raw Water Augmentation



4. Treated Drinking Water Augmentation



SECTION I (CONTINUED)

1. Identify the Amount of Wastewater That is Available to Recycle in California

Water Research Foundation (WRF) project 4962 seeks to identify the amount of treated municipal wastewater available for recycled water production in California now, and projected into the future. It also seeks to identify how much treated municipal wastewater could feasibly be produced and reused in the state and the costs associated with that level of reuse, while considering required minimum instream flows, the effect of water conservation and water quality requirements. The State should use the results from this research to help establish more accurate and achievable numeric goals for water recycling in California. **Timing: June 2020**

2. Study the Impacts of Diminishing Wastewater Flows on Recycled Water Projects

The Water Board is developing new water use efficiency standards, as required by AB 1668–SB 606 (Friedman-Hertzberg 2018). As required by this legislation, the California Department of Water Resources (DWR) must study the full impacts of proposed indoor water use efficiency standards and the associated impacts of reduced wastewater flows on potable reuse, recycled water and related infrastructure. The Water Board should consider the impacts to recycled water and reuse when implementing AB 1668 and SB 606 and for establishing future long-term goals for water recycling. **Timing: January 2021 (Statutory Deadline)**

3. Monitor Contaminants of Emerging Concern (CEC): Develop Bioassay Monitoring Procedures for Potable Reuse

The National Water Research Institute, the Water Board and the water reuse community have implemented a Bioassay Implementation Advisory Group to ensure uniform procedures, repeatability, and data interpretation for CEC testing in potable reuse projects. The group will provide a forum to ensure ongoing bioassay monitoring is implemented effectively and appropriately regulated. **Timing: 2019-2025**

4. Finalize Research and Assemble an Expert Panel for Raw Water Augmentation (RWA) Regulations

In a 2016 report to the Legislature, “Evaluation of the Feasibility of Developing Uniform Water Recycling Criteria for Direct Potable Reuse (DPR)” the Water Board-initiated expert panel concluded that it was feasible to develop statewide regulations for DPR (including Raw Water Augmentation (RWA)). The report identifies six research areas that need to be addressed concurrently with the development of regulations. This important research has been initiated but not yet completed. As required by AB 574 (Quirk 2017), an expert panel for RWA must be assembled by the Water Board to help provide additional expertise to complete regulations that are protective of public health by the statutory deadline of December 2023. The Water Board must assemble this expert panel. **Timing: 2020 - 2023**

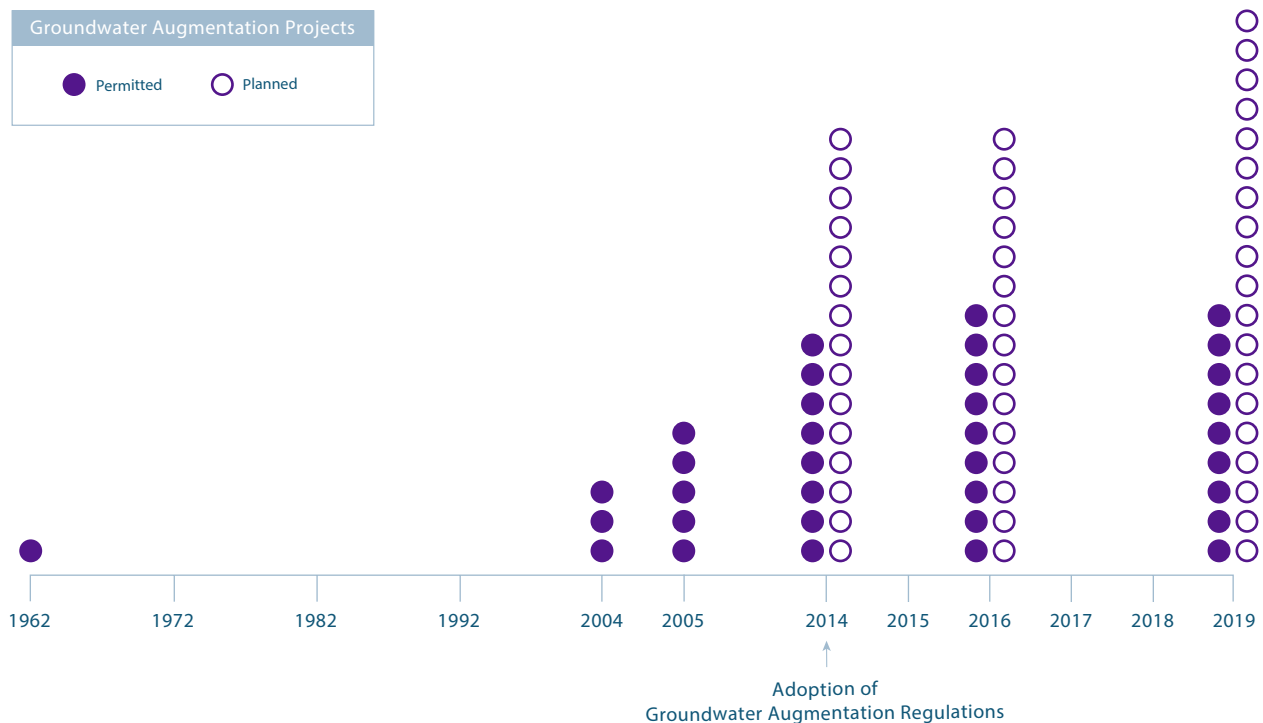
5. Assess Research Needed for Treated Drinking Water Augmentation Regulations

Based on the outcomes of the six research areas for DPR (see above), additional research may be necessary to determine what, if any, remaining information gaps exist before Treated Drinking Water Augmentation regulations can be advanced that are fully protective of public health. The Water Board should assess the research for DPR and determine what, if any additional research is needed for regulatory development for Treated Drinking Water Augmentation. **Timing: 2020**

SECTION II: DEVELOP AND STREAMLINE RECYCLED WATER REGULATIONS AND PERMITTING

The development of statewide regulations is critical for the advancement of all types of recycled water projects in California. While the Water Board has the authority to permit other types of reuse projects on a case-by-case basis, the development of statewide regulations—whether it be for potable, non-potable or onsite reuse—ensures that local agencies understand the full scope of the regulatory requirements and possible financial implications of such requirements in advance of significant planning and project development investments. Statewide regulations for all types of reuse projects provide communities strong assurances that public health, local resources and the environment will be protected in a consistent manner throughout the state. These assurances broaden public acceptance of water recycling and help agencies garner crucial public and political support for recycled water investments.

Adoption of Regulations as a Catalyst for Projects



SECTION II (CONTINUED)

1. Develop Statewide Regulations for Raw Water Augmentation

AB 574 (Quirk 2017) established a 2023 legislative deadline for the development of statewide regulations for raw water augmentation. AB 574 requires that the Water Board develop the regulations with the advice of an expert panel. The Water Board should initiate the development of RWA regulations now to meet the legislative deadline.

Timing: 2023 (Statutory Deadline)

2. Develop Timeline for Treated Drinking Water Augmentation Regulations

There are communities in California where the most cost-effective approach for increasing reuse is to place purified recycled water directly into the drinking water distribution system. This type of potable reuse is known as Treated Drinking Water Augmentation. Potable reuse research is underway that should clarify what treatment trains, monitoring requirements and additional safety procedures may be necessary to support the Water Board's development of Treated Drinking Water Augmentation regulations. The Water Board should assess this research and create a timeline and needs assessment for the development of regulations, and confirm alignment with the Safe Drinking Water Act.

Timing: 2020–2025

3. Develop Regulations for Alternative Treatment Trains for Potable Reuse

Current California regulations are technology-based, requiring reverse osmosis (RO) as part of the treatment train for most types of potable reuse and lacking validation protocol for other alternatives and their potential applications for potable reuse. Because of the high cost of management and disposal of the RO concentrate waste stream (e.g. brine), potable reuse has been largely limited to coastal communities with access to ocean discharge facilities for RO concentrate disposal. Other technologies and treatment trains may provide similar levels of public health protection and should be considered to allow communities, which lack ocean discharge facilities, to leverage potable reuse as an option in water supply portfolios. The Water Board should: 1) update its 2014 Alternative Technology Report, 2) permit pilot projects with alternative treatment trains, and 3) update the potable reuse regulations to explicitly authorize these processes. **Timing: 2020–2025**

4. Develop Statewide Regulations for Onsite Reuse

Onsite non-potable reuse involves reusing a non-potable source of water (for example, graywater or rainwater) for a non-potable end purpose (for example, flushing toilets or irrigation) within a given site. By December 2022, SB 966 (Wiener 2018) requires the Water Board to adopt regulations for risk-based water quality standards for the onsite treatment and reuse for non-potable end uses in multifamily residential, commercial and mixed-use buildings. The Water Board has begun the development of regulations for onsite reuse.

Timing: 2023 (Statutory Deadline)

5. Update Existing Non-Potable Recycled Water Regulations

Title 22 (CCR, Title 22, Division 4, Chapter 3) contains the recycling criteria and use requirements for all non-potable recycled water projects in the state. These regulations, which have not been updated in nearly 20 years, contain a number of outdated and overly prescriptive requirements for non-potable recycled water use that are not needed for the protection of public health or the environment. Maintaining such unnecessary and outdated regulatory requirements deters the development of new non-potable recycled water uses and inordinately increases operating costs for existing recycled water projects. The Water Board should update these regulations through a public process that includes significant stakeholder engagement. **Timing: 2023**

6. Revise the Recycled Water Statewide Use Goals

One of the stated goals of the California Recycled Water Policy (Policy) is to increase the use of recycled water from 714,000 acre-feet per year (AFY) in 2015 to 1.5 million AFY by 2020 and to 2.5 million AFY by 2030. The 2018 update of the Policy contains new recycled water and wastewater reporting requirements that will accurately track the annual use of recycled water. After a few years of reporting, the Water Board should revise the statewide numeric goals for recycled water to set realistic and attainable targets. In setting these new goals the Water Board should use agency reporting information, the results of the research project WRF 4962 (see above) and local recycled water planning data. It should also incorporate estimates for Raw Water Augmentation

SECTION II (CONTINUED)

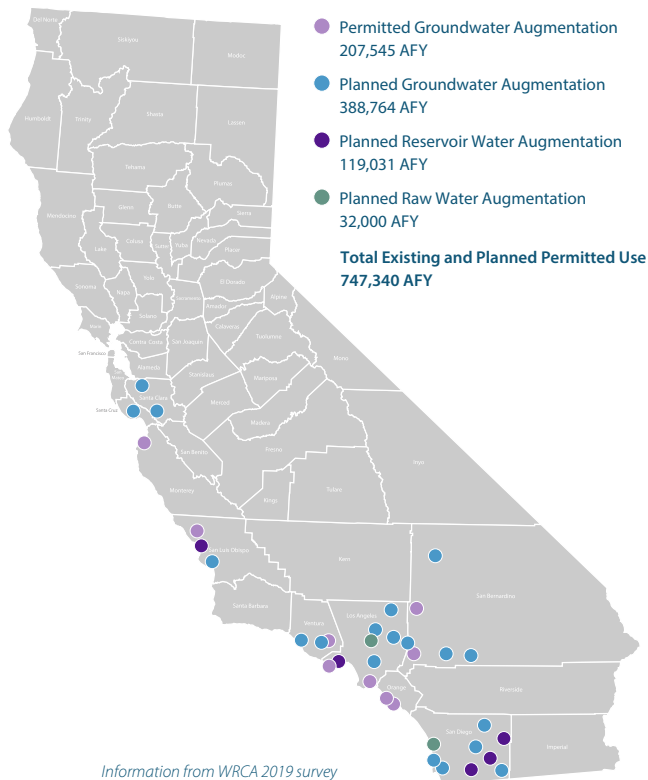
and Treated Drinking Water Augmentation projects (once regulations are developed), which are critical for the state to meet its full water recycling potential. **Timing: 2023**

7. Clarify and Streamline Requirements for Wastewater Change Petition Process

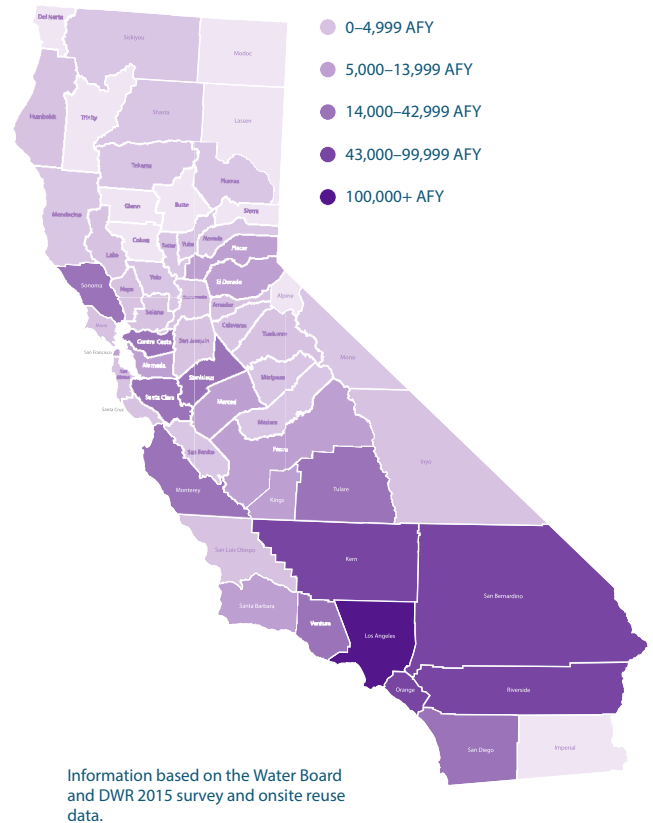
For many agencies, state approval of a wastewater change petition is necessary to redirect treated effluent currently being discharged into waterways for use in a potable or non-potable reuse project. Over the last five years, obtaining a wastewater change petition from the Water Board has

increasingly stalled or halted the permit process for many of these recycled water projects. Clear interagency standards between the Water Board and California Department of Fish and Wildlife must be established to promote inland recycled water projects—consistent with statewide recycling goals—while protecting the environment. The Water Board should work with the Department of Fish and Wildlife and other stakeholders to develop standards, checklist, and timeline for project applicants so that regulatory requirements and defined quantities of available treated effluent are clear from recycled water project development initiation through completion. **Timing: 2019–2020**

Existing and Planned Potable Reuse Projects



Non-Potable Use of Recycled Water



SECTION III:

PERFORM INTEGRATED REGIONAL PLANNING TO ADVANCE RECYCLED WATER USE

Implementing regional and local water projects that provide higher resilience to extreme climate and seismic events is critical for the future of California. Regional cooperation and collaborative planning between water (retail and wholesale), wastewater, recycled water, stormwater, flood control and land use agencies is necessary to develop diverse water supply portfolios and maximize reuse. Recycled water is unique in that it is derived from a year-round, hydrologically independent source: wastewater flows. Expanding recycled water surface storage and storage in groundwater aquifers while addressing regulatory barriers to storage and encouraging the commingling of waters (e.g. recycled water, surface water, groundwater and stormwater) creates a multi-source water supply buffer that helps minimize the impacts of extreme climate events. Regional planning and creative water exchanges leverage resources and enhances collaboration between all agencies, including water agencies, wastewater agencies, and stormwater agencies to more effectively integrate the management of all available water resources in a manner necessary to accomplish the goals of the State's Recycled Water Policy.

1. Incentivize Innovative Water Exchange Arrangements

Water exchange arrangements between wastewater and water agencies represent a significant potential to cost-effectively help solve regional water supply shortages. It is recognized that water supply constraints are a regional and statewide problem that typically extend beyond the intersecting boundaries of individual water and wastewater agencies. To this extent, it is important that wastewater and water agencies collaborate to facilitate innovative water exchanges as part of the solution to regional water supply shortages. These exchanges envision creative arrangements between multiple agencies in order to achieve multiple benefits, leverage existing infrastructure and optimally treat and transport water to end users. **Timing: 2020–2030**

2. Increase Local Collaboration to Maximize Recycled Water Use in Coastal Areas

The Water Board's 2018 update to the State Recycled Water Policy placed renewed emphasis on recycling wastewater that is currently being discharged to the ocean or bays. In areas where significant amounts of treated effluent is discharged to the ocean and bays, the local and regional water, wastewater and land use agencies should be encouraged to jointly (or individually if they provide water and wastewater services) develop local feasibility plans or recycled water master plans to identify additional economical recycled water projects in their service area(s). These plans should be recognized in regional plans addressing water supply, demands and other challenges, such as funding needs. State funding should be prioritized for multi-agency collaborative efforts.

Timing: 2019–2025

SECTION III (CONTINUED)

3. Maximize Recycled Water Use Where Groundwater Basins are Overdrafted

Many groundwater basins in California are overdrafted or critically overdrafted. The Water Board's 2018 update to the State Recycled Water Policy encouraged the use of recycled water to enhance groundwater replenishment and yield in these basins. Groundwater Sustainability Plans (GSPs) being developed to meet the Sustainable Groundwater Management Act (SGMA) are the best way to identify local conditions, limitations and opportunities to maximize recycled water use. As appropriate, GSPs should include recycled water projects to help address groundwater overdraft in state-designated overdrafted basins. **Timing: 2020–2025**

4. Develop Regional Brine Disposal Solutions to Promote Reuse

In California, potable reuse projects that rely on the reverse osmosis (RO) process must have a means to dispose of the brine concentrate (e.g. the RO concentrate waste stream). In some areas, non-potable reuse projects similarly require the use of desalting technologies or blending techniques to irrigate salt sensitive crops, landscapes in groundwater basins with low salinity limits or for industrial uses with high water quality objectives. The lack of availability of an ocean outfall, or a regional brine conveyance facility connected to an ocean outfall, can result in an otherwise beneficial water project being infeasible. The state should offer incentives and regulatory support for: 1) regional efforts to develop and implement cross-jurisdictional brine conveyance and disposal facilities, and 2) research and development of cost-effective and commercially viable brine treatment and management technologies that maximize the recovery of recycled water from the brine stream and minimize or eliminate liquid brine discharges. **Timing: 2020–2030**

5. Incentivize Innovation in Water and Wastewater Treatment and Recycled Water Infrastructure

Water and wastewater treatment and conveyance infrastructure has become heavily segmented and is in need of new technology and means to assure an integrated and sustainable water future.

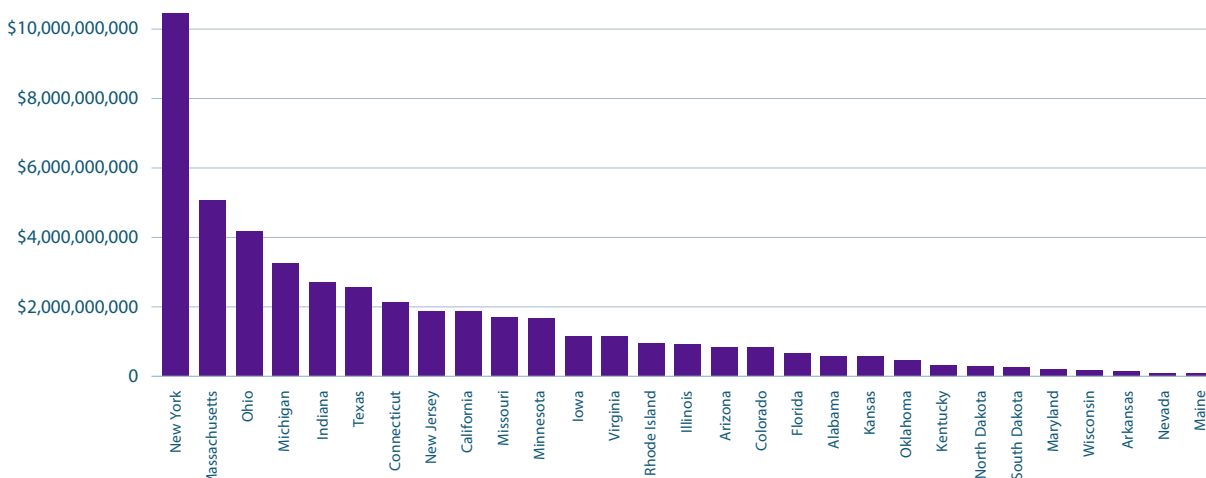
Regional projects often offer benefits of shared infrastructure, asset recovery, economies of scale, a more competitive strategy to pursue funding, and enhanced regional self-reliance. Integrated water management will allow agencies to make smart and flexible decisions to implement recycled water infrastructure investments, increase water deliveries and decrease unit costs. As part of regional reuse development efforts, the state should provide funding for multi-agency coordination infrastructure planning studies. These studies should identify opportunities for shared infrastructure development, including the reuse of abandoned assets (e.g. decommissioned pipelines) and multi-jurisdictional/cross-agency infrastructure (e.g. regional conveyance pipelines) and provide a local pathway for regionally coordinated approval. **Timing: 2020–2025**

SECTION IV: INCREASE GRANT AND LOAN OPPORTUNITIES TO EXPAND RECYCLED WATER INFRASTRUCTURE

Communities are seeking funding for projects that address the impacts of climate change and to diversify their water portfolios to include sustainable sources of water such as recycled water. These are often complex projects that require significant investment. Most recycled water projects must secure at least 50 percent of project funding from local sources (e.g. rates, charges, taxes, local budgets, etc.), but typically require the remainder of project funding to be provided through outside sources – such as grants and/or low interest loans – to be economically viable.

The economic reality is that without local, state and federal low interest loans and grants, many recycled water projects would not be able to move forward. At the federal level, programs that fund recycled water projects in California include the U.S. Bureau of Reclamation's Title XVI-Water Reclamation and Reuse competitive grant program (Title XVI) and the Water Infrastructure Finance and Innovation Act (WIFIA) federal loan program. The Title XVI program is the only federal grant program available for recycled water projects and appropriations for this program and the WIFIA federal infrastructure loan program have not kept pace with current demands or inflation. Advocating for increased funding for these two programs, plus securing the reauthorization of EPA's Alternative Water Source grant program under Section 220 of the Clean Water Act to provide a second federal recycled water grant program, should be a high priority for the state. In California, there are more than \$7 billion in reuse and wastewater projects on the waiting list for loans from the Clean Water State Revolving Fund (CWSRF), and this does not include the majority of the potable reuse projects in the planning stages. The Water Board can authorize loans through the Drinking Water State Revolving Fund (DWSRF) for potable reuse projects on a case-by-case basis. However, with the grant funding from Proposition 1 for recycled water depleted, and the \$80 million for water recycling in Proposition 68 already allocated, the CWSRF is currently the primary source of financing for recycled water in California. To achieve the State Water Recycling Policy's ambitious goals for water recycling, California needs to be equally ambitious in securing funding to help finance these projects.

Total Leveraged CWSRF Bonding By State



Source: EPA CWSRF 2018 Report

1. Leverage More Funding for the CWSRF Through the Sale of Bonds

Under the status quo, the \$7 billion backlog of reuse and wastewater projects on the CWSRF cannot be fully addressed until 2057. But by adding \$300 million a year in loans, the backlog could be funded by 2035. To help close this significant funding gap, California should leverage additional funding for the CWSRF program through the issuance of revenue bonds. The sale of bonds is one of the easiest, fastest, and most cost effective ways that states raise capital for infrastructure of all types. Selling bonds can also give the CWSRF a cash infusion at interest rates, which are now at historically low levels. Many other states, with much smaller economies, have leveraged more funding than California for their SRF programs using this mechanism. **Timing: 2020**

2. Pass New Water Bond With Significant Grant Funding for Recycled Water

While loans through the SRF programs are an effective and necessary method to finance recycled water projects, in many cases the relatively high unit cost of projects require grant funding to be affordable at the local level. Grant funding can provide the needed incentive for a local agency to implement a recycled water project that might otherwise not go forward because a more cost effective surface water, groundwater or imported water source is available. California should pass a new statewide general obligation bond with a specific focus on developing hydrologically independent sustainable water supplies to help mitigate the impacts of climate change. This should include at least \$2 billion in grants for recycled water projects in order to provide funding assistance for the many recycled water projects that are planned to help meet the state's goals. **Timing: 2022**

3. Streamline Water Recycling Funding Program, CWSRF Application Process and Increase Staffing

Applicants for CWSRF loan funds have experienced substantially increased delays over the past few years in securing funding awards and agreements. These delays have resulted in uncertainty for local agencies that financing is secure and in place such that construction contracts can be awarded and projects commenced. The Water Board should look for opportunities to streamline this process and allocate the proper level of staff resources to this process. For example, the Water Board could allow applicants to use previously approved project application information and information submitted to different funding programs at the Water Board. It could also develop templates for small or standard projects and increase clarity of environmental and financial document submittal requirements. The Water Board could also increase staffing to accommodate a new funding infusion into the program as recommended above. **Timing: 2020**

Conclusion

Recycled water is no longer a niche water supply in California. Unlike 30 years ago, recycled water is embraced in communities statewide as a reliable, sustainable option that is resistant to climate change and seismic impacts. But with our state's growing population and economy we must continue to enhance the state's investment to maximize the use of recycled water. See the list of critical reuse action items below:

Proposed Actions	Timing
Section I: Complete Research to Advance Water Recycling and Potable Reuse	
Identify the Amount of Wastewater That is Available to Recycle in California	2020
Study the Impacts of Diminishing Wastewater Flows on Recycled Water Projects	January 2021
Monitor Contaminants of Emerging Concern: Develop Bioassay Monitoring Procedures for Potable Reuse	2019–2025
Finalize Research and Assemble an Expert Panel for Raw Water Augmentation Regulations	2020–2023
Assess Research Needed for Treated Drinking Water Augmentation	2020
Section II: Develop and Streamline Recycled Water Regulation and Permitting	
Develop Statewide Regulations for Raw Water Augmentation	2023
Develop Timeline for Treated Drinking Water Augmentation Regulations	2020–2025
Develop Regulations for Alternative Treatment Trains for Potable Reuse	2020–2025
Develop Statewide Regulations for Onsite Reuse	2023
Update Existing Non-Potable Recycled Water Regulation	2023
Revise the Recycled Water Statewide Use Goals	2023
Clarify and Streamline Requirements for Wastewater Change Petition Process	2019–2020
Section III: Perform Integrated Regional Planning to Advance Recycled Water Use	
Incentivize Innovative Water Exchange Arrangements	2020–2030
Increase Local Collaboration to Maximize Recycled Water Use in Coastal Areas	2019–2025
Maximize Recycled Water Use Where Groundwater Basins are Overdrafted	2020–2025
Develop Regional Brine Disposal Solutions to Promote Reuse	2020–2030
Incentivize Innovation in Water and Wastewater Treatment and Recycled Water Infrastructure	2020–2025
Section IV: Increase Grant and Loan Opportunities to Expand Recycled Water Infrastructure	
Leverage More Funding for the CWSRF Through the Sale of Bonds	2020
Pass New Water Bond with Significant Grant Funding for Recycled Water	2022
Streamline Water Recycling Funding Program, CWSRF Application Process and Increase Staffing	2020

WateReuse California

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(July 2019)

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Reserve Policy 1-27-17

Introduction

The Board of Trustees of the WateReuse California is committed to managing revenue and expenditures to achieve the mission of the organization in a fiscally responsible manner. The Reserve Policy is designed to guide financial management decisions to ensure the organization meets its financial obligations.

Purpose

The policy establishes the process and procedures for appropriately managing cash and revenue in excess of annual expenditures.

Scope

This policy applies to cash management decisions made by the Board of Trustees in regard to managing WateReuse California finances. This policy compliments and is consistent with the Revenue and Cash Management Policy adopted by the WateReuse Association in December 2016.

Operating Reserves

Operating Reserves is a clearly defined amount of cash and short-term investments that are “set aside” to maintain operations in the event of unanticipated costs or an unanticipated decline in revenue. These funds are designed to mitigate unexpected, untimely and short-term variations in cash flow. Operating Reserves ensure WateReuse California can meet its financial obligations without borrowing funds or assessing additional “emergency” dues.

The minimum amount for the Operating Reserves is 50% of the approved Operating Budget.

Designated Reserves for Special Use

Designated Reserves for Special Use is the amount of cash and short-term investments in excess of Operating Reserves and Contractual Obligations Reserves that is available for special projects, initiatives and activities as determined by the Board of Directors. Projects, initiatives and activities can include a one-time undertaking, such as executive recruitment, or an ongoing activity, which requires additional support, such as targeted advocacy by contracted lobbyists.