Governance and Operations Manual

Prepared for the Central Texas Water Alliance by Plummer Associates Inc.

Aaron Waters
10-3-2025

640 Kennedy Court
Belton, Texas 76513
Centraltexaswateralliance.org

CTWA
CENTRAL TEXAS
WATER ALLIANCE

Contents

640 Kennedy Court
Belton, Texas 76513
Centraltexaswateralliance.org

CTWA
CENTRAL TEXAS
WATER ALLIANCE

Definitions

Alliance / CTWA – The Central Texas Water Alliance, a political subdivision of the State of Texas, created under Chapter 11020, Texas Special District Local Laws Code.

Board – The Board of Directors of CTWA, the governing body of the Alliance.

Director / Alternate Director – Individuals appointed by Sponsors in accordance with the bylaws.

General Manager (GM) – The chief administrative officer of the Alliance.

Sponsor – A full voting member entity that appoints a Director and contributes dues and assessments.

Affiliate Member – A non-voting participant organization that contributes dues and engages in committees.

Groundwater Conservation District (GCD) – A statutorily created district admitted as a CTWA member.

TAC – Technical Advisory Committee, established under Chapter 2.6.

GOM – This Governance and Operations Manual.

Fiscal Year – The period October 1 to September 30.

PFIA - The Public Funds Investment Act, Texas Government Code, Section 2256.005(n), requires every state agency to obtain a compliance audit for its investments that are not invested by the State Comptroller of Public Accounts under Texas Government Code, Section 404.024.

TOMA - Texas Open Meetings Act, Texas Government Code Chapter 551, requires that government bodies hold public meetings, ensuring transparency and accountability.

PIA - Public Information Act provides a mechanism for citizens to inspect or copy government records.

QBS - Qualifications-Based Selection, Texas Government Code 2254, involves first selecting the most qualified provider based on demonstrated competence and qualifications, and then negotiating.

Chapter 1 – Purpose, Authority, and Use

The Governance & Operations Manual ("GOM") of the Central Texas Water Alliance ("CTWA" or "the Alliance") serves as the principal reference document for translating the Alliance's bylaws and enabling legislation into practical, day-to-day operations. Whereas the bylaws provide the legal foundation for CTWA's governance, this manual is intended as a working guide for the Board of Directors, Officers, the GM, committees, staff, and members. It captures policies, processes, and best practices that ensure the Alliance conducts its work with integrity, transparency, and effectiveness. In the event of a conflict, the enabling legislation and then the bylaws shall supersede any other internal document.

This manual is a living document. It is formally adopted by the Board and maintained under the oversight of the Governance Committee. Updates are made by resolution of the Board to reflect new legal requirements, improved practices, or organizational experience. The GM is responsible for keeping the manual current, maintaining a revision log, and submitting proposed amendments to the GOM to the Governance Committee for review and recommendation to the full Board.

1.1 Legal Authority

CTWA is a political subdivision of the State of Texas, created under Article XVI, Section 59 of the Texas Constitution and codified in Chapter 11020 of the Texas Special District Local Laws Code. The Alliance's authority includes powers and duties relating to regional water supply, wastewater, reuse, stormwater, conservation, and associated infrastructure planning and delivery. The Board executes its authority through policies, delegated thresholds, and committee oversight as detailed herein. The GOM must always be read in conjunction with CTWA's enabling statute, applicable state and federal law, and the bylaws. In the event of a conflict, the statute or bylaws shall prevail. The GOM implements but cannot override bylaws or statute; any amendments to bylaws automatically supersede the related GOM provisions.

1.2 Mission and Strategic Objectives

The mission of the Central Texas Water Alliance is to foster sustainable water resource management through regional collaboration, innovation, and the implementation of integrated solutions that benefit its Sponsors and the Central Texas region. This mission reflects both the statutory purpose of the Alliance and the Board's commitment to addressing present and future water challenges.

Strategic objectives that guide CTWA's work include:

- Promoting collaboration across jurisdictions and sectors to strengthen water resilience.
- Supporting conservation and reuse initiatives to extend existing supplies.
- Identifying, planning, financing, and delivering regional water projects.
- Securing funding from grants, loans, and partnerships.
- Ensuring fiscal responsibility, transparency, and accountability to members and the public.

The GOM provides the framework for advancing these objectives through consistent governance practices and clear administrative procedures.

1.3 Scope of the Manual

The GOM covers all operational dimensions of the Alliance, including:

- Board governance, including the structure, roles, and responsibilities of Directors and Officers.
- Duties and administrative authorities of the GM.
- Standing committees, their charters, and work plans.
- Financial management, budgeting, reporting, auditing, and reserves.
- Procurement and contracting consistent with Texas law.
- Project and program delivery, including planning, funding, and oversight.
- Risk management, compliance, and ethics standards.
- Membership administration for Sponsors, Groundwater Conservation Districts (GCDs), and Affiliates.
- Performance measurement and emergency preparedness.
- Communication and outreach to raise awareness of the organization, its work, and goals.

Each chapter sets out procedures in narrative form, supplemented by appendices containing templates, schedules, and sample forms.

1.4 Fiscal Calendar

To ensure consistency in financial and operational planning, the Alliance operates on a fiscal year beginning October 1 and ending September 30. The fiscal calendar governs the preparation of budgets, audits, quarterly reports, and committee work plans. All timelines referenced in this manual are keyed to this cycle unless otherwise stated.

1.5 Use of the Manual

This manual is intended as a practical tool. Directors and Alternates may use it to understand their duties and obligations. Officers will find clarity on their role descriptions and the processes for executing their responsibilities. The GM and staff will use the manual as a reference for day-to-day decisions, such as procurement thresholds, reporting cadences, and committee coordination. Members may use it to understand how their petitions, dues, or participation in committees are overseen.

The GOM also serves as a transparency instrument for the public, demonstrating how CTWA upholds open government principles and ensures responsible stewardship of resources.

1.6 Document Hierarchy and Amendment Procedures

The GOM amendments require:

1. Proposal from the GM
2. Review by the Governance Committee
3. Public posting for at least fifteen (15) business days before Board adoption, and
4. Formal approval by Board resolution.

Chapter 2 – Governance Structure & Roles

The governance of the Central Texas Water Alliance is vested in its Board of Directors, supported by Officers, the GM, and standing committees. This chapter sets out the governance framework in narrative form, describing roles, responsibilities, and operational expectations. It translates the provisions of the bylaws into actionable guidance for day-to-day use.

2.1 Board of Directors: Authority and Function

The Board of Directors serves as the governing body of CTWA and has full responsibility for managing the Alliance's affairs. Its authority derives from state law, the enabling legislation, and the bylaws. The Board establishes policy, approves budgets, authorizes contracts and projects, and holds the GM accountable for implementing its directives.

The Board shall conduct regular meetings at least quarterly, with the Chair responsible for ensuring that meetings are conducted in compliance with the Texas Open Meetings Act. The GM, acting at the Chair's direction, shall post notice according to the TOMA.

Special or emergency meetings may be called as needed by the Chair or by written request of a majority of the Board. The call shall specify the purpose, date, and location. The GM shall post notice and distribute materials consistent with TOMA. Directors may participate remotely, provided that such participation is conducted in a manner consistent with state law and allows for full deliberation and voting.

In a bona fide emergency, the Chair, or in the Chair's absence the Vice Chair, may call an emergency meeting. The GM shall ensure notice is posted as soon as practicable, but not less than one hour before the meeting, consistent with TOMA §551.045, and shall notify all Directors by the fastest available means.

A simple majority of Directors then serving constitutes a quorum. Each Director has one vote, and while a Director may authorize a designated alternate in the event they are unable to attend a meeting, voting by proxy is not permitted. Board decisions are adopted by majority vote unless otherwise specified in the bylaws or law.

2.2 Director Appointments and Alternates

Each Sponsor appoints one Director by resolution of its governing body. Sponsors must also designate one Alternate Director, whose designation must be filed in writing with the GM at least 48 hours before the meeting at which they will act, or else the Chair may prohibit their participation. Alternates may attend meetings, participate in deliberations, and exercise full voting rights when the appointed Director is absent.

The term of an Alternate coincides with that of the appointing Sponsor's Director. Sponsors may change their Alternate at any time by submitting a new resolution or written notice to the GM within 48 hours of meetings. If the primary voting member is also an officer, the alternate may not serve in the officer capacity in that person's absence.

2.3 Terms of Office and Continuity

Directors serve terms as defined by the enabling legislation and bylaws. Terms are staggered to ensure continuity of governance, with approximately one-third, or as near as possible, of the Board is subject to appointment or reappointment each year. Sponsors are responsible for ensuring timely reappointment of their Directors, and the GM maintains a term-tracking matrix. This matrix includes expiration dates and notifies Sponsors at least 60 days prior to the end of a Director's term.

Staggered terms ensure that the Alliance maintains institutional knowledge, avoids full turnover in a single year, and sustains long-term governance stability.

2.4 Officers of the Board

The Board elects from among its Directors a Chair, Vice Chair, Treasurer, and Secretary. These Officers provide leadership in specific areas of governance and support the smooth functioning of Board operations.

- **Chair.** The Chair presides at meetings, coordinates agenda development with the GM, and ensures compliance with bylaws and open government requirements. The Chair represents CTWA in official capacities and signs authorized instruments and contracts on behalf of the Alliance.
- **Vice Chair.** The Vice Chair acts in the absence of the Chair and assists with agenda preparation, meeting facilitation, and follow-up tracking. The Vice Chair ensures continuity of leadership.
- **Treasurer.** The Treasurer provides oversight of CTWA's finances, including review of the annual budget, financial statements, investment practices, and quarterly reports required by the Public Funds Investment Act. The Treasurer coordinates with the Finance Committee and the GM to safeguard fiscal health.
- **Secretary.** The Secretary ensures accurate and timely preparation of minutes, maintenance of official records, and certification of Board actions. The Secretary also ensures that required notices are given and that an official record of policies and resolutions is maintained.

No Director may hold more than one office simultaneously. Officer succession is governed by the bylaws, with the Vice Chair assuming duties of the Chair when necessary.

2.5 The General Manager

The GM is the chief administrative officer of the Alliance, appointed by the Board, responsible for implementing Board policies and overseeing day-to-day operations. The GM manages staff, consultants, and contractors, ensures compliance with law and policy, and maintains effective communication between the Board and operational activities.

The GM is authorized to execute contracts and disburse funds within thresholds established by the Board. Significant actions beyond these thresholds require Board approval. The GM provides regular reports on financial status, project progress, membership matters, and organizational performance.

2.6 Executive Committee

The Executive Committee provides leadership continuity and operational oversight between regular meetings of the Board of Directors. It ensures that critical actions can be taken in a timely manner while maintaining accountability to the full Board.

Composition
The Executive Committee shall consist of the Board Chair, Vice Chair, Treasurer, and Secretary. The General Manager serves as a non-voting ex-officio member. The Board may appoint one additional Director to serve at-large to ensure balanced representation among Sponsors.

Purpose and Function
The Executive Committee acts on behalf of the Board between regular meetings, subject to the limitations of this manual and the bylaws. Its functions include:

- Providing guidance to the General Manager on urgent administrative, financial, or operational matters.
- Authorizing expenditures or contractual actions within thresholds previously approved by the Board.
- Taking necessary action in response to emergencies, in accordance with § 2.1, when convening the full Board is impractical.
- Coordinating agenda preparation and ensuring follow-up on Board directives.
- Reviewing draft policies, agreements, or other materials prior to full Board consideration.

Limitations of Authority
The Executive Committee may not:

- Amend bylaws or this Governance & Operations Manual.
- Adopt or amend the annual budget.
- Levy dues or assessments.
- Approve debt issuance or major contracts exceeding delegated authority.
  All such matters remain reserved to the full Board of Directors.

Meetings and Reporting
The Executive Committee meets at the call of the Chair or any two members, in coordination with the General Manager. Meetings shall comply with the Texas Open Meetings Act when a quorum of the Board may be present.

Actions of the Executive Committee shall be documented in written minutes and included in the next regular Board meeting packet for ratification. The Committee shall provide a brief summary of discussions and actions to ensure transparency and accountability.

2.7 Standing Committees

The Board may establish standing and ad hoc committees to support its work. Standing committees meet at the call of their Committee Chair, in coordination with the GM. Meetings shall be posted and conducted in accordance with the Open Meetings Act when a quorum of the Board is expected to

attend. Committees are advisory unless the Board delegates limited authority by resolution. Four standing committees are to be established at the discretion of the Board:

- **Technical Advisory Committee (TAC).** Provides technical review of proposed projects, conservation and reuse strategies, and regional planning matters. The TAC prepares written recommendations for Board consideration.
- **Finance Committee.** Reviews the budget, audits, dues, assessments, and debt management. The committee also oversees investment practices and quarterly financial reports, ensuring compliance with the Public Funds Investment Act.
- **Governance Committee.** Oversee bylaws, this Governance & Operations Manual, and other governing documents. It manages Board orientation, evaluates Board performance, and recommends governance improvements.
- **Membership Committee.** Manages the petition and review process for Sponsors, Affiliates, and Groundwater Conservation Districts. It also oversees annual updates to the membership roster and ensures compliance with admission procedures, including statutory notice requirements.

Each committee prepares an annual work plan tied to the fiscal calendar, which is reviewed and approved by the Board. Committees may be added or modified per the needs of CTWA by Board Approval.

2.8 Transparency and Public Engagement

Transparency and accountability are central to CTWA's governance. The Board ensures that agendas, minutes, budgets, audits, investment reports, and key documents are published on the Alliance's website promptly after Board acceptance.

Procurement opportunities shall also be advertised on the website and, where appropriate, through electronic bidding platforms to maximize vendor access. The Alliance encourages participation by small, women-owned, and minority-owned businesses.

By embedding transparency in its governance structure, CTWA fosters public trust and supports its mission of collaborative regional stewardship.

2.9 Communication and Public Outreach

The Alliance is committed to maintaining open, transparent, and effective communication with its members, partners, and the public. Communication and outreach activities shall promote awareness of CTWA's mission, foster stakeholder trust, and ensure consistent understanding of regional priorities and initiatives. Periodic reports to the Board shall summarize major outreach activities, stakeholder engagement outcomes, and public feedback.

The GM shall serve as the primary point of contact for all official communications and public information requests and shall coordinate outreach activities in consultation with staff, consultants, and the Board Chair. The General Manager shall maintain outreach materials such as fact sheets, public workshop summaries, website content, and periodic progress updates to members and partner agencies.

Board members and staff are encouraged to support outreach and education within their respective jurisdictions and networks while ensuring that all formal inquiries and public statements are directed to the designated communications lead. All official communications shall remain consistent with the approved communications framework and reflect the collective voice of the Alliance.

Chapter 3 – Financial Management

Sound financial management is essential to the integrity and sustainability of the Central Texas Water Alliance (CTWA). This chapter translates the fiscal provisions of the bylaws and enabling legislation into practical procedures that guide budgeting, reporting, auditing, internal controls, reserves, grants, and debt management. It also incorporates recognized best practices from the Government Finance Officers Association (GFOA), the Public Funds Investment Act (PFIA), and other regional water authorities.

3.1 Fiscal Calendar

CTWA's fiscal year begins on October 1 and ends on September 30 of the following year. All financial planning, budgeting, reporting, and auditing activities are aligned to this cycle. The fiscal calendar provides consistency across budgeting, committee reviews, grant management, and project funding decisions.

3.2 Budget Development and Adoption

The budget is the central financial policy document of the Alliance. It expresses the Board's priorities and provides authority to the GM to manage operations within defined limits.

The budget development process shall follow a structured timeline:

- **June–July:** The GM prepares a draft budget in consultation with staff and committees. The draft identifies anticipated revenues (dues, assessments, grants, debt proceeds) and proposed expenditures (operations, capital projects, reserves).
- **August:** The Finance Committee reviews the draft, recommends adjustments, and ensures alignment with CTWA's strategic goals and reserve policies.
- **September:** The Board holds one or more budget workshops, invites member feedback, and finalizes the proposed budget.
- **By September 30:** The Board adopts the budget by resolution, authorizing revenues, expenditures, and fund allocations for the upcoming fiscal year.

The adopted budget shall include a narrative overview, a line-item breakdown by program area, and explanatory notes on major assumptions. It must also identify expected grant applications or debt issuances.

3.3 Financial Reporting

The GM shall prepare and present financial and investment reports at each regular meeting of the Board. If regular meetings are held less frequently than monthly, the GM shall ensure that reports are prepared and delivered at least quarterly, consistent with the requirements of the PFIA.

Reports shall include, at a minimum:

- Statement of revenues and expenditures compared to budget.
- Current cash balances and reserve levels.

- Schedule of outstanding obligations and debt service.
- Investment holdings and performance, with certification of compliance with the PFIA.

Quarterly and annual reports shall be published on CTWA's website after Board acceptance, ensuring transparency for members and the public.

3.4 Audit Requirements

CTWA shall engage an independent certified public accountant (CPA) to conduct an annual audit of its financial statements. Auditors are selected in compliance with Texas law governing procurement of professional services (Tex. Gov't Code Chapter 2254, Qualifications-Based Selection).

The audit shall evaluate the fairness of financial statements, adequacy of internal controls, and compliance with laws and policies. The auditor shall present findings directly to the Board and provide a written report. The audit shall be filed with state agencies as required and published on CTWA's website.

Audit findings must be addressed promptly according to the table below. The GM shall develop a corrective action plan, which is reviewed by the Finance Committee and approved by the Board.

Step	**Responsible Party**	**Deadline (from audit presentation)**	**Action**	**Deliverable**
1. **Audit Report Presentation**	Auditor / Finance Committee	Day 0	Present final audit to Board at regular meeting; receive formal acceptance.	Audit report entered into record.
2. **Initial Review**	GM + Finance Committee	Within fifteen (15) business days	Review findings, identify responsible parties, and draft corrective actions.	Preliminary Corrective Action Plan (CAP) outline.
3. **Formal Corrective Action Plan (CAP)**	GM → Finance Committee → Board	Within forty-five (45) calendar days	Prepare written CAP addressing each finding: cause, corrective measure, timeline, responsible staff.	Written CAP submitted to Finance Committee.
4. ***Board Approval of CAP***	Finance Committee → Board	By sixty (60) calendar days	Finance Committee reviews CAP and recommends approval or modification.	Board adopts CAP by motion or resolution.

3.5 Internal Controls and Reserves

The Alliance shall maintain internal controls to protect public funds from waste, fraud, or misuse. These controls include:

- Segregation of duties between staff responsible for authorizing, recording, and reconciling transactions.
- Dual authorization for disbursements exceeding thresholds set by the Board.
- Timely bank reconciliations and oversight by the Treasurer.
- Contract review protocols for legal sufficiency.

CTWA shall also maintain a reserve policy establishing a minimum fund balance equal to at least 90 days of operating expenses. Reserves provide a financial cushion against unforeseen events or revenue shortfalls. The Finance Committee shall monitor compliance with this policy.

The use of reserves requires Board approval and must be documented in a resolution specifying the purpose, amount, and repayment plan (if applicable).

3.6 Grants and External Funding

Grant funding is a critical tool for advancing CTWA projects. The GM shall identify and pursue opportunities from state and federal agencies, philanthropic organizations, and private partners, provided they align with CTWA's mission.

All grant applications must be reported to the Finance Committee before submission, and awards must be accepted by Board resolution. Grant funds shall be segregated in the accounting system, with expenditures tracked to ensure compliance with grantor requirements.

The GM shall prepare a quarterly grant report summarizing applications submitted, awards received, and compliance status.

3.7 Debt Management

CTWA may issue debt in accordance with its enabling legislation and state law. Debt financing shall be used prudently to support long-term capital projects, and issuance shall require Board authorization by resolution.

Debt management policies shall incorporate GFOA best practices, including:

- Use of conservative revenue projections in assessing debt service capacity.
- Full disclosure to stakeholders and compliance with continuing disclosure obligations.
- Preference for fixed-rate financing to minimize interest rate risk.
- Monitoring of debt service coverage ratios.

The Finance Committee shall review outstanding debt annually and provide the Board with a status report on repayment schedules, coverage ratios, and compliance with bond covenants.

3.8 Financial Transparency

Transparency is a core principle of CTWA's financial management. All budgets, financial reports, audits, and debt disclosures shall be published on CTWA's website. The Finance Committee shall provide an annual financial overview to members, ensuring that Sponsors, GCDs, and Affiliates have confidence in the stewardship of their contributions.

Chapter 4 – Procurement & Contracting

Procurement is one of the most visible expressions of public trust. The Central Texas Water Alliance (CTWA) must acquire goods, services, and professional expertise in a manner that is lawful, transparent, and consistent with the Alliance's mission. This chapter translates statutory requirements into clear operating practices, ensuring that procurement delivers best value to members and stakeholders while safeguarding integrity and fairness.

4.1 Guiding Principles

CTWA shall conduct all procurement according to the following principles:

- **Fairness and Equity.** All vendors shall be given equal opportunity to compete for contracts.
- **Transparency.** Processes shall be documented, open, and accessible to the public wherever legally permissible.
- **Best Value.** Awards shall be made to vendors providing the most advantageous balance of price, quality, experience, and compliance.
- **Accountability.** Procurement records shall demonstrate compliance with law and policy, and decisions shall be subject to review.
- **Stewardship.** Public funds shall be managed prudently, with avoidance of waste, fraud, and abuse.

4.2 Procurement Thresholds and Methods

CTWA's procurement thresholds reflect both statutory requirements and best practices. All thresholds shall be reviewed periodically to ensure compliance with state law. Awards shall be based on best value considering price, quality, delivery, and vendor performance.

- **Purchases under $10,000.** GM may authorize purchases using sound business practices. Documentation of quotes is encouraged but not required.
- **Purchases $10,000–$25,000.** The GM must show compliance with informal bid requirements and include a bid tabulation or committee evaluation. Must solicit at least **three vendors** (two HUBs recommended) from the Centralized Master Bidders List (CMBL).
- **Purchases greater than, or equal to, $25,000.** Formal competitive bidding or request for proposals is required under the Texas Procurement and Contract Management Guide, Version 4.0. Sealed bids shall be solicited, evaluated, and awarded by Board resolution.
- **Professional Services.** Engineering, legal, audit, and financial advisory services are procured under Qualifications-Based Selection (QBS) as required by Texas Government Code Chapter 2254. Selection shall be based on competence and qualifications, not cost, with fees negotiated after ranking. The GM may assign tasks to staff/consultants but may not delegate Board-reserved authorities.
- **Emergency Authority.** In a declared emergency, the GM may obligate up to $75,000 and must notify the Board within five (5) business days with a written report (need, vendor, amount, funding source). This includes contracting for immediate restoration of water, wastewater, and/or stormwater services. This excludes non-emergency "convenience" purchases and Using emergency authority to bypass procurement for unrelated projects or professional services that are not urgent.

4.3 Contract Approval and Execution

The GM may execute contracts valued at or below $25,000, provided they are within the approved budget. Contracts exceeding this threshold, or those outside of the adopted budget, require explicit Board approval.

All contracts shall:

- Be in writing and signed by an authorized officer or the GM.
- Undergo legal review for sufficiency.
- Be filed in CTWA's official records and tracked by the GM.

The GM shall maintain a contract register that includes contract parties, scope, value, term, and performance status.

4.4 Vendor and Contractor Management

CTWA shall encourage broad participation in its procurements. To that end, the GM shall maintain a vendor registry, updated annually, allowing suppliers to register for notification of solicitations. Procurement opportunities shall be posted on the Alliance website and, where appropriate, on electronic bidding platforms.

The Alliance encourages participation by small, women-owned, and minority-owned businesses (SWMBEs) and may establish outreach goals to broaden competition.

Vendors with a record of poor performance, fraud, or breach of contract may be suspended or debarred from future procurements by Board action upon recommendation of the GM.

4.5 Ethics and Conflicts of Interest

All procurement shall comply with conflict-of-interest provisions under Texas Local Government Code Chapter 171, CTWA's ethics policies and all applicable funding requirements as defined by statute.

- **Directors and Officers** must disclose any potential conflicts and recuse themselves from deliberations where conflicts exist.
- **Vendors** must certify, as part of their bid or proposal, that no conflicts of interest exist.
- **Staff and the GM** must avoid personal or financial interests in vendors and maintain impartiality in evaluations.

Violations of ethics requirements shall be referred to the Governance Committee and legal counsel for review.

4.6 Investment and Public Funds

Investment of public funds associated with procurement and cash management shall comply with the Public Funds Investment Act (Tex. Gov't Code Chapter 2256). The Treasurer and Finance Committee shall oversee compliance and review quarterly investment reports as required by law.

4.7 Recordkeeping and Transparency

CTWA shall maintain complete records of every procurement, including solicitations, bids or proposals, evaluation criteria, award decisions, and performance monitoring. These records shall be preserved according to state retention schedules and made available under the Texas Public Information Act.

The GM shall prepare an annual procurement report to the Board summarizing the number and value of contracts awarded, vendor participation levels, and compliance with procurement policies.

4.8 Continuous Improvement in Procurement

Procurement processes shall be evaluated annually by the GM and the Finance Committee to identify opportunities for efficiency, modernization, and improved vendor participation. Electronic procurement tools, standardized templates, and vendor feedback mechanisms shall be considered to enhance performance.

Chapter 5 – Project & Program Delivery

The Central Texas Water Alliance exists to identify, finance, and implement regional water projects that serve its Sponsors, Groundwater Conservation Districts (GCDs), and Affiliate Members. Project delivery is one of the Alliance's most visible responsibilities and must be carried out with discipline, fairness, and transparency. This chapter provides a structured, stage-based framework for how projects are proposed, reviewed, prioritized, funded, implemented, and reported.

5.1 Project Identification

Projects may be proposed by any Sponsor, GCD, Affiliate, standing committee, or the GM. Proposals may involve water supply, wastewater, reuse, stormwater, conservation, or related infrastructure.

To ensure consistency, the GM shall maintain a project intake form that captures essential information, including:

- Purpose and scope of the project.
- Anticipated costs and potential funding sources.
- Projected benefits to the region and participating members.
- Timeline, permitting considerations, and potential partnerships.

All proposed projects shall be logged into a project register maintained by the GM and shared with the Board at Board Meetings.

5.2 Technical Advisory Committee (TAC) Review

The TAC provides the first layer of independent technical review. Each proposal shall be evaluated for:

- Feasibility and engineering soundness.
- Environmental and permitting considerations.
- Potential for conservation and reuse.
- Alignment with regional water plans and CTWA's mission.
- Estimated costs and scalability.

The TAC shall prepare a written recommendation memorandum for each project, summarizing findings and advising whether the project should advance to Board consideration.

5.3 Project Prioritization and Selection

Not all projects can be implemented at once. The Board, with input from the TAC and Finance Committee, shall prioritize projects based on:

- Regional significance and number of members benefited.
- Cost-effectiveness and return on investment.
- Urgency of the need addressed.
- Availability of funding and financing.

- Contribution to conservation, reuse, or resilience.

Prioritization decisions must be made by Board resolution and recorded in the project register. Prioritized projects are then incorporated into the annual budget cycle and long-term capital planning.

5.4 Funding and Special Assessments

Once a project is approved for development, the Board may levy special assessments on Sponsors that directly benefit. Assessments may be calculated using one or more of the following methods:

- Equal allocation among benefiting Sponsors.
- Proportional to population or service area.
- Proportional to water use or wastewater flow.
- Based on direct project benefit or negotiated shares.

The methodology for each project-specific assessment shall be set forth in the adopting Board resolution and documented in Appendix A – Fee Schedule.

Funding may also include state and federal grants, low-interest loans, or bond issuances. The Finance Committee shall review financing plans before Board authorization.

5.5 Project Delivery and Oversight

CTWA employs a stage-gate approach to project delivery:

1. **Concept Development** – Project intake and TAC review.
2. **Authorization** – Board approval of scope, budget, financing, and contracts.
3. **Planning and Design** – Preliminary engineering, environmental review, funding applications.
4. **Implementation** – Construction or program execution under GM oversight.
5. **Closeout** – Final inspection, reconciliation of costs, evaluation of outcomes, and lessons learned.

The GM shall serve as project manager or appoint a qualified project manager for each major project. The GM must provide progress reports during regular meetings to the Board and Finance Committee. Significant scope changes or cost overruns must be submitted to the Board for approval.

5.6 Reporting and Transparency

Quarterly project status reports shall be prepared by the GM and submitted to the Board. These reports shall summarize progress, expenditures, schedule adherence, and emerging risks.

Upon completion, the GM shall prepare a final project report that includes:

- Scope and objectives achieved.
- Final costs versus budget.
- Assessment of benefits delivered.
- Lessons learned and recommendations for future projects.

All project reports shall be posted on CTWA's website for member and public review.

5.7 Partnerships and External Coordination

CTWA may collaborate with state agencies, federal partners, universities, nonprofit organizations, or private entities to deliver projects. All partnerships must be formalized in written agreements that define roles, responsibilities, funding contributions, scope, schedule of project collaboration, budget and reporting obligations.

Partnership agreements must be approved by the Board and maintained in the official records.

5.8 Continuous Improvement in Project Delivery

The Governance Committee shall conduct an annual review of project delivery practices to identify process improvements. Lessons learned from completed projects shall be incorporated into future project intake, review, and delivery procedures.

Chapter 6 – Risk, Compliance & Ethics

The Central Texas Water Alliance (CTWA) is entrusted with public funds, regional planning responsibilities, and the confidence of its Sponsors, Affiliates, and Groundwater Conservation Districts (GCDs). Safeguarding this trust requires strict adherence to laws, prudent management of risks, and high ethical standards. This chapter sets out CTWA's framework for compliance, ethics, and risk management, ensuring integrity and accountability across all operations.

6.1 Compliance with Laws and Regulations

CTWA operates under a complex framework of state and federal law. The Alliance shall comply with all applicable requirements, including but not limited to:

- The **Texas Open Meetings Act (TOMA)** – ensuring Board meetings are conducted with transparency and public access (Texas Government Code Chapter 551).
- The **Texas Public Information Act (PIA)** – providing public access to CTWA records while protecting confidential information.
- The **Public Funds Investment Act (PFIA)** – governing investment of public monies and requiring quarterly reporting.
- The **Texas Special District Local Laws Code, Chapter 11020** – CTWA's enabling legislation, which prescribes the Alliance's powers, duties, and membership rules.
- State procurement laws (Local Government Code Ch. 252; Gov't Code Ch. 2254) governing competitive bidding and professional services.
- Reporting obligations to the Texas Water Development Board (TWDB) and other agencies as required.

The GM is responsible for monitoring legal developments and ensuring CTWA's policies remain compliant. The Governance Committee provides oversight and recommends updates to the Board.

6.2 Ethics and Conflicts of Interest

Ethical governance is central to public trust. Directors, Officers, the GM, and staff must act in the best interests of CTWA, avoiding personal or financial conflicts.

- **Directors and Officers** must comply with Texas Local Government Code Chapter 171 regarding conflicts of interest. Annual disclosure forms shall be filed with the Secretary. Any Director with a conflict must publicly disclose the interest and recuse from deliberations or votes.
- **Vendors and Contractors** must certify in writing that no conflicts of interest exist as part of the procurement process.
- **Staff and the GM** must maintain impartiality in vendor evaluations and avoid personal gain from contracts.

Alleged violations shall be reported to the Governance Committee and referred to legal counsel for review. The Board shall take corrective action as appropriate.

6.3 Risk Management

CTWA shall maintain a proactive risk management program that identifies, assesses, and mitigates risks across operations. Key elements include:

- **Insurance coverage** being sufficient to protect against liability, property loss, and other exposures.
- **Contract risk allocation**, including indemnity, insurance, and performance security clauses.
- **Internal controls** over finances, procurement, and reporting, as outlined in Chapter 3.
- **Project risk registers** maintained by the GM, tracking schedule, cost, technical, and environmental risks for each major project.

The GM shall prepare an annual risk assessment report for review by the Finance and Governance Committees, with recommendations for mitigation. CTWA shall identify, assess, and manage risks that may affect its operations, projects, finances, public safety, or compliance obligations.
Risk management activities will ensure that risks are addressed at the appropriate level, escalated when they exceed defined thresholds, and transparently reported to the Board of Directors.

6.4 Records Management and Transparency

Records are the backbone of accountability. CTWA shall maintain records consistent with the Texas State Library and Archives Commission retention schedules. Official records include bylaws, resolutions, budgets, audits, contracts, agendas, minutes, and policies.

The Secretary is the custodian of records, assisted by the GM. Public access shall be provided under the Texas PIA. CTWA shall publish key documents, including meeting agendas and minutes, annual budgets, financial reports, audits, and project updates, on its website.

6.5 Training and Continuing Education

To ensure effective governance and compliance, Directors, Alternates, Officers, and the GM shall complete training in:

- Open government (TOMA and PIA).
- Ethics and conflicts of interest.
- Public funds investment (for those involved in financial oversight).
- Procurement and contract management.

The GM shall track training completion and provide an annual compliance report to the Governance Committee.

6.6 Emergency Preparedness and Continuity

CTWA shall maintain an Emergency Preparedness and Continuity Plan, reviewed annually by the GM and presented to the Board. The plan shall:

- Define succession procedures for leadership roles.
- Include data backup and IT recovery protocols.
- Provide remote meeting and decision-making capabilities.
- Establish coordination mechanisms with state, regional, and local partners.

- Require annual tabletop exercises or drills to test preparedness.

This plan ensures CTWA's resilience in the face of natural disasters, infrastructure failures, or cybersecurity incidents.

6.7 Whistleblower Protection

The Central Texas Water Alliance (CTWA) supports a culture of integrity and transparency. Employees, contractors, and representatives are encouraged to report, in good faith, any suspected violations of law, misuse of public funds, fraud, waste, or abuse.

Protection and Authority
CTWA complies with the Texas Whistleblower Act (Government Code Chapter 554), which protects employees of local governmental entities from retaliation when reporting legal violations. No individual shall be disciplined, discharged, or otherwise penalized for making a good-faith report to the CTWA GM, Board President, Legal Counsel, or an appropriate law enforcement authority.

Reporting and Confidentiality
Reports may be made verbally or in writing and will be treated confidentially to the extent permitted by law. If a report concerns the GM, it may be directed to the Board President.

Non-Retaliation and Recordkeeping
Retaliation against any person who files a good-faith report is prohibited. Confirmed retaliation may result in disciplinary action or contract termination. CTWA shall post notice of employee rights under this policy as required by state law and retain related documentation within its audit and compliance records for at least seven (7) years.

6.8 Continuous Improvement

Risk management and ethics are not static. The GM and Governance Committee shall review compliance practices annually, benchmarking against other Texas water districts and industry standards. Updates shall be incorporated into this manual, with revisions logged in Appendix B – Revision Log.

Chapter 7 – Membership Administration

Membership in the Central Texas Water Alliance (CTWA) provides Sponsors, Groundwater Conservation Districts (GCDs), and Affiliates with a structured way to participate in regional collaboration, project development, and water resource management. See Appendix A - Membership Guidelines for additional information.

Chapter 8 – Performance & Preparedness

The Central Texas Water Alliance (CTWA) is accountable not only for compliance and financial stewardship, but also for demonstrating measurable progress toward its mission. Performance measurement and preparedness ensure that the Alliance remains resilient, transparent, and continuously improving. This chapter establishes CTWA's approach to tracking outcomes, reporting performance, preparing for emergencies, and committing to continuous improvement.

8.1 Performance Measurement Framework

CTWA shall adopt a performance measurement framework based on recognized standards such as the American Water Works Association (AWWA) G-series utility management standards and the Government Finance Officers Association (GFOA) recommended practices.

The framework will:

- Translate CTWA's mission and strategic objectives into measurable goals.
- Establish clear metrics and targets in areas such as finance, project delivery, membership engagement, conservation, and transparency.
- Require regular reporting to the Board and members.
- Enable benchmarking against peer organizations in Texas and nationally.

The Governance Committee shall oversee the framework, with implementation led by the GM.

8.2 Key Performance Indicators (KPIs)

Each fiscal year, the Board shall adopt a set of Key Performance Indicators to measure CTWA's success. The GM, in consultation with committees, shall propose KPIs for review. Examples include:

- **Financial Stability.** Balanced budgets, compliance with reserve policies, and timely audit completion.
- **Project Delivery.** Percentage of projects delivered on time and within budget, and implementation of lessons learned.
- **Member Engagement.** Attendance at Board and committee meetings, surveys of Sponsor and Affiliate satisfaction, and growth in membership categories.
- **Conservation and Reuse.** Reductions in reported water loss, adoption of reuse initiatives, and regional conservation programs supported.
- **Transparency.** Timely publication of agendas, minutes, budgets, audits, and project reports to the CTWA website.

KPIs must be realistic, measurable, and directly linked to CTWA's strategic objectives.

8.3 Annual Evaluation Cycle

The GM shall prepare an annual performance report at the end of each fiscal year. This report shall:

- Summarize results against adopted KPIs.

- Present audit findings and financial performance.
- Highlight achievements in project delivery, conservation, and member services.
- Identify challenges and areas for improvement.

The Governance Committee reviews the report and makes recommendations to the Board. After Board acceptance, the report shall be published on the CTWA website, ensuring full transparency.

8.4 Emergency Preparedness and Continuity Planning

As a regional water alliance, CTWA must remain operational during crises. The GM shall develop and maintain an Emergency Preparedness and Continuity Plan, reviewed annually with Board input.

The plan shall include:

- **Succession planning** for Directors, Officers, and the GM.
- **Data protection** measures, including secure backups and cybersecurity protocols.
- **Remote meeting capabilities** to ensure governance continuity.
- **Coordination protocols** with state, regional, and local emergency management partners.
- **Training and exercises,** including annual tabletop drills to test readiness.

The GM shall provide an annual summary of emergency preparedness activities to the Board.

8.5 Continuous Improvement

CTWA recognizes that governance and operations must evolve over time. Continuous improvement is achieved by:

- Incorporating lessons learned from completed projects into new proposals.
- Updating procurement, financial, and membership practices based on audits, evaluations, and member feedback.
- Maintaining a revision log (Appendix B) of all updates to this manual, ensuring changes are tracked and explained.
- Benchmarking policies and performance against other regional alliances, districts, and utilities.

The Governance Committee shall review progress annually and recommend policy or procedural updates to strengthen effectiveness.

8.6 Public Accountability

Performance and preparedness are incomplete without public accountability. CTWA shall ensure that reports, evaluations, and preparedness plans are published in a timely and accessible manner. By embedding transparency into its operations, CTWA strengthens trust among Sponsors, GCDs, Affiliates, and the public it serves.

Appendix A

Membership Guidelines

Adopted 29 October 2025

CTWA
CENTRAL TEXAS
WATER ALLIANCE

PLUMMER

640 Kennedy Court
Belton, Texas 76513
Centraltexaswateralliance.org

Article I - Purpose

These Membership Guidelines establish the criteria, process, and financial obligations for entities seeking membership in the Central Texas Water Alliance (CTWA). They provide clarity for Sponsors, Affiliate Members, and other participants on rights, responsibilities, dues, and fees. These Guidelines are adopted pursuant to the CTWA Bylaws and shall be interpreted in a manner consistent with applicable law and Board policy.

Article II - Definitions

For purposes of these Membership Guidelines, terms shall have the meanings set forth in the Bylaws of the Alliance, unless otherwise specified herein.

- **Sponsor**: A public entity located within the Central Texas region admitted as a member of the Alliance with full voting rights (Bylaws Article III).
- **Affiliate Member**: An entity admitted without voting rights but eligible to participate in committees and receive services (Bylaws Article III).
- **Board or Board of Directors**: The governing body of the Alliance (Bylaws Article IV).
- **Director**: An individual appointed by a Sponsor to serve on the Board of Directors (Bylaws Article IV).
- **Groundwater Conservation District (GCD):** A political subdivision of the State of Texas created to conserve, preserve, protect, and recharge groundwater resources, eligible for membership as a distinct class within the Alliance.

Article III - Membership Categories

Section 1. Sponsors

- Initial Sponsors as designated in Tex. Special District Local Laws Code §11020.0105:
    - Bell County
    - Bell County Water Control and Improvement District No. 1
    - Clearwater Underground Water Conservation District
    - McLennan County
- Added Sponsors: Local governments or private entities that petition under §11020.0106, meet selection criteria, and are admitted by Board order.
- Rights & Obligations: Sponsors have full voting rights and appoint one Director to the Board as provided in Article IV of the Bylaws. Sponsors are also subject to all financial obligations, duties, and responsibilities of CTWA. Annual dues and fees are required as detailed in Article VIII – Fee Schedule.

Section 2. Affiliate Members

- Non-voting entities such as smaller utilities, NGOs, academic institutions, and stakeholder organizations.
- May participate in committees, technical advisory bodies, and meetings.

- Dues required but at a reduced rate, as specified in Article VIII – Fee Schedule.
- Affiliate Members may petition for Sponsor status upon meeting the criteria outlined in Article 3 and payment of applicable fees.

Section 3. Ex Officio Participants State/federal agencies, regional partners, or other invited entities.

- No voting rights.
- Not subject to dues unless determined by Board resolution.
- Ex Officio Participants may provide technical or policy input at the discretion of the Board but shall not participate in governance decisions.

Section 4. Groundwater Conservation Districts

- Designating a representative to participate in Board and committee activities.
- Contributing technical expertise to conservation, groundwater management, and regional planning.
- Payment of annual dues as established in Article VIII – Fee Schedule.
- Participation in governance and advisory functions as determined by Board resolution and in accordance with the Bylaws.

Article IV - Membership Criteria & Selection

Section 1. Petition Requirements

- Legal Status:
    - Petitioners must provide documentation of their legal authority to enter agreements.
        - For local governments: certified copies of charter, creation statute, or other enabling legislation.
        - For private entities: Articles of Incorporation, Certificate of Formation, or equivalent state filings, along with documentation of Board authorization to petition.
    - The petition must identify the governing body (e.g., City Council, Board of Directors) and include a resolution authorizing submission.
    - Petitions must be complete upon submission. Incomplete petitions may be deferred or rejected at the discretion of the Board.
- Service Area or Territory:
    - Petitioners must provide a jurisdictional map and disclose overlaps or service conflicts with existing Sponsors or Affiliate Members.
    - For utilities, this shall include Certificates of Convenience and Necessity (CCNs), water rights, or permits as applicable.
- Water Supply Volume / Population:
    - Petitioners must provide audited data on contracted water volumes and/or service population.
        - Petitioners shall provide data on their average and peak water demand, total service population, or contracted water supply volumes, as applicable.

        - Documentation must be supported by audited records, regulatory filings, or certified.
    - The Board will use this information in determining apportionment of Directors and variable dues assessments.
- Water System Performance
    - Water Loss Audit. The petitioner shall provide the most recent water loss audit conducted in accordance with Texas Water Development Board (TWDB) requirements, or an equivalent audit acceptable to the Board.
    - Commitment to Best Practices. If the petitioner is not currently subject to TWDB audit requirements, the petition shall include available system performance data and a commitment to complete a water loss audit within twelve (12) months of admission as a Sponsor.
- Financial Capacity: Petitioners shall provide audited financial statements and evidence of ability to pay dues (see Article VIII). This may include:
    - Most recent audited financial statements and budget reports.
    - Current revenue sources (taxing authority, utility revenues, etc.).
    - Statement of outstanding debt obligations.
    - All financial documents submitted shall be treated as confidential and used solely for evaluation purposes.
- Credit Rating or Equivalent Evidence. The petitioner shall provide its most recent credit rating from a recognized rating agency. If the petitioner does not maintain a formal credit rating, it shall provide alternative evidence of creditworthiness, such as audited financial statements, debt service history, or other documentation acceptable to the Board.
- Statement of Benefits: Petitioners must submit a written statement describing:
    - How membership in CTWA will benefit the petitioner's operations and planning.
    - How the petitioner's participation will advance CTWA's regional mission.
    - Expected contributions to governance, planning, or project implementation.
- Administrative Fee: A non-refundable application fee is required, as set in Article VIII. This fee will be credited toward the Initial Joining Fee if admitted.

Section 2. Review Process

- Notice: CTWA will notify current Sponsors of petitions at least f15 calendar days before the hearing.
- Public Hearing: Notice of hearings on membership petitions shall be posted in accordance with the Open Meetings Act requirement of at least three (3) business days advance notice. The notice shall be posted both at the Alliance's principal office, on the Alliance's website, and with the county clerk's office in the county of the petitioner.
- Evaluation Criteria: The Board will consider benefits, statutory compliance, financial stability, overlap resolution, and ability to pay dues (see Article VIII).
- The Board shall act on a petition within 90 days of receipt, unless extended by action.

Section 3. Admission

- Admission shall not become effective until all requirements have been satisfied.
- Board Action: Admission requires a majority vote of the Board during a regular or special meeting.
- Admission Order: Formal order includes effective date, territory inclusion, and requirement to pay Initial Joining Fee (Article VIII).
- Affiliate Admission: Admitted by Board resolution, contingent on Affiliate dues (Article VIII).
- Failure to Pay: Failure to remit required fees by the set timeline voids admission.
- Public Notice Requirement. In accordance with Tex. Special District Local Laws Code §11020.0106, any local government admitted as a Sponsor must publish notice of the admission order in a newspaper of general circulation in the county where the local government is located. The notice must:
  - Be published at least once per week for two consecutive weeks,
  - Have the first publication occur on or before the 14th day prior to the effective date of the order; and
  - State the effective date of the order.

Section 4. Removal

- Sponsor Removal: Petitions must include certified resolutions, financial obligations, and repayment plans.
- Board Consideration: Removal only if obligations are not impaired.
- Removal Order: Board order requires settlement of dues, assessments, and fees (Article VIII).
- Affiliate Removal: Affiliate Members may be removed by Board resolution for nonpayment (Article VIII).

Section 5. Withdrawal.

- Initiation: Withdrawal begins with a resolution by the Sponsor's governing body.
- Notice: A certified copy of the resolution must be submitted to CTWA's GM and Chair.
- Effective Date: Withdrawal becomes effective at the end of the fiscal quarter in which notice is received, unless the resolution specifies a later date.
- Financial Obligations: The withdrawing Sponsor remains responsible for all dues, assessments, and contractual obligations incurred through the effective date of withdrawal. No refund of paid dues or fees shall be provided.
- Reinstatement: A former Sponsor may reapply for membership by petitioning the Board, consistent with the process for admission of new Sponsors.

Article V - Dues & Fees

Section 1. Initial Joining Fee. All new Sponsors shall pay a one-time joining fee upon admission. The purpose of this is to cover administrative costs associated with sponsor integration. This is

required for new Sponsors, as set in Article VIII. The joining fee consists of an application fee and an initial joining fee.

Section 2. Annual Dues (Sponsors). Composed of base and variable components (Article VIII). Reviewed annually by Finance Committee.

- Sponsors shall pay annual dues consisting of:
  - Fixed Base Component: equal for all Sponsors.
  - Variable assessments may be applied in connection with specific projects, as described below. Dues are reviewed annually by the Finance Committee and set by Board resolution before the fiscal year begins.
- Sponsors admitted mid-year shall begin their tenure at the beginning of the quarter of admission.

Section 3. Annual Dues (Affiliates). Reduced rate (Article VIII). Reviewed annually by Finance Committee.

- Affiliate Members pay a reduced dues amount as set by the Board (e.g., 25–50% of Sponsor base dues).
- No variable component unless determined by Board resolution.

Section 4. Project-Based Assessments. Levied for projects or initiatives; amounts determined case-by-case (Article VIII).

- The Board may adopt project-specific assessments to allocate costs among Sponsors that directly benefit from identified projects, programs, or initiatives. Such assessments shall be calculated and adopted by resolution at the time a project is approved for development.
- Project-Based assessments shall be calculated based on proportional benefit and approved by a two-thirds vote of the Board.
- Project-Based assessments shall be calculated by resolution of the Board, based on one or more of the following factors:
  - Equal allocation among Sponsors
  - Population or service area
  - Proportional usage or demand
  - Direct benefit from a project
- The methodology for each special assessment shall be set forth in the adopting resolution and documented in the Fee Schedule Appendix.

Section 5. Payment & Enforcement.

- Payment in full is due at the beginning of the fiscal year or at Board discretion.
- Pro-rated dues will not be applied unless at Board discretion.
- Payment is due to the Board within 60 days of invoice date.

- Late payments subject to penalties set by Board policy.
    - Interest at 1.5% per month on unpaid balances.
    - Voting rights suspended after 90 days delinquent.
    - removal possible after 180 days
- Any meeting at which dues, fees, or assessments are adopted or amended shall be noticed and conducted consistently with the Open Meetings Act requirements for budget hearings, including availability of supporting documents and transparency of taxpayer impacts where applicable.
- Sponsors may request a payment plan or hardship waiver, subject to Finance Committee recommendation and Board approval.

Article VI - Overlap of Stakeholders & Size Considerations

Section 1. Overlapping jurisdictions. Sponsors with overlapping jurisdictions will have obligations apportioned by Finance Committee recommendation and Board approval, consistent with Article VIII fees. Sponsors with overlapping jurisdictions shall have voting rights and representation apportioned to avoid duplication, as determined by the Board.

Section 2. Disputes. Disputes may be resolved by mediation or Board determination. If mediation fails, disputes shall be resolved by binding arbitration or Board determination, as specified in Board policy.

Article VII - Amendments

Section 1. Mechanism. Amendments to these Guidelines require Board resolution. Sponsors shall be notified of proposed amendments at least fourteen (14) days prior to the Board meeting at which the amendment will be considered.

Section 2. Fee Changes. All fee changes shall be reflected in Article VIII – Fee Schedule. Each amendment shall be logged in Appendix B – Revision Log. Article VIII and Appendix B shall be updated and published annually on the CTWA website or other public platform by the GM or CTWA staff.

Article VIII – Fee Schedule

Annual dues are set at fixed rates. Variable assessments will be defined on a project-by-project basis and are not included in the general membership dues schedule.

Category	Base Fee [1]	Notes [2]

Application Fee[3]	$1,000	Non-refundable.
Initial Joining Fee	$5,000	One-time fee due upon admission.
Annual Dues - GCD	$25,000	One-time fee due upon admission.
Annual Dues – Sponsor	$5,000	Applicable for the first 50,000 population served, and an additional $5,000 for each subsequent 50,000 population served or portion thereof.
Affiliate Member	$5,000	Flat rate; no voting rights.

1. Size tiers are based on the most recent census or certified local estimates.
2. All fees are subject to annual review and adjustment by Board resolution.
3. Can be applied towards Initial joining fees or first year's annual dues.

640 Kennedy Court
Belton, Texas 76513
Centraltexaswateralliance.org

CTWA
CENTRAL TEXAS WATER ALLIANCE

Appendix B – Revision Log

Date of Amendment	Summary of Change	Board Resolution Reference	Effective Date	Responsible Committee

640 Kennedy Court
Belton, Texas 76513
Centraltexaswateralliance.org

CTWA
CENTRAL TEXAS WATER ALLIANCE