

Board Nominee
Jeff Tucker
Vice President,
North

CWEA BOARD NOMINATION LETTER

December 10, 2020

Wendy Wert, President
California Water Environment Association
7677 Oakport Street, Suite 600
Oakland, CA 94621
FAX: 510.382.7810
E-mail: ythornton@cwea.org

Dear Wendy:

I am a member in good standing with CWEA, WEF and a Past CWEA President (2016) and I hereby nominate:

Jeff Tucker who is a member in good standing with CWEA and WEF for the position of (check one):

Vice President from the North (will be President in third year of four-year service);

Director at-large from the South (three-year term);

Director at-large from the North (Treasurer in third year of three-year term);

Mr. Tucker has served honorably on the CWEA Board of Directors from 2015 to 2018, and Treasurer in 2018. His extensive financial background as Director of Finance for both Napa Sanitation District and Vallejo Flood and Wastewater District has served the CWEA well and will again as VP and President of his third year of service. Mr. Tucker has presented several educational sessions at CWEA, WEF, and AWWA conferences and even participated on the Advanced Water Treatment Operator Certification Committee. Mr. Tucker also understands the CWEA's Strategic Plan and has done much to forward its progress over the last 5 years.

Mr. Tucker is educated and a consummate professional who will bring fiscal prudence, compassion and even fun to the Board. His annual Bacon Fests are a bucket list must and a brief bio of the nominee is attached. I have informed the nominee of this nomination and he understands the requirement to complete the questionnaire and provide a photo to make the nomination complete.

Thank you for your consideration of this candidate.

Your Humble Obedient Servant,



Phil Scott
650.477.6470
philscott12474@gmail.com
CWEA Member and Past President (2016)



NOMINEE FOR CWEA STATE BOARD OF DIRECTORS

Name	Jeff Tucker		
Title	Director of Finance/Treasurer		
Employer	Vallejo Flood and Wastewater District		
Street Address	450 Ryder Street		
City, State, Zip	Vallejo, CA 94590		
Phone	(707) 652-7802	Email	JTucker@VallejoWastewater.org

Personal Interests
<p>Why are you interested in being nominated for CWEA Board of Directors? Commitment and Support (Please review the job descriptions in the Board Bylaws)</p> <p>I have learned and grown much through my association with CWEA and from my peers in wastewater. I am interested in the position of Vice President/President solely for the purpose of being able to give back, to serve this amazing community of people. I have developed particular skills in my 20+ years of public service leadership that I believe will be useful to help guide CWEA for the next four years and beyond – communication, mentorship, leadership, expectations management, financial acumen, and planning for the future.</p>
<p>What do you feel are the most critical duties of this position, and how will you perform them?</p> <p>The most critical duties of the Vice-President/President position include providing leadership and creative problem-solving skills to the Executive Committee, Board and working committees of CWEA. I intend to accomplish this through a very active engagement with the other leaders, by asking questions to ensure we are considering all the implications of our actions, by being inclusive of all Board members, committee members and other volunteers to ensure diverse voices and opinions are heard, and by working closely with professional staff in an oversight capacity to ensure we are using best practices. Communication is critical to ensure that members and stakeholders participate, that voices are heard and considered, that decisions (and their rationale) are widely spread, and that the consequences of decisions are considered.</p>
<p>Fulfilling the requirements of the position takes a significant amount of time. Discuss your personal time commitment to this position.</p> <p>In addition to reflecting on my own experience on the Executive Committee in 2017-2018, I have also had detailed discussions with Kevin Calderwood about the time commitments for the VP/President track. I believe I have a solid understanding of the significant time commitments associated with the position, especially during the Year 3/President period. As an executive-level manager in my organization, I have the authority and ability to manage my time and meet the commitments of this position.</p>
<p>Do you have the support of your employer to fulfill the economic and time commitments of this position?</p> <p>Yes. The District Manager has agreed to support my application, the associated time commitments, and the financial commitments associated with the travel requirements.</p>
<p>What do you expect of other board members and staff to ensure your experience on the board is satisfying?</p>

Similar to my prior Board experience, I would expect and promote a Board that listens actively, deliberates authentically, and represents the views and concerns of all of our members. I expect we will have fun, but also engage in the serious work of the association.

FUTURE OF THE ASSOCIATION

Please review CWEA's Strategic Plan & Strategy Map at: <https://CWEA.org/strategy>
Check out our most recent CWEA Dashboard.

If elected to this position, what would you do to assist CWEA's function and purpose?

I come from a leadership philosophy where I believe there are many ways to support others to achieve organizational goals - sometimes coaching, sometimes helping align resources to objectives, and sometimes just "getting out of the way" to let someone run ahead and succeed. Knowing when to lead, when to support, and when to follow is key to my leadership success, and I would expect to apply my years of experience in this area while on the CWEA board and committees. I am also particularly interested in growing the number of local and statewide volunteers, and developing programs to bring these volunteers into statewide committee and Board leadership positions. And during my four years, I plan to be very engaged in following through with and updating the strategic plan and program of work to incorporate lessons learned during the 2020 pandemic.

What areas of the Association can be improved? What abilities do you bring to assist in these improvements?

I am thrilled at the success CWEA has experienced the last few years in achieving strategic goals we were developing when I was last on the Board, particularly in the areas of updated certification exams and expanded learning on multiple platforms, and this work needs to continue and the needs and expectations for digital delivery of programs will only continue to grow. I believe I can be effective in the continued effort to develop the "value proposition" of CWEA to members, employers AND vendors. My many years in finance have taught me that it's not about the numbers (dollars, activity, performance) as much as it's about how we use information to create meaning (i.e., "story telling"), and I hope and intend to help CWEA continue telling its story in a meaningful way to promote the value of membership to all stakeholders.

What do you feel the Board has defined to be the future direction of CWEA? Do you have other suggestions for objectives that you would like to see considered?

While a bit disconnected from the Board for a couple years, it seems (through conversation I've had, CWEA publications, etc.) that the future direction of CWEA is to enhance its dominance within its niche market through branding and promoting the value proposition of membership. I support this goal, but I also don't want us to lose sight of the connections and interdependencies CWEA has with other organizations (WEF, CASA, AWWA, BAYWORK, etc.) and consideration/continuation of partnerships that will reinforce CWEA's relevance in our "One Water" future. Building on these interdependencies will help CWEA as an organization grow and evolve over time, as the marketplace and needs of our members also grow and change.

ATTRIBUTES YOU BRING TO THE BOARD

CWEA looks for the following attributes in CWEA Board members. Please briefly tell us about experiences you have had that demonstrate the following attributes:

Your ability to think strategically and analytically and to effectively communicate your thoughts and the reasons for them.

I have been on the executive management team of my agencies for the past 11 years, intimately involved in the development of strategic goals and implementation plans with elected officials. At NapaSan, I was tasked with managing the consultants and working with them to develop the methodology used to develop our strategic plan and to craft the implementation plans and reporting

tools. I've also been intimately involved in continuous improvement, implementing Effective Utility Management-based program evaluation and performance measurement systems at two public agencies. I am an effective communicator, evidenced by the multiple successful presentations I've made at CWEA conferences and similar events, and believe strongly in developing the next group of leaders in our industry.

Your possession of earned respect of key stakeholder groups and members.

I have developed a reputation within the wastewater industry for my professionalism, technical skills, and ability to accomplish significant goals. Specific to CWEA, the update of FP-104 is an example of this, as well as the work with AWWA and CWEA staff and volunteers to help develop the AWT Certification program. These efforts included significant engagement with stakeholders to develop programs and policies that will have far reaching implications for years. As CWEA leaders, we have a commitment to those agencies, companies and members who support CWEA (i.e., stakeholders) to reach out to understand their needs and concerns, and to address and support them directly.

Your ability to work well with others as a member of a collaborative group with group decision-making authority and an understanding of the fiduciary duties of loyalty, care, and obedience.

In my past experience on the CWEA Board, I worked collaboratively and diligently on the OPS committee, AWT committee and Executive Committee to develop cooperatively policy and programs that were in the highest and best interest of CWEA members. The work to develop and implement FP-104 required considerable efforts in communication and cooperation with local section leaders, and the development of a new certification (AWT) in partnership with the CA-AWWA was an ongoing effort at collaborative group decision making. In both instances, I believe that we created stronger, more resilient relationships, and better work products, as a result of these collaborations. I am always prepared for meetings and will asking probing questions (Duty of Care). Once determined, I'm always supporting Board decisions and CWEA's mission (Duty of Obedience). And I will never use my position or information obtained from fulfilling by duties for personal gain, but will only act in the best interest of the organization and its members (Duty of Loyalty).

Your understanding of the differences between "oversight" and "supervision" as a Board member.

With formal education and training on the proper role of policymakers, and 20+ years of experience as a staff member interacting with elected officials, I have a keen understanding of the appropriate line between Board responsibility and staff responsibility. In summary, the Board's focus should be on the allocation of resources, policy development and strategic direction, with the Executive Committee's additional responsibility of evaluating the performance of the Executive Director. Staff's role is to help the Board develop policy alternatives, evaluate the impacts of alternatives, recommend actions, and implement policy and programming. "Oversight" is ensuring that adequate processes and policies are in place to promote compliance with goals, rules and requirements, while "supervisor" is a more engaged activity that reviews specific work products or activities for compliance, efficiency and effectiveness.

Your reputation for emotional maturity, personal integrity, and honesty.

I would prefer to let others comment on my reputation in these areas, particularly those whom I served with when I was a Board Director.

Your familiarity with the body of knowledge/subject areas for which CWEA is responsible and within which decisions and choices will have to be made.

Having served both on the CWEA Board and on the Executive Committee relatively recently, I believe I have a strong foundational knowledge in CWEA's program of work and the strategic plan. Admittedly, it will need to be updated for the last two years of development and direction, to be current on the

most recent efforts, but I understand the core work: education, certification, advocacy of profession, and association.

Personal History/Involvement with CWEA

Please attach a resume of CWEA leadership positions/activities along with a digital photo.

Complete and return by December 17, 2020 to:

WENDY WERT | CWEA PRESIDENT

c/o CWEA

7677 Oakport Street, Suite 600

Oakland, CA 94621

vthornton@cwea.org

Jeff Tucker
Biography for CWEA Board Application

Employment History in Wastewater Industry

Vallejo Flood and Wastewater District

Director of Finance/Treasurer
January 2020 to Present

Napa Sanitation District

Director of Administrative Services/CFO
July 2009 to January 2020

Experience with CWEA and WEF

Member of CWEA and WEF since 2009 (WEF Member ID # 01840933)
CWEA Director (2015-2018)
CWEA Treasurer (2017-2018)
Liaison between CWEA and AWWA for Advanced Water Treatment (AWT) Certification development

Other Associations and Organizational Involvement

Executive Committee Member/Treasurer, BAYWORK (2018-Present)
Member, Government Finance Officers Association (2000-Present)
Member, California Society of Municipal Finance Officers (2009-Present)
Member, California Public Employers Labor Relations Association (2017-Present)

Degrees & Certifications

Master's Degree in Public Administration, Lewis & Clark College, Portland, Oregon
Certified Public Finance Officer (Cert. #795), Government Finance Officers Association
Water & Wastewater Leadership Center Certificate, Kegan-Flagler Business School, UNC
Human Resources Management Certificate, California State Polytechnic University, San Luis Obispo
Supervision/Management Certificate, California State Polytechnic University, San Luis Obispo
Bachelor's Degree in Law & Society, University of California, Santa Barbara

Professional Presentations

Planning for Fiscal Recovery – Perspectives for Agency Executives, CFOs and Board Members
CWEA/CASA Webinar, January 2021 (upcoming)

Where Engineering and Finance Meet: Leveraging Your Master Plan for a Better SDC
WEF/AWWA Utility Management Conference, February 2020

Understanding “Debt Affordability” ... How Much is Too Much?
California Society of Municipal Finance Officers Annual Conference, January 2020

Achievements & Perspectives from Two Utility of the Future Today Honorees
California Water Environment Association Annual Conference, April 2019

Advanced Water Treatment Operator Certification Update
California Water Environment Association Annual Conference, April 2018

Jeff Tucker
Biography for CWEA Board Application

Being Good's Not Good Enough: Building an Effective Prop 218 Outreach Campaign

California Water Environment Association Annual Conference, April 2017

Overcoming Regulatory Challenges in Recycled Water

California Water Environment Association Annual Conference, April 2016

Effective Utility Management – Telling an Effective Story

California Water Environment Association Annual Conference, April 2016

Investing in your WRRF's Energy Neutral Future

California Society of Municipal Finance Officers Annual Conference, March 2016

Sustainable Management of Water/Wastewater Utilities

CWEA Northern Regional Training Conference, September 2014

What is the Right Price of Recycled Water?

WEF/AWWA Utility Management Conference, March 2013

Smart Metrics – Effective Management – Better Results

Water Effective Utility Management Workshop, May 2012

Organizational Excellence – Performance Measurement Using Effective Utility Management (EUM)

California Association of Sanitation Agencies Conference, April 2012

EUM-Based Performance Measurement System: A Case Study

Utility Management Conference, February 2012



WENDY WERT | CWEA PRESIDENT

California Water Environment Association
7677 Oakport Street, Suite 600
Oakland, CA 94621
vthornton@cwea.org

Dear Wendy:

I am a member in good standing with **CWEA** and I hereby nominate:

Mark Takemoto who is a member in good standing with **CWEA** and WEF for the position of (check one):

- Director at-large from the North (Treasurer in third year of three-year term)**

A brief bio of the nominee is attached. I have informed the nominee of this nomination and the requirement to complete the questionnaire and provide a photo by **December 17, 2020**.

Thank you for your consideration of this candidate.

Regards,



Arvind Akela

CWEA President-Elect

NOMINEE FOR CWEA STATE BOARD OF DIRECTORS

Name

Title

Employer

Street Address

City, State, Zip

NOMINEE FOR CWEA STATE BOARD OF DIRECTORS

Name Mark Takemoto	
Title Senior Project Manager	
Employer CDM Smith	
Street Address 2300 Clayton Road Suite 950	
City, State, Zip Concord, CA 94520	
Phone 925-296-8007	Email takemotomw@cdmsmith.com
Personal Interest	
<p>Why are you interested in being nominated for CWEA Board of Directors? Commitment and Support (Please review the job descriptions in the Board Bylaws) I have enjoyed my current term on the Board as northern director and look forward to the the opportunity to continue to help the wastewater profession and CWEA.</p>	
<p>What do you feel are the most critical duties of this position, and how will you perform them? Helping to promote and empower the wastewater profession, while ensuring CWEA continues to be an invaluable resource to its members. I will continue to help make sure CWEA is complying with its bylaws and is making fiscally response decisions.</p>	
<p>Fulfilling the requirements of the position takes a significant amount of time. Discuss your personal time commitment to this position. As a current Board member, I am familiar with the time commitment required. I have also discussed the expected time commitment required with past treasures. I am fully committed to meeting the time requirements of the position.</p>	
<p>Do you have the support of your employer to fulfill the economic and time commitments of this position? My employer, CDM Smith, is fully supportive of my continued support of CWEA.</p>	
<p>What do you expect of other board members and staff to ensure your experience on the board is satisfying? Communication is key. The CWEA Board and staff are comprised of people from different backgrounds and perspectives. We all need to be able express our thoughts, while being open to the input and experiences of others. This safe and collaborative environment is critical for CWEA's continued success.</p>	

FUTURE OF THE ASSOCIATION

Please review CWEA's Strategic Plan & Strategy Map at: <https://CWEA.org/strategy>
Check out our most recent CWEA Dashboard.

If elected to this position, what would you do to assist CWEA's function and purpose?
I will continue to help ensure CWEA is following and complying with its fiscal policies. In addition, I will look for opportunities for improved efficiency and for the organization to increase its value to its members and the wastewater industry.

What areas of the Association can be improved? What abilities do you bring to assist in these improvements?
We can continue to work towards tightening up the link between the state CWEA and local sections. We have made great progress over the past few years, but we can still be more efficient and effective in-terms of our work with local sections.

What do you feel the Board has defined to be the future direction of CWEA? Do you have other suggestions for objectives that you would like to see considered?
Education and training continue to be the primary focus for CWEA and we have made tremendous strides in this area. I would like to see CWEA continue to maintain its focus on this goal and further expand the education and training opportunities to a larger portion of its membership.

ATTRIBUTES YOU BRING TO THE BOARD

CWEA looks for the following attributes in CWEA Board members. Please briefly tell us about experiences you have had that demonstrate the following attributes:

Your ability to think strategically and analytically and to effectively communicate your thoughts and the reasons for them.
As a consultant, I have worked for many agencies; helping them understand the situation at hand, developing solutions, and working with them to identified the best approach for their project. This is experience has been and will continue to be a strong foundation for the potential continuation of my role as a CWEA Board member.

Your possession of earned respect of key stakeholder groups and members.
As a project manager, one of your key responsibilities is understanding the needs of stakeholders. I will continue to work to understand the needs of CWEA's stakeholders and continue to make decisions that are aligned with CWEA's mission and stakeholders goals.

Your ability to work well with others as a member of a collaborative group with group decision-making authority and an understanding of the fiduciary duties of loyalty, care, and obedience.

I enjoy working with others and hearing about their perspectives. This is especially important as a member of a larger group that is responsible for overseeing the direction of the organization. As a Board member, we are bound to our fiduciary duties, which are clear. However, many of the responsibilities of the Board fall outside those

Your understanding of the differences between "oversight" and "supervision" as a Board member.

As a Board member, you are ultimately responsible for ensuring CWEA is acting within its mission and bylaws. Due to the size of the organization, we rely in on CWEA staff and several committees. While theGBoard has oversight over the activities of these CWEA staff and committees, we do not supervise them.

Your reputation for emotional maturity, personal integrity, and honesty.

Throughout out my professional career I always strive to make the right decision, regardless of if it may have a less positive impact for me personally.

Your familiarity with the body of knowledge/subject areas for which CWEA is responsible and within which decisions and choices will have to be made.

I have worked within the wastewater industry in California for over 20 years. I am familiar with current industry challenges and opportunities. I will help CWEA further deepen its understanding of the industry and develop programs and policies that will further CWEA's mission.

Personal History/Involvement with CWEA

Please attach a resume of CWEA leadership positions/activities along with a digital photo.

Complete and return by **December 17, 2020** to:

WENDY WERT | CWEA PRESIDENT
c/o CWEA
7677 Oakport Street, Suite 600
Oakland, CA 94621
vthornton@cwea.org



75 State Street, Suite 701
Boston, Massachusetts 02109
tel: 617 452-6000

November 23, 2020

WENDY WERT, CWEA President
c/o CWEA
7677 Oakport Street, Suite 600
Oakland, CA 94621

Subject: Mark Takemoto's CWEA Resume

Dear Ms Wert:

As requested, listed below is a summary of my CWEA leadership activities and positions.

- CWEA Board Member (2018 – 2020)
- CWEA Northern Regional Committee Chair (2019 – 2020)
- CWEA Northern Regional Committee Vice-Chair (2017 - 2018)
- CWEA 5S Member (2012)
- CWEA San Francisco Bay Section President (2011)
- CWEA San Francisco Bay Section Board Member (2008 - 2012)
- CWEA San Francisco Bay Section Communications Committee Chair (2004 – 2016)

Please reach out with any questions.

Sincerely,

Mark Takemoto





January 6, 2021

WENDY WERT | CWEA PRESIDENT

California Water Environment Association
7677 Oakport Street, Suite 600
Oakland, CA 94621
vthornton@cwea.org

Dear Wendy:

I am a member in good standing with **CWEA** and I hereby nominate:

William Cassidy who is a member in good standing with **CWEA** and WEF for the position of (check one):

- o Director at-large from the South (three-year term);

A brief bio of the nominee is attached. I have informed the nominee of this nomination and the questionnaire has been previously completed and is in the records of CWEA.

Thank you for your consideration of this candidate.

Regards,

Valerie Ratto

CWEA Member and **Southern Regional Committee** Chair



Valerie Ratto
Project Manager
Orange County Sanitation District
10844 Ellis Avenue
Fountain Valley, CA 92708
714.593.7227 | vratto@ocsd.com

NOMINEE FOR CWEA STATE BOARD OF DIRECTORS

Name	
Title	
Employer	
Street Address	
City, State, Zip	
Phone	Email
Personal Interest	
<p>Why are you interested in being nominated for CWEA Board of Directors? Commitment and Support (Please review the job descriptions in the Board Bylaws)</p>	
<p>What do you feel are the most critical duties of this position, and how will you perform them?</p>	
<p>Fulfilling the requirements of the position takes a significant amount of time. Discuss your personal time commitment to this position.</p>	
<p>Do you have the support of your employer to fulfill the economic and time commitments of this position?</p>	
<p>What do you expect of other board members and staff to ensure your experience on the board is satisfying?</p>	

FUTURE OF THE ASSOCIATION
Please review CWEA's Strategic Plan & Strategy Map at: <https://CWEA.org/strategy>
Check out our most recent CWEA Dashboard.

If elected to this position, what would you do to assist CWEA's function and purpose?

What areas of the Association can be improved? What abilities do you bring to assist in these improvements?

What do you feel the Board has defined to be the future direction of CWEA? Do you have other suggestions for objectives that you would like to see considered?

ATTRIBUTES YOU BRING TO THE BOARD

CWEA looks for the following attributes in CWEA Board members. Please briefly tell us about experiences you have had that demonstrate the following attributes:

Your ability to think strategically and analytically and to effectively communicate your thoughts and the reasons for them.

Your possession of earned respect of key stakeholder groups and members.

Your ability to work well with others as a member of a collaborative group with group decision-making authority and an understanding of the fiduciary duties of loyalty, care, and obedience.

Your understanding of the differences between "oversight" and "supervision" as a Board member.

Your reputation for emotional maturity, personal integrity, and honesty.

Your familiarity with the body of knowledge/subject areas for which CWEA is responsible and within which decisions and choices will have to be made.

Personal History/Involvement with CWEA

Please attach a resume of CWEA leadership positions/activities along with a digital photo.

Complete and return by **December 17, 2020** to:

WENDY WERT | CWEA PRESIDENT
c/o CWEA
7677 Oakport Street, Suite 600
Oakland, CA 94621
vthornton@cwea.org



William D. Cassidy
714-322-1873
wdcassidy@cox.net

EDUCATION: Bachelor of Science, Mechanical Engineering
North Carolina State University, 1981

REGISTRATION: California Professional Engineer - Mechanical Engineering (M 029727)

CERTIFICATIONS:

California Water Environment Association Collection Systems Maintenance, Grade IV
California Water Environment Association Mechanical Technologies, Grade III

WORK EXPERIENCE:

1999 to Present Engineering Supervisor
Orange County Sanitation District, Fountain Valley, CA

Engineering supervisor for various divisions responsible for the design, construction, operation and maintenance, and monitoring of Orange County Sanitation District's (OCS D) collection system. Staffs have included design and resident (construction) engineers, collection system operations and maintenance staff, source control inspection staff, and odor & corrosion monitoring staff. Responsibilities include but not limited to performing the most technically complex tasks of the division(s), reviewing staff's work, and developing and advancing staff's knowledge and skills. Project manager and engineer for the design and construction of the agency's new and rehabilitated outlying pump stations and collection system. Achievements include setting / authoring OCS D's pump station design approach & standards, devising equipment / process test procedures for unusual startups and developing divisional annual budgets and staffing requirements.

2016 to 2019 Lecturer – Civil Engineering Department
California State University – Long Beach, Long Beach, CA

Instructor for a hydraulic design course covering centrifugal pumps and dams. The course included a design project. Student teams were assigned the task of generating a preliminary design report to address a conceptual or actual problem provided by industry. Projects included actual wastewater pump station design projects (including hydraulic analysis) under consideration by the local regional sanitation district. The final report summarized the scope of work, options considered, and a recommended final solution.

2006 to 2007 Project Manager / Engineer
Midway City Sanitary District, Westminster, CA

Team leader and engineer (civil/mechanical) for the District's project to replace their four sewage pump stations. Authorized (encouraged) by OCS D and done through the consulting firm serving as Midway's District Engineer, responsibilities included assembling a team of engineers (civil/mechanical, electrical/instrumentation-IT, structural) to serve as the District's Engineer. Team responsibilities included assessing

the existing facilities operation and physical condition, researching possible solutions resulting in the recommended replacement approach and improvements in operations, maintenance, and communications. Responsibilities also included producing the request for proposal (RFP) and scope of work (SOW) for contract documents (plans and specs), and evaluation of proposals. The team continued to serve as the District's engineers during design.

1997 to 1999

**Resident / Hydraulic Engineer & Construction Inspector
MacDonald-Stephens Engineers, Inc., Mission Viejo, CA**

Resident engineer and construction inspector for construction of Eastern Sierra Community Serve District's digester facilities. Duties included review of the design (hydraulics, plans and specs – civil, mechanical, electrical, and structural). Hydraulic engineer for the condition assessment of OCSD's existing outlying pump stations. Duties included determining each pump station's existing capacity and deficiencies and proposing remedies.

1995 to 1997

**Project Engineer / Manager
EV Environmental, Inc., Irvine, CA**

Project manager and engineer for the design, fabrication, and installation of packaged wastewater treatment facilities for domestic and international clients. Project manager including supervision of installation and start-up of facilities in Chile and Brazil.

1990 to 1995

**Mechanical / Instrumentation Engineer
MacDonald-Stephens Engineers, Inc., Mission Viejo, CA**

Detail mechanical, civil and instrumentation design for wastewater reclamation plant projects. Resident engineer and construction inspector for rehabilitation projects at several wastewater reclamation plants. Projects included the Santa Margarita Water District's Chiquita Water Reclamation Plant expansion and the Yucaipa Valley Water District's Wochholz Regional Recycling Facility expansion.

1987 to 1989

**Mechanical / Design Engineer
UNOCAL: Chemical Division, Unipure, Fullerton, CA**

Project manager and engineer for the design, fabrication, and installation of packaged industrial wastewater treatment facilities for domestic clients.

1985 to 1987

**Lead Mechanical Engineer
Fluor Daniels, Inc., Bakersfield, CA**

Lead mechanical engineer for Fluor's Bakersfield office. Oversaw mechanical design on oilfield and refinery projects.

1981 to 1985

**Facility Engineer
Shell California Production, Inc., Bakersfield, CA**

Facilities engineer for Shell's production facilities in Ventura, Santa Barbara, and Santa Maria counties, CA. Oversaw design and construction of maintenance projects including pump stations and pipelines at various locations.

ASSOCIATIONS:

Water Environment Federation –		
	2003 / Present	Member
California Water Environment Association (CWEA) –		
	2003 / Present	Member
	2018 / 2021	Director (Member of Board of Directors)
	2020 / 2021	Director / Treasurer
Santa Ana River Basin Section (SARBS) –		
	2003 / Present	Member
	2014 / 2020	Director (Member of Board of Directors)
	Offices Held	
	2014 / 2015	First Year Director
	2015 / 2016	Treasurer
	2016 / 2017	President
	2017 / 2018	Past President & Treasurer
	2018 / 2019	Treasurer
	2019 / 2020	Treasurer
Annual Training Conference		
	2008 / 2016	Operations Challenge, Lead Judge
Technical Certification Program		
	2011 / Present	Instructor

TEACHING EXPERIENCE:

University of California – Irvine:

Client Consultant (Senior Project) – Civil Engineering Department since 2016. Project source (author), technical advisor / instructor, and QA/QC reviewer (client perspective) as part of the university senior project program. Guide student teams through their senior design projects. Student teams are assigned the task of generating a preliminary design report to address a conceptual or actual problem provided by industry (engineering firms and/or their clients). Projects provided include actual wastewater pump station design projects (including hydraulic analysis) under consideration by the local regional sanitation district. The final report summarized the scope of work, options considered, and a recommended final solution.

The California Water Environment Association (CWEA) held its first Student Design Competition in 2018. College and universities were invited to have their students to submit design projects for consideration. The student teams must provide both their design report as well an oral presentation of the challenge addressed, and the solution(s) proposed. A question and answer session follows the presentation. Teams advised in 2018 and 2020 entered and won their respective CWEA competition in the wastewater category. As a winner at CWEA, the teams advanced to the following International Student Design Competition held by the Water Environment Federation Technical Exhibition & Conference (WEFTEC).

California State University – Long Beach:

Lecturer – Civil Engineering Department 2016 - 2019. Instructor for a hydraulic design course covering centrifugal pumps and dams. The course included a design project. Student teams were assigned the task of generating a preliminary design report to address a conceptual or actual problem provided by industry. Projects included actual wastewater pump station design projects (including hydraulic analysis) under consideration by the local regional sanitation district. The final report summarized the scope of work, options considered, and a recommended final solution.

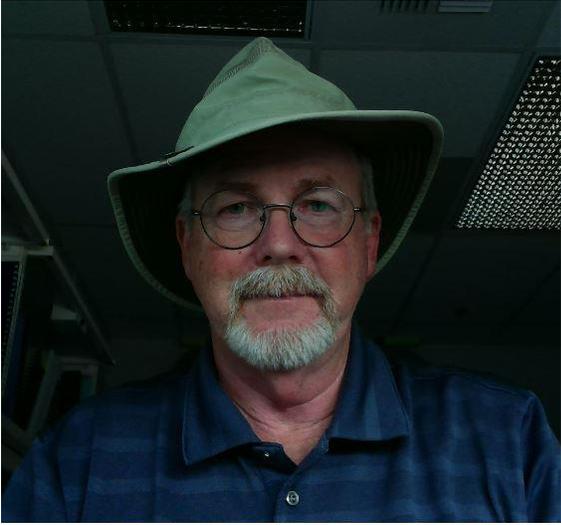
Guest Adviser – Civil Engineering Department 2014 and 2015. Guided students through their hydraulic design project. Student teams were assigned the task of generating a preliminary design report to address an actual problem(s) found at an existing pump station. The report had to define the pump station's operational problem, present options, and recommend a final solution.

Guest Lecturer – Civil Engineering Department, 2012 through 2015. Lectures covered real life pump (centrifugal) stations' hydraulic problems and their solutions.

Thesis Advisor - Civil Engineering Department, 2012 / 2013. Facilitator and advisor to a graduate student on Master thesis investigating the effects of entrapped air / gases in sanitary sewer force mains. Sanitation Agency's project representative and field-testing coordinator. Served on the project's review panel for CSULB.

California Water Environment Association:

Instructor – Technical Certification Program since 2011. Instructor for workshops assisting members with their preparation for the association's certification tests. Areas covered include collection system and mechanical maintenance with emphasis on mathematics. Workshops held by the Association's southern local sections including Santa Ana River Basin, Tri-Counties, Desert and Mountain, Santa Diego and Los Angeles Basin.



December 15, 2020

WENDY WERT | CWEA PRESIDENT

California Water Environment Association
7677 Oakport Street, Suite 600
Oakland, CA 94621
vthornton@cwea.org

Dear Wendy:

I am a member in good standing with **CWEA** and I hereby nominate:

Bhavani Yerrapotu who is a member in good standing with **CWEA** and WEF for the position of (check one):

- o Water Environment Federation Delegate Director from the North (three-year term, serving April 2021 to October 2024, voting privilege begins October 2021).

A brief bio of the nominee is attached. I have informed the nominee of this nomination and the requirement to complete the questionnaire and provide a photo by **December 17, 2020**.

Thank you for your consideration of this candidate.

Regards,



Arvind Akela

CWEA President-Elect

AAkela@svcw.org

Engineering Director

Silicon Valley Clean Water

1400 Radio Road

Redwood City, CA 94065

NOMINEE FOR CWEA STATE BOARD OF DIRECTORS

Name: Bhavani Yerrapotu

Title: Deputy Operating Officer

Employer: Valley Water

Street Address: 5750 Almaden Expressway

City, State, Zip: San Jose, CA - 95118

Phone 408-425-7831

Email: byerrapotu@valleywater.org

Personal Interest

**Why are you interested in being nominated for CWEA Board of Directors?
Commitment and Support (Please review the job descriptions in the Board Bylaws)**

I am honored to be pursuing this application for CWEA Board of Directors and WEF Delegate. With 25 plus years of experience in consulting as well as public sector spanning several states including Illinois, Indiana, Florida, and California, I believe I have the right background and skills to support the organization and further its mission to *"increase the effectiveness of California's water environment professionals through education, certification, and promotion of sound policies to benefit society by protecting the water environment"*.

I have spent the first 23 plus years of my career in wastewater and storm water areas with increasing responsibilities starting as an entry level engineer managing projects as well as interacting with O&M staff. Beginning with my first exposure to WEF at the 1995 WEFTEC in Miami Beach, FL, I have always found the wastewater professionals and the comradery they exhibit to be a family I could rely on for education, support, guidance, and mentoring. Throughout my career I have always encouraged my staff and peers to take advantage of this wonderful family, as well as contribute to the local, state associations as well as at WEF as demonstrated by my numerous presentations and publications and active participation in local chapters.

At this point in my career I believe I am uniquely positioned to help further the mission of the organization specifically in expanding its role to the boarder water industry to fill the gap that exists between the water and wastewater professionals, collaborate and bank on the tremendous unfilled need for technical education of water professionals in the area of controls, instrumentation, safety training as well as process training with transferable skills that apply to both sides of our house. As the concept of "one water" is being actively pursued across the state and the commitment to diversity echoing throughout the country, I think I have the vision and skills to fill that niche on the Board and represent those interests at the national level as a WEF Delegate.

What do you feel are the most critical duties of this position, and how will you perform them?

As I read the by-laws and the strategic plan for CWEA, I see two broad areas of duties for this role.

- Core responsibility on Membership/External Relations Committee

As a WEF Director this position is a key member of this committee and has core responsibilities for growth of the membership and public image and communications activities. Performing this role would mean being active in tracking the activities of the sub-committees and being on the look out for opportunities where public image campaigns related to water and water professions can be capitalized for furthering the organization mission. In addition, being an active member would mean fulfilling the responsibilities of selecting nominations for WEF awards as well as overseeing the activities of the joint committees.

- Active participation as a Board Member

All members are expected to attend all the Board member meetings and support the executive committee and director in fulfilling their responsibilities. Since this is the only active organization that I am pursuing, I will be able to attend the required meetings as well as my personal interest continue to track the developments of the sub-committees as I have continued to do so through social media and web pages and mailing lists as well as attend regional meetings in person.

Fulfilling the requirements of the position takes a significant amount of time. Discuss your personal time commitment to this position.

At this juncture in my career and personal life I feel honored and confident to be able to give my time and am committed to these responsibilities that will let me pursue my passion of supporting the water industry. I am currently in an executive role at the organization with a supporting assistant executive as well to manage the divisions' and the responsibilities, with the bulk of my staff being O&M and trade staff. Supporting activities that enhance workforce development as well as elevating the image of the water profession and importance of sustainable water supply is the core mission of my employer as well as a personal passion of mine. Being part of CWEA has come naturally always and will continue to be an exciting engagement beyond my core employment.

Do you have the support of your employer to fulfill the economic and time commitments of this position?

Valley Water is an organization that encourages staff growth development as well as strategic partnerships. My pursuit of this Board position is in total alignment with the mission of Valley Water. In addition, with our focus and priority on recycled and purified water and my engagement in that committee is in line with one water mission of the agency. I have full support of the Chief of Water Utility for my involvement in the organization as he sees it as a valuable investment of time and engagement to further staff training and succession planning. Travel to conferences and Board meetings is also supported by Valley Water as its in line with established training and conference budgets.

What do you expect of other board members and staff to ensure your experience on the board is satisfying?

I have always admired the time and commitment of various members of the Board as well as volunteers of the various regional chapters. Interacting with them for any local events or at the annual conference whether connecting after a few weeks or after years it always seemed like I was talking to family. I am truly grateful for that love and support and I am certain it will continue in my role as a new Board Member.

Since this will be my first time on the board of CWEA, I would hope for their patience and forgiveness as I learn the "ropes of the job" as it may be understanding the processes and procedures as well as to quench my curious mind to any potential questions or inquiries I may have.

I promise to give my best efforts and take the time to learn and hope you will all be accepting of me and any ideas I may suggest for your consideration while on the Board. I am truly humbled to be considered for this role.

FUTURE OF THE ASSOCIATION

Please review CWEA's Strategic Plan & Strategy Map at: <https://CWEA.org/strategy>
Check out our most recent CWEA Dashboard.

If elected to this position, what would you do to assist CWEA's function and purpose?

I am committed to fulfilling the core responsibilities of the being a Board member in attending the Board meetings, supporting the Board policy and strategy development as well as overseeing the committees, as necessary. I see a significant elevation of the organization with the current Board in the quality of the conferences as well the website and clear establishment of the strategy and focus on technology and

promotion through social media. I am thrilled to continue support that great work to the best of my abilities.

CWEA has already established itself as a true go to resource and leader for wastewater professionals and agencies for supporting their workforce and professional development. As I have transitioned to the water sector, I have come to realize that there is a huge gap of a similar support for the workforce on the water side. In line with the mission and elevating the water industry I think I can help further that mission by making connections to expand the membership and promote CWEA with potential connections to CA-NV AWWA as well as more regional succession planning efforts though BAYWORKS and even through BACWA, thus significantly expanding the membership and profile of the organization.

What areas of the Association can be improved? What abilities do you bring to assist in these improvements?

In the last year I see a huge change in website, outreach and social media posting and have been thrilled at the direction it is headed. A few areas that I think could use some focused help is perhaps at the grassroots level to raise the profile of local chapters and connect them all equally as I see some chapters are more engaged than others. Since they are all volunteer driven so some more targeted outreach and sensitive engagement could perhaps help.

In the last year, COVID has shown what is possible with remote collaboration as well as with the State even considering remote testing. I think there is an opportunity to significantly capitalize on this momentum to reach a much broader audience for training and conferences as well. Seeing these hybrid offerings, I think will also help the agencies support their workforce for more engagement with CWEA.

As a passionate persuasive water professional with connections in both water and wastewater sector across northern California as well as with the consultant community and the regulators and NGOs, I would bring those connections to help promote these new programs and draw in volunteers. I am also an excellent program manager and have significant experience being a mentor at various agencies I have worked with to help support any new members to take on volunteer roles.

What do you feel the Board has defined to be the future direction of CWEA? Do you have other suggestions for objectives that you would like to see considered?

From the Board's Strategy Map, the Board has established a future direction for CWEA to be a chosen source of education and professional development by water professionals, agencies as well as regulators. In that sense the goals of the Board focus on 5 categories, Public, water professionals, agencies, regulators, and the environment. I think CWEA is well on its way over the past few years to fulfilling that vision with the focused efforts on redoubling the offerings of trainings and expert panels and technical sessions. As I mentioned previously, furthering those objectives with tapping into the water sector as well as expanding the technology-based offerings (Webex, zoom etc) as well as connecting

more directly with the HR and training teams of the individual agencies I think will help meet the objectives as well.

Connecting with organizations such as SCVURPPP and BACWA, BASMA would help meet the regulatory category of the objectives as well.

ATTRIBUTES YOU BRING TO THE BOARD

CWEA looks for the following attributes in CWEA Board members. Please briefly tell us about experiences you have had that demonstrate the following attributes:

Your ability to think strategically and analytically and to effectively communicate your thoughts and the reasons for them.

I have been in executive management positions over the last 15 years leading large programs that required engagement with multiple stakeholders as well as politicians and public. A large part of the success of those programs is to distill complex and sometimes unpopular options and results in simple terms and present them. Some examples of those successes include the adoption of the San Jose's Infrastructure Master Plan for their regional wastewater facility, Sunnyvale's clean water program, both of which involved a significant capital investment and corresponding rate increases.

As the lead for those programs, I was able to identify key points of interest and outcomes to be analyzed for both the program development as well as for public outreach and stakeholder engagement. As a result, both programs have been adopted which have the flexibility and built-in revenue sources to support them. Several projects of those programs are well underway for successful completion.

One unusual example of my thinking and analytical as well as communication ability is the implementation of 12-hour shift for the operations team at Sunnyvale which the City leadership was initially against. Using benchmarking as well as a cost and non-monetary benefit analysis I was able to persuade the City to implement the program on a pilot basis and now its successfully being adopted.

Another example of my engagement with the boarder public was the success of Measure S recently passed by the voters of Santa Clara County, where I was a key participant volunteering my time for the Yes for Measure S campaign raising more than \$20,000 for the campaign in the last two weeks and resulting in an aggressive outreach including hosting a networking session (via Zoom), highlighting the importance of water infrastructure and sustainable funding sources to invest in them.

Your possession of earned respect of key stakeholder groups and members.

I have been an active member of the Bay Area water industry for the past 20 years. Through BACWA as well as engagement at CWEA Santa Clara Valley Chapter meetings I have an established respect with my peers as well as leadership of the various wastewater agencies. I was a key participant on the

Nutrient Watershed Permit committee for BACWA representing the Lower South Bay that successfully negotiated the first watershed permit. I was also on the Board of the BACWA as well as BAYWORK help developing regulatory strategy or workforce development and engagement programs. In my roles with San Jose and Sunnyvale I have earned the respect and have well established relationships with Regional Board and EPA Region 9 key staff and leadership.

My experience as well as my role in large programs with San Jose and Sunnyvale are the key reasons for my current transition to Valley Water in managing the Treated Water operations overseeing four treatment plants and distribution of treated water to all of Santa Clara County. In this role I now have established relationships with my peers at SFPUC, Zone-7, Alameda County, EBMUD and am on the CUWA (California Urban Water Agencies) Committee as well representing Valley Water. I have also worked with industry experts and academics such as Dr. David Jenkins, Dr. George Tchobanoglous, Dr. Michael Stenstrom, Dr. David Sedlak, Dr. Dick Luthy in various projects and efforts promoting process optimization or larger programs such as nutrient removal pilots, purifies water etc. who have also served on technical advisory panels along with me.

Your ability to work well with others as a member of a collaborative group with group decision-making authority and an understanding of the fiduciary duties of loyalty, care, and obedience.

I have worked with three different agencies in the Bay Area all with increasing level of responsibilities, span of control as well as budgets, starting from a team of 12 source control inspectors with a unit budget of \$1.5 Million to now overseeing a division of 110 with a budget of \$48 Million. I have also had experience overseeing capital program with a budget of \$60 Million with an average of 10 to 12 project awards annually and oversight of several consulting contracts. All of these roles involved significant fiduciary responsibility towards both staff as well as the projects and the contracts being managed under my authority.

In addition, I have also been in the role of being appointed to Boards representing my agency or a particular organization or employee group such as for the engineers' society, executive management for deferred compensation boards. My role especially in BACWA and on the union negotiating teams involved group decisions and give and takes as well as compromises I have excelled at navigating in representing the best interest of the body I am representing.

Your understanding of the differences between "oversight" and "supervision" as a Board member.

As a member of the executive leadership team at Valley Water I have responsibility over a large team of 100 plus staff as well as oversight of four facilities, a lab, and several high-profile projects. Some of these projects are under direct "supervision" requiring everyday or weekly guidance and check-ins while the larger responsibilities of oversight of the division and its mission of delivering treated water to

customers in Santa Clara County is more strategic. That is what I see and understand as the difference as a Board member. Its to set policy and strategic direction for the organization and help guide staff in moving forward towards that direction. At a Board level it would be unrealistic nor productive to get involved in everyday or weekly activities and supervision of staff or of the individual committees. However, as challenges or problems arise in meeting the goals of the organization, with help of staff and open exploration the Board may have to get involved on the everyday nuances to address issues by directing staff with making recommendations to the executive committee.

Your reputation for emotional maturity, personal integrity, and honesty.

Over the last 25 years I have transitioned from field engineer to various positions of increasing levels of responsibility to currently managing a large group of staff mostly of operations, trades, and field staff. Even to this day my style of management is by being on the ground with the team and meeting them where they are out in the field. I have and always will be the hands-on manager that connects with people at a personal level. Especially in the jobs such as wastewater and critical utility functions that are mostly hidden from the larger public, we serve it is the people and passion for service is what makes the difference for the community and the environment. I have always had the reputation of being a stable fair and empathetic supervisor and leader that has experience dealing with some of the most difficult personnel challenges. I have always dealt with them with empathy and humility in my role as the manager.

In larger stakeholder groups such as with my role in BACWA I am always known to be the “straight shooter” and one that was balanced who believed in science and fact-based decision making. In various negotiations between the agencies and their partners I have played a key role in developing the terms of and am known for my personal integrity in presenting information in simplistic terms and being honest about the pros and cons to all parties. For this reason, I am also sought by several partner agencies to be on their selection panels for executive as well as consultant.

Your familiarity with the body of knowledge/subject areas for which CWEA is responsible and within which decisions and choices will have to be made.

I have a bachelors and master's in civil engineering with over 25 years of experience in the water industry with 20 of those years here in the Bay Area. So, I believe I have the necessary technical expertise in the areas of our membership and the agencies we have members of. From source control, pollution prevention, outreach, workforce development, engineering design project delivery, process optimizations, SCADA and automation programs, I have overseen and been a core part of every area of operations and staff management of the clean water industry.

I understand certifications and training requirements as a 15 plus year veteran of being in three different agencies in the clean water industry that has championed special privileges and staff development

initiatives in the agencies I worked for, such as incentive pays, succession planning programs, emergency operations and mutual aid programs. I am also currently actively engaged with my staff on advanced water treatment certifications related to purified water programs and ensuring parity for operations staff for working on both water and wastewater and advanced water certifications.

Personal History/Involvement with CWEA

Please attach a resume of CWEA leadership positions/activities along with a digital photo.

Below is the list of some of my activities and involvement with CWEA and WEF:

- CWEA AC 2014 – Conference Committee - Liaison for industry/trade groups outreach and booth set up
- Santa Clara Valley Section CWEA – active participant/speaker multiple occasions at monthly meetings
- Presentations at CWEA AC 2011, 2014 and 2015 on various process optimization topics
- Presented at WEFTEC 2009, 2010 and 2011
- Participation and presentation at WEF specialty conferences such as WEF Biosolids Conference 2012, AWWA/WEF Utility Management Conference 2010.

Complete and return by **December 17, 2020** to:

WENDY WERT | CWEA PRESIDENT

c/o CWEA

7677 Oakport Street, Suite 600

Oakland, CA 94621

vthornton@cwea.org



BHAVANI YERRAPOTU
Deputy Operating Officer
Valley Water

Bhavani Yerrapotu is the Deputy Operating Officer of the Treated Water Division at the Santa Clara Valley Water District, now known as Valley Water. Ms. Yerrapotu is responsible for Treated Water Operations which include oversight of four treatment plants, distribution systems, a water quality lab and supporting electrical, SCADA and process engineering sections.

Ms. Yerrapotu has been in her position since October 2018 and has brought to Valley Water an exceptional amount of knowledge and experience in hand which includes engineering, operations & maintenance, capital programs, recycled water, regulatory/regional collaboration, process engineering, collection/distribution systems, and environmental programs over the last 25 years. Prior to Valley Water she worked for 20 plus years in the wastewater sector both in private consulting (in Miami, FL) as well for the City of San Jose and the City of Sunnyvale.

She has always been an active participant and enthusiastic supporter of CWEA and WEF with numerous publications and presentations as well as being an active part of the 2016 annual conference planning. She was an active member of BACWA with strong collaboration and negotiation skills as part of the Nutrient Watershed Permit team. She is also an active member and champion of Baywork, being part of their steering committee during its formative years and continues to be a supporter of their programs and development.

Ms. Yerrapotu holds a bachelor of science degree in civil engineering from Osmania University, India and a master of science in civil engineering from North Carolina State University. She is a State of California Professional Engineer (Civil), P.E., and a Board-Certified Environmental Engineer (Water/Wastewater), BCEE.

January 11, 2021

WENDY WERT | CWEA PRESIDENT

California Water Environment Association
7677 Oakport Street, Suite 600
Oakland, CA 94621
vthornton@cwea.org

Dear Wendy:

I am a member in good standing with **CWEA** and I hereby nominate:

Howard Brewen who is a member in good standing with **CWEA** and WEF for the position of (check one):

- o Southern Regional Committee Chair;

A brief resume of the nominee's CWEA activities is attached. I have informed the nominee of this nomination and the questionnaire has been previously completed and is in the records of CWEA.

Thank you for your consideration of this candidate.

Regards,

Valerie Ratto

CWEA Member and current **Southern Regional Committee** Chair



Valerie Ratto
Project Manager
Orange County Sanitation District
10844 Ellis Avenue
Fountain Valley, CA 92708

NOMINEE FOR CWEA STATE BOARD OF DIRECTORS

Name: Howard Brewen

Title: O&M Market Growth Leader – West Region

Employer: Jacobs

Street Address: 76880 Barker Rd

San Miguel, CA 93451

Phone: 805-286-2687

Email

Personal Interest

Why are you interested in being nominated for CWEA Board of Directors?
Commitment and Support (Please review the job descriptions in the Board Bylaws)

Very simply, I want to give back! I have been blessed to work with great people that taught me what it means to give back and I want to pass that on to our members, especially our newer members.

What do you feel are the most critical duties of this position, and how will you perform them?

1. Having the passion to help make a difference for our membership.
2. Understanding that communication is the key.
3. Bringing innovation and motivation.

All of these can be best accomplished by being a great listener, seeking advice from people that have depth and understanding of a situation. Be willing to make the commitment to be a true leader that can lead from the front or the back and take the action to move forward.

Fulfilling the requirements of the position takes a significant amount of and most important time. Discuss your personal time commitment to this position.

I am very aware of the time commitment, presently serving as SRC Vice Chair. I am willing and have the job flexibility that will allow me to dedicate the time needed to fulfill the position.

Do you have the support of your employer to fulfill the economic and time commitments of this position?

Yes, my employer fully supports my role.

What do you expect of other board members and staff to ensure your experience on the board is satisfying?

Be willing to be open, honest and not afraid to discuss the difficult issues that we may face. I want to be involved with people that want to have fun while working hard to accomplish our goals.

FUTURE OF THE ASSOCIATION

Please review CWEA's Strategic Plan & Strategy Map at: <https://CWEA.org/strategy>
Check out our most recent CWEA Dashboard.

If elected to this position, what would you do to assist CWEA's function and purpose?

Continue to emphasize the value that CWEA brings not only to its members but those municipalities and districts that employ our members. Reach out and listen to the decision makers in municipalities and districts on how we can help them make their employees better suited to perform their roles and responsibilities. In these conversations it will allow us the opportunity to showcase what we provide for our members.

What areas of the Association can be improved? What abilities do you bring to assist in these improvements?

I believe in last couple of years CWEA has really moved forward on so many fronts. I would like to continue to drive that vision and direction, understanding that the landscape may have changed in some areas that we probably did not envision and as an organization we must remain nimble. One area that we need to improve on is how to "talk the talk and walk the walk" in relation to inclusion and diversification.

I have worked on the public sector side for many years, which took me from an OIT in wastewater to Superintendent roles and now work on the consulting side of our industry. This gives me a good perspective what are members are facing at every level and makes me very approachable to them because I have lived it. I am strong in vision, motivation and communication.

What do you feel the Board has defined to be the future direction of CWEA? Do you have other suggestions for objectives that you would like to see considered?

The CWEA has clearly stated "to offer our members certification, education and promotion of sound policies that will increase the effectiveness to do their jobs in protecting California's

water environment". Certification, education and sound policy is the core and within each one of these categories there can always be room for improvement which would be my objective.

ATTRIBUTES YOU BRING TO THE BOARD

CWEA looks for the following attributes in CWEA Board members. Please briefly tell us about experiences you have had that demonstrate the following attributes:

Your ability to think strategically and analytically and to effectively communicate your thoughts and the reasons for them.

I have served as a core member or led teams in multimillion-dollar wastewater projects.

Served as Superintendent in being awarded Wastewater Facility of the Future from WEF.

Served as Superintendent in first public-private energy project for municipalities.

Performed annual evaluations for 20 people for ten years.

Led multiple teams as a consultant throughout the Southwest and California on a wide array of projects in the water industry

Your possession of earned respect of key stakeholder groups and members.

I have been asked to speak at many conferences. I have been asked to serve on various committees/boards. I have been asked by many young professionals to be a mentor. I would not have been asked and continued to be asked to fill some of the roles I have mentioned if I did not have respect of key stakeholders' groups and members. I cherish this respect and do not take it as a given but try to continue to earn it every day.

Your ability to work well with others as a member of a collaborative group with group decision-making authority and an understanding of the fiduciary duties of loyalty, care, and obedience.

Being a Superintendent of a highly functioning wastewater facility team for multiple years and earning the respect of the entire crew. I currently work with multiple teams over the entire Southwest and California which requires understanding different perspectives and goals from a diverse group of teams. This collaboration must eventually become an action(s) that will be delivered successfully.

Your understanding of the differences between “oversight” and “supervision” as a Board member.

If we focus on the outcomes to be achieved and causing a change to occur if we are unsatisfied with progress, we are involved in Oversight.

If we are focused on what is being done, how it's being done, who is doing it and substituting our judgement for the individual or group being held accountable then it is Supervision.

Your reputation for emotional maturity, personal integrity, and honesty.

At every level of my career I have had the privilege to work and interact with many great people from all walks of life. I am confident that I was respected for emotional maturity, personal integrity and honesty. Relationships are built around your reputation.

Your familiarity with the body of knowledge/subject areas for which CWEA is responsible and within which decisions and choices will have to be made.

I have been a CWEA member for over 18 years. My involvement has ranged from being a speaker and moderator at many annual conferences. Serving on the on the AC20, AC19 and AC18 educational conference committee. Currently serving as SRC Vice Chair. These experiences have given me a good insight into the body of knowledge/subject areas for CWEA responsibilities.

Personal History/Involvement with CWEA

Please attach a resume of CWEA leadership positions/activities along with a digital photo.

Complete and return by December 17, 2020 to:

WENDY WERT | CWEA PRESIDENT
c/o CWEA
7677 Oakport Street, Suite 600
Oakland, CA 94621
vthornton@cwea.org

CWEA RESUME – Howard Brewen

CWEA member for 18 plus years

Speaker and moderator at many CWEA annual conferences

Educational Program Team – AC17, AC18, AC19, AC20

SRC Vice Chair – currently serving

