

AMERICAN WATER RESOURCES ASSOCIATION

***STATE SECTION
PLANNING MANUAL***



AWRA

Community, Conversation, Connections

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8/28/03

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INTRODUCTION

The American Water Resources Association (AWRA) has over 2,500 active members throughout the United States, Canada, and other countries around the world. Membership in the AWRA crosses many disciplinary fields in water resources management and research. AWRA's mission and vision is to promote the interconnections, communication and exchange of information between these many and varied groups.

To that end, one of the means that AWRA utilizes is the formation of State Sections. These groups focus on local, state, and regional issues through meetings, workshops, conferences, brown bag lunches, newsletters, websites, etc. State Sections can also volunteer to co-sponsor and plan national specialty conferences with AWRA headquarters. State Section involvement in activities on a local or regional level strengthens the water link on a national level particularly when these activities are developed into national conference themes or sessions.

Any AWRA member seeking to establish a section will probably have some "how to" questions:

1. What is a State Section?
2. How does one go about getting one started?
3. What are the responsibilities of a State Section to the AWRA?
4. What is required to gain recognition by the AWRA?
5. Can a person belong to a Section without joining the AWRA?
6. Are dues required and, if so, what is reasonable?
7. What kinds of activities are conducted by a Section?
8. Are bylaws required?
9. How many officers should be elected? What are their duties?

The purpose of this manual is to provide the answers to those questions. It is a guideline and source of information to help you establish an AWRA State Section. The staff at the AWRA headquarters is always available to provide assistance in whatever area it can so if you still have questions after reading this manual give us a call. We'll help you in every way possible. Good luck and welcome to the world of AWRA!

AMERICAN WATER RESOURCES ASSOCIATION AN HISTORICAL OVERVIEW

AWRA was the result a vision on the part of Dr. Sandor C. Csallany, a civil engineer, and Dr. Icko Iben, a librarian. There was a significant increase in national and international activity in water resources but at the time no national scientific society existed that was exclusively devoted to the topic. These two men perceived the need for a medium to advance communication and knowledge between the many disciplines of water resources. Thus, the dream of AWRA became a reality in 1964 with the major objective of fostering a program of information exchange between professionals in water related disciplines.

Based on this broad objective and with the express support of many engineers and scientists, the Constitution and Bylaws were formulated in the early part of 1964. Incorporation papers were filed with the State of Illinois on March 17, 1964. Approval was received on March 23, 1964 and the American Water Resources Association was officially recorded on April 6, 1964 as a not-for-profit scientific organization headquartered in Urbana, Illinois.

The survival of the new AWRA in the early years resulted from the devoted efforts of Dr. Csallany and Dr. Iben. Their efforts were supplemented by others who shared their goals, including Robert Finfrock, an attorney, and Harold H. Esker, a banker. The first offices of the Association consisted of space in Dr. Csallany's home, Dr. Iben's garage, and the back bedroom of the first employee, Mrs. Lois Meyers. The Association was then moved into a succession of various office spaces. There were two rented offices in Urbana followed by a move in the fall of 1974 to the University of Minnesota's St. Anthony Falls Hydraulic Laboratory in Minneapolis, Minnesota. In 1982 the Association purchased office space at the Renewable Natural Resources Center in Bethesda, Maryland. In 1994 the National headquarters moved to Herndon, Virginia and in 1999 moved to its current home in Middleburg, Virginia.

The first AWRA publication, *Hydata*, was distributed to members in January of 1965. It was an international review of the contents of periodicals in the field of water resources. Publication of *Hydata* ceased in 1978. *Hydor*, published in 1968, was an annual summary of titles taken from the monthly issues of *Hydata* during 1967. Beginning in 1967 the *Water Resources Abstracts* were published, containing approximately 130 to 150 abstracts in 46 water resources categories. The publication of *Water Resources Abstracts* ceased in 1979.

The *Water Resources Bulletin*, Vol. 1, No. 1, was first published in March 1965. It was a journal of AWRA dedicated primarily to the publication of original papers characterized by their broad approach to scientific and technical water resources problems. Originally, it also carried important information about national or regional aspects of water resources, information about meetings and publications, and Association affairs. The first issue of the *Bulletin* was a ten-page newsletter. The second issue was a total of 28 pages and contained one scientific paper of five pages. By 1969 the *Bulletin* had improved in format and content. Published quarterly, each issue contained around five articles. In 1970 the format of the *Bulletin* changed and it became a bi-monthly publication. The title of the *Bulletin* changed in 1998 to reflect the true nature of the publication. It is now called the *Journal of the American Water Resources Association* with each volume (6 issues) containing an average of 130 scientific papers and over 1,500 pages in length.

In 1966 an AWRA newsletter was begun and was published eight times a year. Due to financial reasons the newsletter ceased publication in 1972. Ten years later, in 1982, the newsletter re-emerged as *Hydata – News and Views*, a bi-monthly publication. In 1998 it was decided, after much discussion and debate, to retire *Hydata-News and Views* and bring forth a new publication to better meet the needs of the AWRA membership. *Water Resources IMPACT* was created in 1999 using a magazine format with a different approach. Still published bi-monthly, each issue would focus on a particular area of water resources management. Papers written by water resources management practitioners would demonstrate the day-to-day, hands-on situations and the solutions to problems encountered in the field. It is currently in its second year and promises to be a very successful venture.

Publications have been a vital part of the Association but such an organization as AWRA needed to provide a forum where water resources professionals could meet, present papers and discuss problems. Thus, the First Annual Meeting of AWRA was held in Chicago, Illinois at the University of Chicago in October 1965. The approximately 200 attendees heard 30 papers dealing with the wide spectrum of water problems. It generated enthusiasm among its attendees for an organization with such interdisciplinary purposes. In the decades that followed, AWRA has sponsored annual conferences on general water resources topics and symposia focused on specific regional issues of national interest.

In 1969, AWRA formally adopted the concept of sections (generally the geographic area of a state), and chapters (student groups). The purposes of sections and chapters are four-fold. Firstly, they are encouraged to promote, on a regional or local level, the multidisciplinary objectives of the Association. Secondly, they encourage membership in AWRA. Thirdly, to enhance communication on regional and local problems, they sponsor local conferences and seminars or workshop. Finally, they bring to the attention of the AWRA Board of Directors, problems of local interest, and concern.

Initially, the Association published proceedings of its conferences, beginning with the first conference in December 1965. Today, AWRA publishes proceedings of all three meetings: two Specialty Conferences (spring and summer) and the Annual Conference in late fall. Sixty-five proceedings of past meetings have been published.

What was once a vision of its founders has now become a dynamic reality. The American Water Resources Association has become a leader in international interdisciplinary water resources management, research and education. Its conferences and publications are widely regarded for their superior technical content and contribution to the water resources community.

AMERICAN WATER RESOURCES ASSOCIATION

BYLAWS

The AWRA Bylaws provide that Sections may be formed with the approval of the AWRA Board of Directors. Each section may select a President, Secretary, and such other officers, as it desires. **All officers are required to be members of the American Water Resources Association when they assume office.** The following is excerpted from the Bylaws and describes Sections and Student Chapters.

“Article V Membership:

Section 8 Sections and Student Chapters

- a. Geographical Sections and Student Chapters may be formed with the approval of the Board. Each Section or Student Chapter may elect a President, Secretary, and such other officers, as the Section or Student Chapter membership considers necessary.
- b. Sections and Student Chapters are operated to: (a) promote the objectives of the Association both regionally and locally; (b) encourage membership in the Association; (c) arrange regional and local conferences or seminars deemed valuable; and (d) make recommendations to the Board on the affairs of the Association.
- c. Sections and Student Chapters will operate in conformance with the Bylaws of the Association. **Section and Student Chapter officers are required to be members of the Association when they assume office.** Sections and Student Chapters may accept nonmembers of the Association as Section or Student Chapter members.

AWRA requires that all state sections adopt bylaws. Bylaws are important because they establish:

1. the territory within which the section will solicit members;
2. objectives of the section;
3. requirements for officers, board of directors, and committees of the section;
4. requirements for membership;
5. a framework for holding meetings; and
6. dues and methods through which funds can be collected and spent.

The Board of Directors of the Association has approved bylaws for Sections. The model bylaws that have been approved are included in Appendix I. After the Section’s organizing group has approved the proposed bylaws they must be sent to the AWRA President at the AWRA Headquarters. There should be a letter of transmittal from the State Section President indicating that the section has been formed, the names and addresses of the officers, and the date and location of the bylaws approval.

SECTION OFFICERS

As stated earlier, each AWRA Section must choose a President and a Secretary and it may choose other officers as well, such as a President-Elect, Vice President, Treasurer, and Membership Chairman. Typical duties of each of these officers are listed below. Sections may combine the offices of Secretary and Treasurer.

President – The President shall have general supervision of the AWRA section, shall preside at all meetings (See Appendix II), shall appoint all committees in consultation with other officers (See Appendix III), and serve as an ex officio member of the appointed committees. In addition, the President, in cooperation with the Secretary, is responsible for the preparation of an annual report which will be forwarded to the AWRA Headquarters.

President-Elect – The President-Elect shall assume the duties of the President in his or her absence and shall assist the President in any way the President deems necessary. The President-Elect automatically becomes President when the current President completes his/her term.

Vice President – The Vice President shall be responsible for all section programs and activities. Early publicity on the Call for Papers for programs should include the mailing address of the Vice President and/or program committee. Final programs should be distributed more than one month before the program.

Secretary – The Secretary is responsible for preparing and mailing meeting notices, aiding the President in writing the annual report, keeping Minutes and forwarding news items of interest concerning activities of the section to the AWRA Headquarters. The Secretary must also notify the Headquarters of all changes in officers after their election.

Treasurer – The Treasurer is responsible for all the funds of the section and for preparing Financial Statement to be submitted to the President. The Treasurer's books shall be audited annually.

Membership Chairperson – The Membership Chairperson shall be responsible for encouraging and adding new members. Membership forms provided by the AWRA Headquarters should be distributed at meetings and conferences. Mailing lists of potential new members should be provided to the Headquarters.

Election of Officers and Transition

One of the most important things you will do as a leader of your organization is to see that good people are elected officers for the next year. They will continue the work of your group. Recruiting capable successors and turning the organization over to them requires preparation and thought. Begin by watching for people that are working hard and seem sincerely interested. You may even wish to plant the seed of an idea about being an officer next year with likely prospects sometime during a feedback session. By doing this you are helping ensure that nominations will not be left to chance, or worse yet, that there won't be any nominations. The organization is probably best served when more than one person is interested in an office. Formalize the nomination procedure by asking each nominee to speak about their ideas, visions, and qualifications for the office. This is not only good experience for the nominee, but it

also helps the membership get an idea of where the potential leaders want to guide the group. The process helps membership assess the candidates' qualifications, giving them a basis other than personality on which to make their choice.

We suggest that the election process be completed around the middle of April. This allows about a month for orderly transition to occur. Transition is an important time for the organization. If the old leadership throws up their hands and walks away, the new leadership is left with no idea of where the group has come from, where it is going, who's who, or even where to start. Transition does not take long, but it really helps give the new leaders the information, vision, and confidence they need to begin.

Volunteers

A small note here on volunteer appreciation is in order.

Members make your organization work; their value and contributions are vital to your very existence. Thus, it is important to create an atmosphere where members feel good about their involvement with your organization, and are willing to continue giving of themselves. As you work to reward members for their efforts, remember that rewards can take many forms...they don't need to cost money or consume hours of time. Rewards simply need to let people know that you care about them and recognize and appreciate the things that they're doing for the organization.

Responsibilities of the State Section to AWRA Headquarters

The AWRA Headquarters staff is constantly striving to improve communications with our State Sections. We cannot operate in a vacuum. **IT IS YOUR RESPONSIBILITY** to keep us informed of your activities. Please don't forget the following items that are of major importance:

- Please provide the Executive Vice President with a list of names and addresses of the new section officers within two weeks of their election.
- Please provide the Executive Vice President with your Sections' meetings(s) date(s) **as soon as you know them**. We would like to publicize your meetings but we can't do that if we don't know when they are scheduled. We need at least a four-week lead-time.
- Please provide the Executive Vice President with a write-up of your meeting(s) within three weeks of its conclusion.
- Please keep us informed of your activities. We would like to share them with your colleagues.

PLANNING A MEETING

Types of Meetings

Meetings may be varied to fit the needs and desires of the particular section. For those sections serving a membership widely dispersed over a state or region, a quarterly, semi-annual, or

annual all-day or two-day seminar may provide more incentive to the members to make the long trip. If members are concentrated in a small area then a monthly luncheon or dinner meeting with a speaker may be the format that best attracts and maintains membership and interest. A new section should try several types of meetings until the best type or combination of types is agreed upon by the members. Whichever format is used, a brief annual business meeting is recommended to facilitate elections, installation of officers, business and policy discussions, etc.

Location

We suggest that meetings be held in rotation throughout the state or region in proportion to membership concentrations. If held some distance from large centers of membership, the two-day seminar (noon to noon, or 10:00 AM to 3 PM) is useful, as it allows travel time before and after the meeting with only one night away from home. If seminar themes are carefully chosen and good speakers invited, they can attract many new and old members, often while on business in the interest of their employer. Such rotation of location also provides opportunities to attract new and old members living in the vicinity that cannot or will not travel far, makes them feel the organization is truly region wide and distributes the organizational work and the opportunity to get involved. Varying meeting places between universities, good hotels or motels, and resort locations adds interest and other advantages over the long term. The frequency, location, topics, and timing of meetings should, if possible, avoid direct competition with other established organizations in the region that relate to water resources. However, for monthly luncheon meetings, establishing a set location and day of the month can be advantageous.

Topics

Variety is essential to attract the diversity of interests found in AWRA. Topics should capitalize on current water problems in the area, speakers of note on selected subjects, and topics of broad regional interest (See Appendix IV for AWRA meetings topics used in the past). Controversial subjects and new or planned developments in the field of water resources have been found to attract large and diverse audiences and also advance the stated objectives of AWRA. For a dinner meeting one topic that can be covered in 20 to 45 minutes is suitable, but for a one- or two-day seminar, a common theme with a variety of sub-topics is essential to attract and maintain interest in a broad group. It is most important that a brief time should be allotted for section and/or AWRA business, news, and announcements. Exhibits and publication displays are useful.

Co-Sponsoring Organizations

Since we live in a time when many organizations sponsor water resources-related meetings, it is often useful to co-sponsor meetings with other organizations. Organizations who may be interested in participating or co-sponsoring local meetings include:

1. Local citizen environmental groups
2. Local professional societies (ASCE, AGU, ACS, etc.)
3. Colleges, universities, especially state water research institutes
4. State Departments
5. Water Quality Boards

6. Water Resources Boards
7. State Health Departments
8. Large industrial/energy corporations
9. Consulting firms
10. City or county councils, council of governments
11. Large equipment manufacturers
12. State and regional offices of Federal agencies
13. Irrigation districts
14. Special projects (TVA, Salt River Project)

Fees for Conferences

Fees should be sufficient to make the section self-supporting with a 10 percent surcharge to allow you to pay for speakers' meals and to handle contingencies. Fees for meetings and conferences can be minimized by soliciting financial support from local water resources related businesses in return for recognition of their support. Fees of \$15 to \$25 are suggested for the first few meetings for new sections. Reduced fees for students should be considered. Local business members should be encouraged to sponsor students at each meeting. Typical items of expense for a meeting include: name tags; coffee, tea and sodas; advertising; mailing. Optional items would include: lunch; dinner; honorarium for speaker; meeting place; audio-visual equipment rental.

All income stays with the section. It is suggested that surplus funds be used to provide partial travel support for the President or President-Elect to AWRA meetings to attend section activities and/or to provide student scholarships for outstanding students in water resources.

Cooperating agencies provide support but do not receive income from meetings. However, co-sponsors may share in the income if they have contributed financially to the meeting.

Meetings are not held to generate income. However, an income of 10 to 20 percent over costs is suggested to support expenses of the section's operations.

Losses may be incurred by inaccurately estimating the number of people who will attend luncheons and dinners. Advanced registration or other ways to indicate attendance to estimate food requirements accurately are recommended. When nearby luncheon and dining facilities are available, it is much easier to avoid losses by allowing attendees to select their own dining arrangements.

Income can result from selling copies of the proceedings and copies of the individual papers by selected authors and also by selling advertising to business members on the program.

Conference Notices and Publicity

Format

The following items should be considered when developing meeting notices and publicity. Each item to be included as part of the meeting should be included on meeting notices:

- Theme
- Speakers/topics/title

- Time
- Date
- Place
- Registration
- Co-sponsors
- Reception
- Lunch/dinners
- Ice Breakers
- Exhibits
- Local professionals and Special interests
- Travel arrangements, reservations
- Spouses' program
- Promotion of the AWRA and information on its activities
- Future meetings

Advertising

The following methods of advertisement could be considered where feasible:

- Local mailing/flyers/AWRA mailing list
- Posters
- Newspaper ads
- Radio/television announcement
- Announcement in AWRA's magazine, "Water Resources IMPACT"
- Announcement on AWRA's website
- Local mailing lists of other professional and environmental societies
- Announcements at prior meetings
- Telephone campaign
- Newsletters (such as ASCE branch/Section newsletter)

MEMBERSHIP

An active section that holds professionally useful meetings will grow with or without emphasis on membership; however, this growth will be accelerated if efforts are directed toward encouraging individuals to join the section and AWRA. The following paragraphs contain information that should be useful in developing an effective membership growth program.

Membership Chairperson

Each year an individual who is not an officer should be assigned to the position of Membership Chairperson. Special emphasis should be given to carrying out the duties of the position. It is often helpful to make the new Chairperson aware of the number of new members obtained the previous year and to challenge him/her to produce a greater number. Distributing membership forms obtained from AWRA Headquarters is a primary responsibility in addition to recruiting local members.

During the early growth years of a section the Membership Chairperson should establish personal contact with water resources professionals that reside within the area of the section either by telephone, visit, or letter. (The state water research institute is a most important contact and source for newsletter announcements.) Initially, it is very important to contact all AWRA members that live within the area but are not members of the section. (A list of these members and their addresses can be obtained from AWRA headquarters.) These people should be informed well in advance of future meetings and invited to attend. When visitors attend a meeting, they should be greeted and made to feel welcome. The Membership Chairperson should ask other members for assistance in this activity.

All known water resources professionals within convenient driving distance of meetings should be invited to all meetings whether or not they are members.

A membership table should be set up and staffed at every meeting of the section. Included at the table should be (1) membership applications for the state section; (2) general state section brochures (available from AWRA headquarters); (3) membership applications for the AWRA; (4) copies of recent issues of state section newsletters; (5) schedules of future meetings; (6) pens and name tags. The AWRA also has a membership display which you can request and it includes samples of publications and the IMPACT and JOURNAL as well as information about upcoming AWRA conferences.

Each individual or organization joining the section should receive a letter of welcome, a schedule of future meetings, and a list of current section officers and members.

It is vital to establish and maintain communication with all section members. The Minutes of meetings should be mailed to each member (can use the section newsletter for this). A newsletter should be developed especially if meetings are only held once or twice a year. It can be used to keep the membership informed on the water resources activities within the area and of the section's activities.

If a member fails to renew his/her section membership, the Membership Chairperson should personally call the individual and determine the reason. Many times it is an oversight. Members who fall one year behind in dues payment should be dropped from the mailing list.

ASSISTANCE AND SERVICES TO SECTIONS

Assistance from the AWRA Headquarters and the Board of Directors is available not only for the formation of new sections but also to facilitate their continued effective development into a strong, viable, productive group throughout the lifetime of the section.

- Advice to the group on formation of the section; establishment of needed committees (program, facilities planning, constitution and bylaws, and nominating committees); meeting format; dues; responsibilities of various officers; services and assistance available; suggested step-by-step procedures for adoption of constitution and bylaws; election of officers; and planning initial section meetings or seminars.
- Assistance in filing 501(c)3 non-profit application.
- Assistance in obtaining liability insurance.

- Distribution of letters to all AWRA members in the state (after first planning meeting or two) advising of plans for formation of section and inviting them to join in further planning (give date, time, and place of next planning group meeting.)
 - Distribution of State Section information and membership applications to AWRA members in your state.
 - A brochure was created about the benefits of membership in a State Section. The brochure can be used by State Sections in lieu of a brochure of their own (especially in the beginning stages of formation of the section) and their membership application can be placed inside it. It can also be used in conjunction with a State Section's brochure.
 - Lists of AWRA members in the state are provided upon request.
 - A copy of the AWRA Bylaws and samples of those adopted by successful sections are provided upon request.
- Assistance in preparing and mailing initial letters to members in the state.
 - Camera-ready copy for stationery for officers (using the AWRA letterhead), membership cards, award certificates and other special items is provided upon request.
 - Assistance in planning meetings through the AWRA partnership with Bass Hotels.
 - The AWRA Membership Display and/or items for exhibition use at meetings – copies of publications, membership pamphlets, etc.
 - Publication of meeting notices and activities in the “Water Resources IMPACT” and on the AWRA website.
 - State Section website development assistance. See Appendix V for instructions.
 - Provide AWRA representation (member of the AWRA staff or of the AWRA Board of Directors) at section meetings upon request.
 - Each year AWRA honors a State Section with the “Outstanding State Section Award”. State Sections can complete an application process and the AWRA Awards and Nominations Committee determines the recipient of the award from those who submitted applications. The award is presented at the AWRA Annual Water Resources Conference.

EXAMPLES OF SECTION ACTIVITIES

- Luncheon meetings on the third Thursday of each month (September through May except December) at a local restaurant. A guest speaker gives a 30minute talk, followed by a question and answer session. The meeting (including lunch time) lasts from 12:00 noon to 1:30 PM
- A once a year mid-day field trip to a place of water resources interest.
- A monthly newsletter used to announce details of coming meetings, description of past meetings, announcements of other events. The dues of members pay for postage.
- One-day symposiums.
- Bi-monthly meetings held on Friday afternoon and evening and Saturday mornings in various cities throughout the state. The Saturday morning part usually involves a field trip or tour of a water-related facility. The Friday afternoon and evening is devoted to various speakers, section business and dinner.

APPENDIX I

STANDARD SECTION BYLAWS

_____ **SECTION**

AMERICAN WATER RESOURCES ASSOCIATION

Adopted _____
(date)

ARTICLE I. Name

Section 1. The name of this Section of the American Water Resources Association (AWRA) shall be the _____ Section.

ARTICLE II. Territory

Section 1. The _____ Section shall include and be limited to the State of _____, except as provided in Article V, Section 1.

ARTICLE III. Location

Section 1. The headquarters of the Section shall be the address designated by the elected Secretary.

ARTICLE IV. Objectives

Section 1. The objectives of this Section shall be:

- a. To provide a common forum in which professionals in water resources and related areas can meet, discuss, and exchange ideas pertaining to all aspects of water resources research and management.
- b. To encourage and/or assist in:
 - 1. Promoting research and technological, social, economic, and legislative advances in all aspects of water and related resources planning, utilization, management, and development.
 - 2. Collecting and disseminating information, knowledge, and data concerning all aspects of water and related resources through publications, symposia, and other media.

3. Relating the needs of management, educational institutions, and governmental agencies for specialized services and guidance to qualified professionals and consultants in water and related resources and environmental problems.
 4. Opening up and maintaining lines of communication between members of this Section and the public.
- c. To promote the rational and objective protection, development, utilization, and management of water resources.
 - d. To cooperate with Federal, State, and local agencies, private companies, and other local sections and chapters of organizations concerned with water resources.

ARTICLE V. Membership

- Section 1. There shall be only one class of Section membership embracing all classes of AWRA membership, including student members, with equal rights and privileges for all. An eligible person residing temporarily outside the Section territory or residing in an area without an active Section may be a member of this Section.
- Section 2. Upon payment of Section dues, such persons who qualify under Section 1 above shall acquire membership in the Section.
- Section 3. Any member of AWRA is entitled to attend the meetings of this Section. Only Section members may vote, serve on committees, or hold office in this Section.
- Section 4. Membership in the Section will be terminated upon failure to pay Section dues, transfer to another Section, or resignation.

ARTICLE VI. Officers

- Section 1. The officers of the _____ Section shall be a President, a Vice President, a Secretary, a Treasurer, and a Membership Chairperson. A combined office of Secretary/Treasurer may be filled in lieu of separate officers for each. (Some Sections may also elect a President-elect). All officers must be members of the National AWRA.
- Section 2. The President shall preside at meetings and shall, in consultation with the Board of Directors, appoint all committees, and shall perform all other duties incident to the office. The President shall prepare, in collaboration with the Secretary, an annual report of the Section's activities to be presented to the annual meeting of the Section and to be forwarded by the Secretary to the Executive Vice President of the National AWRA.
- Section 3. The vice President shall perform the duties of the President when the latter is absent and other duties assigned by the President.
- Section 4. The Secretary shall keep the Minutes of the Section meetings, issue notices of meetings, and perform all duties incident to the office.
- Section 5. The Treasurer shall be responsible for all funds of the Section and may be responsible for dues of AWRA if agreed to between the Board of Directors and AWRA. The Treasurer's accounts shall be audited at the close of each year. The Treasurer shall prepare an annual report and financial statement for presentation at the annual meeting.

- Section 6. The Membership Chairperson may be an assigned position or can be an elected officer in some Sections.
- Section 7. The officers of the Section shall serve for one year and may, with the exception of the President and Vice President, succeed themselves, but shall not serve consecutively for more than two years. Their terms of office shall begin on _____ following their election and terminate after one year or such later date as a successor is duly named and qualified.
- Section 8. Section officers shall be selected from the membership of the Section and must reside within the Section territory.
- Section 9. Section officers shall be nominated by the Nominating Committee. In addition, nominations may be made by written petition signed by not less than ____ of the Section members in good standing and delivered to the Section Secretary at least 60 days prior to the Section's annual meeting. Ballots listing the nominations shall be mailed to the Section membership at least 30 days prior to the Section's annual meeting. To be elected, a candidate must receive a plurality of the votes cast.

ARTICLE VII. Board of Directors

- Section 1. The Board of Directors shall be the officers and the immediate Past President.
- Section 2. The Board of Directors shall manage the affairs of the Section, including administration, program development, and supervision of financial affairs. It shall meet at least annually and at the call of the President
- Section 3. IF a vacancy develops in the Board of Directors, the remaining members of the Board are authorized to appoint an eligible Section member to fill the vacancy for the unexpired term.
- Section 4. Members of the Board of Directors must reside within the Section territory.

ARTICLE VIII. Committees

- Section 1. The following committees shall be appointed, if needed, by the President in consultation with the Board of Directors. The duties of these committees shall be as indicated.
- a. Auditing Committee – to audit the accounts of the Treasurer.
 - b. Membership committee – to promote the AWRA and to recruit new members.
 - c. Nominating Committee – to nominate qualified candidates for the office of the Section in accordance with the provision of Article VI.
 - d. Program Committee – to make arrangements for all meetings of the Section. The Vice President should be Chairperson of the Program Committee.
 - e. Other standing and special committees, if needed.

- Section 2. Special committees shall serve until their duties are accomplished, but may be dissolved upon a majority vote at any Section meeting. Members of standing committees shall serve until the end of the officers' year and shall be eligible for reappointment. The Board of Directors shall determine the committees to be appointed and recommend the scope of their functions.
- Section 3. No committees shall expend funds of the Section unless authorized by the Board of Directors.

ARTICLE IX. Meetings

- Section 1. There shall be an annual meeting of the Section to be held on _____ (date) _____. The Secretary shall notify the Section's membership of the date and place (to be set by the Board of Directors) at least 30 days prior to the annual or other meeting. Special meetings shall be called by the President upon written petition of not less than _____ of the Section members, or may be called when in the opinion of the President there is business which should be brought before the membership for action prior to the next regular meeting. At least 15 days advance notice shall be given of any special meeting.
- Section 2. Any business which may properly come before the Section membership may be discussed and acted upon at the annual or other regular meeting. Only that business may be discussed or acted upon at a special meeting which has been announced by written notice sent by the Secretary or the President to the members at least 15 days prior to such special meeting.
- Section 3. A quorum at any duly called Section meeting shall consist of the members present, but not fewer than ____.
- Section 4. The order of business and all parliamentary procedure at any meeting shall be in accordance with Robert's Rules of Order, except where this conflicts with the Bylaws of the Section or AWRA.

ARTICLE X. Dues and Funds

- Section 1. Annual dues shall be \$_____. Dues are payable on the first day of _____ to the Treasurer of the Section.
- Section 2. The funds of the Section shall be the responsibility of the Section Treasurer. Funds shall be deposited to the credit of the Section in a bank approved by the Board of Directors. The name of the bank should be known to all Section officers.

ARTICLE XI. Dissolution

- Section 1. The Section may be dissolved by a two-thirds vote of all the members of the Section through mail balloting, or by the Board of Directors of AWRA for just cause or if the Section becomes inactive.
- Section 2. If dissolution is favorably acted upon, all just debts shall be paid out of the funds of the Section, and all remaining Section funds and other assets, together with all Section records and files, shall be transferred to the National AWRA.

ARTICLE XII. Amendment

Section 1. These Bylaws may be amended by a two-thirds vote of members present at any annual or general meeting or at any special meeting called for this purpose, provided that in every case written notice of the proposed amendment shall be sent to each Section member at the time notice of the date of the meeting is announced.

APPENDIX II

LEADING AN EFFECTIVE MEETING

The organization meeting is probably the most important area for determining the success or failure of a group. It is in meetings that you, as the chairperson, can instill a feeling of motivation or apathy in your members. The following is a list of suggestions to help you structure effective meetings. There are two main sections that should concern you: General Meeting Rules and the Agenda.

GENERAL MEETING RULES:

A. Prior to the meeting:

1. Develop an agenda. This should be distributed prior to, or at the beginning of the meeting (see Agenda Section for more information).
2. Hold your meeting at a place where all members can sit in a circle or at a table. Generally, members who are allowed to sit in the background lose interest and do not participate. Try to find a room with a blackboard or easel and pad.
3. Find a secretary who can take excellent Minutes. Then make sure they are in the mail to each member (and to the National AWRA headquarters) promptly after each meeting.

B. The meeting:

1. Begin on time. Do not reinforce latecomers by waiting for them.
2. Create a warm, friendly atmosphere so the members will feel free to express themselves. (Refreshments are often a good ice breaker for groups.)
3. Use visible and readable name tags if members are not well acquainted with each other.
4. To begin, summarize briefly the content and important accomplishments of the last meeting. State goals for the present meeting. List items that you want to accomplish at present meeting. Be realistic.
5. Keep all members involved. Don't carry on a long dialog with one member. This is the quickest way, next to lecturing, to alienate the rest of the members.
6. If questions are asked or remarks requested, direct them back to the group. Ask experienced or creative members to respond and seek input from new members. Don't be the focal point of the meeting. Encourage interaction among the members.
7. Keep the meeting organized. Don't let the members drift onto non-relevant topics, and don't be afraid to ask members to stop carrying on private conversations.
8. If the discussion on a certain topic starts to consume a lot of time, you as the Chairperson, can state that you'll allow three more minutes of discussion, then you'll call for a vote.
9. Use a blackboard or other method to write down comments and ideas that members have made – it legitimizes their comments and stimulates further thought. Everyone enjoys seeing their comments in print.

10. Make the members feel that they themselves are solving the problem on hand. You only guide them in the manner they feel best. Let the group decide direction when arriving at a “fork in the road.”
11. Delegate responsibilities (see Appendix III).
12. Keep your meeting short – a maximum of 60 minutes! Members are more willing to attend if they know when the meeting will be over. So it’s important to keep within the 60-minute time allotment.

C. Closing the meeting:

1. Summarize important decisions of the meeting.
2. Make sure all assignments are clear. Reinforce people’s commitments.
3. Identify briefly the Agenda for the next meeting, or ask for Agenda items.
4. Set a date, time, and location of the next meeting.

DEVELOPING THE AGENDA:

As mentioned earlier, Agendas should be distributed prior to, or at the beginning of the meeting. Agendas serve as meeting reminders and also give members a little advanced notice to collect their thoughts and materials for the meeting. Members also will realize that they will be called upon from week to week to verbally update their assigned area. This should create a more responsible attitude on each member to attend every meeting.

When building the Agenda, include:

- items from members,
- items set at last meeting, and
- items from Board and officers.

It is your responsibility to analyze and place the items in sequence.

The Agenda format should include:

- **Reports.** Have individual members report on the progress of areas that have been assigned to them (list members and areas to be reported).
- **Old Business.** List areas that were discussed at the previous meeting but where further discussion is still needed.
- **New Business.** List new programs and/or items that you or committee members want to begin discussing.
- **ALWAYS** include the date, time, and location of the meeting.

Note: Consider adding a cartoon or quote to each Agenda to lighten them up. People will start to look forward to getting them!

References:

Adapted from J. Robert Finney’s “Organizing Committees and Evaluating Committee Members.” *Student Activities Programming, June 1976*, pp. 30-32
Brief inserts from Pace Moderator’s Manual, December 1963

APPENDIX III

THE ART OF DELEGATION...OR THE BUCK STARTS HERE

WHAT IS DELEGATION?

Delegation is considered by many management experts to be one of the most important functions of a leader. But the effective use of delegation is an art that has taken some people years to learn.

Delegation, as defined by Gardner and Davis (experts in the field of personnel training), is “giving others the authority to act in your behalf, accompanying it with responsibility and accountability for results.”

1. As a leader you can delegate authority to a subordinate, but you cannot delegate your responsibility. You still must see to it that the decisions are made and the work is done effectively. The delegatee is accountable to you.
2. Once you have made the commitment to delegate authority, stick with it. A leader who is constantly switching from a dictator to a delegator will only create confusion among the workers.

HOW TO DELEGATE

A leader cannot do everything him or herself. If he or she tries, they will probably fail at the job they were hired to do – lead. So in order to get the job done right, a leader has to delegate, and delegation involves trusting subordinates to do the job they were elected to do. Once the leader has this trust, the process of effective delegation can begin. This three-step process begins with the leader.

A. He or she has to decide first of all which things should and should not be delegated.

Should delegate:

1. Routine and inconsequential details.
2. Tasks and duties that others can handle as well or better than yourself – jobs which require specialized skills.
3. Projects and tasks that will lead to the development of team members and test their abilities.

Should not delegate:

1. Your own “hot potatoes.” Emergency situations requiring your skill and knowledge. Extremely important matters that have serious consequences. Matters of exception to policy.
2. Appraisals of subordinates (you need to learn the strengths and weaknesses of your team members).

The jobs requiring your special status and position (i.e. bank loan).

B. The second step in the process is the actual “granting of authority.” Once the task has been assigned, the delegator must be sure to remember these guidelines:

1. The objectives of the job are clearly stated. Preferably in terms of achievable results.

2. Be sure the delegatee understands exactly what kind and how much authority he or she has.
3. Describe the task in writing.
4. Make sure there is an agreement on money, manpower, and materials needed.
5. Assign clear responsibility for the task. A delegator must make sure the delegatee knows exactly what is expected and by when.
6. Set a target date for completion.
7. Let the delegates do their own thinking. Suggestions can be made, but the final decisions should be left to the them.
8. The degree to which one can safely delegate is dependent upon the available controls. Controls ensure that standards are being met. If the standards aren't being met, corrective measures can be taken.
9. Set up a system of reporting; get reports on problems and progress, as well as reports on completion of the task delegated.

C. The third step in the process is making the delegatee accountable to you for the task. He or she has the responsibility for satisfactorily completing the assigned task. You define the consequences of success or failure.

TO WHOM DO YOU DELEGATE?

The key to successful delegation is to reduce your risks by delegating to the right person. There are several factors to consider when looking for the "right" person.

1. Delegate – avoid intermediaries.
2. Avoid the obvious – don't overlook the inconspicuous people.
3. Delegate to the person with the most unused time.
4. Delegate to a person whose ability you wish to test.
5. Delegate to the lowest level at which performance capability exists.

One of the best advantages to delegation, other than extending the leader's abilities, is its use in developing team members. With their added experience, they then become more valuable to the organization and better able to handle more responsibility.

APPENDIX IV

AWRA Conferences and Symposia

<u>Year</u>	<u>Location</u>	<u>Title</u>
1965	Chicago, IL	First American Water Resources Association Conference
1966	Chicago, IL	Second American Water Resources Association Conference
1967	San Francisco, CA	Symposium on Ground-Water Hydrology Third American Water Resources Association Conference
1968	Denver, CO New York, NY	Symposium on Analysis of Water Resources Systems Fourth American Water Resources Association Conference
1969	Milwaukee, WI Banff, Canada San Antonio, TX	Research Conference on Ground-Water Hydrology and Systems Analysis Symposium on Water Balance in North America Fifth American Water Resources Association Conference
1970	Milwaukee, WI Miami Beach, FL Las Vegas, NV	Research Conference on Ground-Water Hydrology and Systems Analysis Symposium on Hydrobiology-“Bioresources of Shallow Water Environments” Sixth American Water Resources Association Conference
1971	Milwaukee, WI Ithaca, NY Washington, DC	Research Conference on Planning for Water Quality and Standards Symposium on Social and Economic Aspects of Water Resource Development Seventh American Water Resources Association Conference
1972	Fort Collins, CO St. Louis, MO	Symposium on Watersheds in Transition Eighth American Water Resources Association Conference
1973	Burlington, Canada Seattle, WA	Symposium on Remote Sensing and Water Resources Management Ninth American Water Resources Association Conference
1974	Golden, CO Las Croabas, PR	Symposium on Water Resources Problems Related to Mining Tenth American Water Resources Association Conference
1975	New Brunswick, NJ Baton Rouge, LA	Symposium on Urbanization and Water Quality Control Eleventh American Water Resources Association Conference
1976	Chicago, IL	Twelfth American Water Resources Association Conference Symposium on Advances in Groundwater Hydrology
1977	Tucson, AZ	Thirteenth American Water Resources Association Conference Symposium on River-Quality Assessments
1978	San Francisco, CA Orlando, FL	Symposium on Establishment of Water Quality Monitoring Program Fourteenth American Water Resources Association Conference National Symposium on Wetland Functions and Values

1979	Sioux Falls, SD Las Vegas, NV	Symposium on Satellite Hydrology (5 th Annual William T. Pecora Memorial Symposium) Fifteenth American Water Resources Association Conference National Symposium on the Use of Scientific Information in Planning for Environmental Quality Objectives
1980	Gatlinburg, TN Minneapolis, MN	Symposium on Unified River Basin Management Sixteenth American Water Resources Association Conference
1981	Atlanta, GA	Seventeenth American Water Resources Association Conference Symposium on Unified River Basin Management – Stage II
1982	Denver, CO San Francisco, CA	International Symposium on Hydrometeorology Eighteenth American Water Resources Association Conference Symposium on the San-Joaquin/Sacramento Delta
1983	San Antonio, TX	Nineteenth American Water Resources Association Conference Symposium on Regional and State Water Resources Planning
1984	Seattle, WA Washington, DC	Symposium on A Critical Assessment of Forecasting in Western Water Resources Management Twentieth American Water Resources Association Conference Symposium on Options for Reaching Water Quality Goals
1985	San Juan, PR Tucson, AZ	Symposium on Tropical Hydrology and Second Caribbean Islands Water Resources Congress Twenty-First American Water Resources Association Conference Symposium on Groundwater Contamination and Reclamation
1986	Fairbanks, AK Atlanta, GA	Symposium on Cold Regions Hydrology Twenty-Second American Water Resources Association Conference International Symposium on Water-Related Health Issues International Symposium on Biofouled Aquifers: Prevention and Restoration Technical Workshop on Contamination Control of Iron Bacteria Infested Aquifers
1987	Syracuse, NY Salt Lake City, UT	Symposium on Monitoring, Modeling, and Mediating Water Quality Twenty-Third American Water Resources Association Conference Symposium on Water Resources Related to Mining and Energy – Preparing for the Future
1988	Wilmington, NC Tucson, AZ Milwaukee, WI	National Symposium on Coastal Water Resources Symposium on Water-Use Data for Water Resources Management Twenty-Fourth American Water Resources Association Conference Symposium on the Great Lakes: Living with North America's Inland Waters Symposium on Non-point Pollution: 1988 – Policy, Economy, Management, and Appropriate Technology
1989	Missoula, MT Tampa, FL	Symposium on Headwaters Hydrology Symposium on Indian Water Rights and Water Resources Management Twenty-Fifth American Water Resources Association Conference Symposium on Wetlands: Concerns and Successes

1990	Toronto, Canada	Symposium on International and Transboundary Water Resources Issues
	San Juan, PR	International Symposium on Tropical Hydrology and Fourth Caribbean Islands Water Resources Congress
	Denver, CO	Twenty-Sixth American Water Resources Association Conference Symposium on Transferring Models to Users Symposium on Urban Hydrology
1991	Cleveland, OH	Symposium on Surface and Ground Water Quality: Pollution Prevention, Remediation, and the Great Lakes
	San Diego, CA	Symposium on Water Supply and Water Reuse: 1991 and Beyond
	New Orleans, LA	Twenty-Seventh American Water Resources Association Conference Symposium on Resource Development of the Lower Mississippi River
1992	Raleigh, NC	Symposium on Future Availability of Ground-Water Resources
	Washington, DC	National Forum on Water Management Policy
	Reno, NV	Twenty-Eighth American Water Resources Association Conference Symposium on Managing Water Resources During Global Change
1993	Mobile, AL	Symposium on Geographic Information Systems and Water Resources
	Bellevue, WA	Symposia on Water Resources Education: A Lifetime of Learning and Changing Roles in Water Resources Management Policy
	Tucson, AZ	Twenty-Ninth American Water Resources Association Conference Symposium on Effluent Reuse Management
1994	Jackson Hole, WY	Symposium on Effects of Human-Induced Changes on Hydrologic Systems
	Nashville, TN	Symposium on Changing Demands, Changing Responses – New Directions in Water Resources Planning and Management
	Chicago, IL	Thirtieth American Water Resources Association Conference Symposia on National Water Quality and National Water Quality Assessment Program
1995	Salt Lake City, UT	Symposium on Water Conservation in the 21 st Century: Conservation, Demand, and Supply
	Honolulu, HI	Symposium on Water Resources and Environmental Hazards: Emphasis on Hydrologic and Cultural Insight in the Pacific Rim
	Houston, TX	Annual American Water Resources Association Conference: Symposium on Water Management in Urban Areas/Western Hemisphere Symposium on Advances in the Development and Use of Models in Water Resources
1996	Syracuse, NY	Symposium on Watershed Restoration Management: Physical, Chemical, and Biological Considerations New York City Water Supply Studies
	Ft. Lauderdale, FL	Annual American Water Resources Association Conference on Water Resources Symposium on GIS and Water Resources
1997	Keystone, CO	Symposium on Water Resources Education, Training and Practice: Opportunities for the Next Century

	Long Beach, CA	Annual American Water Resources Association Conference on Water Resources Symposium on Conjunctive Use of Water Resources: Aquifer Storage and Recovery
1998	Reno, NV	Specialty Conference on Rangeland Management and Water Resources
	San Juan, PR	3 rd International Symposium on Tropical Hydrology and Fifth Caribbean Islands Water Resources Congress
	Point Clear, AL	Annual American Water Resources Association Conference on Water Resources Abstracts
1999	Atlanta, GA	Specialty Conference on Potential Consequences of Climate Variability and Change to Water Resources of the United States
	Bozeman, MT	Symposium on Science into Policy: Water in the Public Realm
	Seattle, Washington	Symposium on Wildland Hydrology Annual American Water Resources Association Conference on Water Resources Watershed Management to Protect Declining Species
2000	Anchorage, AK	Specialty International Conference on Water Resources in Extreme Environments
	Portland, OR	Specialty International Conference on Riparian Ecology and Management in Multi-Land Use Watersheds
	Miami, FL	Annual American Water Resources Association Conference on Water Resources
2001	San Antonio, TX	2001 Spring Specialty Conference on Water Quality Monitoring and Modeling
	Snowbird, UT	2001 Summer Specialty Conference on Decision Support Systems for Water Resources Management
	Albuquerque, NM	Annual American Water Resources Association Conference on Water Resources
2002	New Orleans, LA	2002 Spring Specialty Conference on Coastal Water Resources
	Keystone, CO	2002 Summer Specialty Conference on Ground Water/Surface Water Interactions
	Philadelphia, PA	Annual American Water Resources Association Conference on Water Resources
2003	Kansas City, MO	2003 Spring Specialty Conference on Agricultural Hydrology and Water Quality
	New York, NY	2003 International Congress on Watershed Management for Water Supply Systems
	San Diego, CA	Annual American Water Resources Association Conference on Water Resources
2004	Nashville, TN	2004 Spring Specialty Conference on GIS and Water Resources III
	Olympic Valley, CA	2004 Summer Specialty Conference on Riparian Ecosystems and Buffers: Multi-Scale Structure, Function and Management
	Dundee, Scotland	International Specialty Conference on Good Water Governance for People and Nature: What Roles for Law, Institutions, Science and Finance?
	Orlando, FL	Annual American Water Resources Association Conference on Water Resources

APPENDIX V

Creating and Managing a State Section/Student Chapter Website

Question 1: I want to create a State Section/Student Chapter website. Where do I start?

Answer:

1. You will need to contact AWRA's Webserver Team (webadmin@awra.org) to establish an account on the server for your website. Once an account has been established, they will provide you with the username and password required to access the account. Be sure to keep the password for your account secure.
2. Once an account has been established, you will need to obtain FTP (File Transfer Protocol) Software. This software will allow you to establish a connection with AWRA's server, and upload files to your website. The software comes in many flavors, depending on the operating system of your local computer. For windows users, WSFTP LE is among the most popular programs. The LE version of the program is available free to those with Academic or Non-profit affiliations. To download the program, visit www.ipswitch.com.

For Macintosh users a similar program is available called Fetch. The program is available through Dartmouth University's website at: <http://fetchsoftworks.com/>.

For Unix and Linux users, FTP generally comes pre-installed on your local server. For more information on how to use the program, type **man ftp** at the command prompt, or consult with your system administrator.

To find FTP for other computer platforms such as IBM's OS2-Warp, it is recommended that you visit one of the many shareware archive sites on the Internet. Download.com is one possibility.

3. Once you have installed FTP software for your computer, at least three pieces of information are required to establish a connection with AWRA's server. The first two are your username and password. The third is the host name (or FTP address) of the computer you are trying to reach. Our host name is **ftp.awra.org** (**DO NOT use the http:// extension** that is normally associated with website addresses). Refer to the manual for your FTP software on how to enter this information, and initiate a connection.

Question 2: Okay, I have FTP software. How do I upload new files, and change or delete old ones?

Answer:

1. Once you have established a connection with AWRA's server, most FTP software offers instructions on how to upload new files, modify existing ones, and delete those you don't want. No restrictions have been setup in this regard, so if the program you're using doesn't allow you to modify or delete files on the server, find something else. There are many FTP programs out there. For windows users I recommend examining the tutorial for WS_FTP which is located at their website www.ipswitch.com. Unix, and Linux users typing **man ftp** will allow you to access the manual pages for the standard ftp package that comes with these operating systems.

One thing that is recommended if you're testing out an FTP program for the first time, is that you make a backup directory of all the files you are planning to upload. That way, if you mistakenly download rather

than upload a file – accidentally overriding a newer file with an older version – you’ve got a backup of the new file. Mistakes happen.

Question 3: Does it make a difference if I transfer the files as ASCII, or binary?

Answer:

1. It can make a big difference, depending on the types of file you are uploading, or downloading from the website. As a general rule, text files (this includes HTML files) should be transferred as ASCII. Other types of files such as graphics, word processing and spreadsheet files, executable programs, and plug-in files (PDF’s..et.c), should probably be transferred as a binary file. If you don’t transfer these files in binary, chances are they won’t work when you try to view them over the Internet. If the software you have does not offer a choice, chances are it’s set in binary mode, which will work under most circumstances for both types of files.

Question 4: I’ve uploaded all of the files for my State Section/Student Chapter website, but when I go to AWRA’s website, I can’t find it. What is the address for my website? How do I link it to AWRA’s website?

Answer:

- 1 You can reach your State Section’s website by using the standard address convention <http://www.awra.org/state/statename>. The address for the Montana State Section for example, is <http://www.awra.org/state/montana/>. Student Chapter website use the standard address convention <http://www.awra.org/student/chaptername>. Once you are ready to take your website live, contact AWRA’s Webserver Team (webadmin@awra.org) and we’ll setup the link to your state section/student chapter..

Question 5: When I type in the address for my website, I get a listing of files, instead of the home page. Why?

Answer:

To make it so that your home page comes up automatically, you will need to label the file “index.html”. This is the default the server looks for, and if it doesn’t find it, it generates a directory listing instead.

Question 6: One of the files I’ve uploaded isn’t functioning properly. What’s wrong?

Answer:

There are a number of possibilities.

- 1 For the most likely reason, refer to Question 3.
- 2 The file may have been corrupted during the transfer process, particularly if it was large. Try uploading the file again.
- 3 Is the file associated with a plug-in? If so, it is possible that AWRA’s server hasn’t been set up to support it. In most cases this is a simple fix. Contact AWRA Webserver Team if you have a question.
- 4 The file naming conventions supported by your local computer may not be compatible with those of a Linux server. First Linux is case sensitive. If you label a file under windows INDEX.HTML, chances are you can access it whether you type the name in all caps, or lower cases. The file is treated the same. Under Linux, INDEX.HTML, Index.Html, and index.html are all treated as different files. To limit this problem it is recommended that you label all files and their extensions (*.gif*.pdf, *.html) in lower case. Furthermore, Linux does not support a file name with spaces. State officers.html will not work, where as state-officers.html. or state_officers.html will.