As of July 2018
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WEF Leadership

Board of Trustees
The Board of Trustees is the governing body of WEF and holds legal authority and fiduciary responsibility on behalf of WEF and its membership. The Board is responsible for oversight, control and direction of WEF under such rules as the Board may determine and is subject to applicable laws and regulations, WEF’s Articles of Incorporation and Constitution and Bylaws. The Board of Trustees is responsible for establishing the WEF strategic direction and strategic plan, establishing and overseeing implementation of policies, approving a budget to support implementation of the Strategic Plan and providing direction to WEF Committees.

House of Delegates
The House of Delegates (HOD), comprised of representatives of each WEF Member Association, and Delegates representing other WEF member constituencies is the deliberative and representational body of WEF. It advises the Board on matters of strategic direction and public policy development and has authority to confirm and remove Trustees to the extent provided for in the Constitution & Bylaws.

Committees
WEF Committees develop programs and activities to support implementation of the WEF strategic plan and provide recommendations to the Board of Trustees on programs and services to achieve the WEF vision and mission. WEF committees are responsible to and receive direction from the WEF Board of Trustees.

Committee Leadership Council (CLC)
The Committee Leadership Council (CLC) consists of the Chair and Vice-Chairs of all WEF standing Committees and all members of the CLC Steering Committee. The CLC serves as a communication link between the committees and the Board, fosters communications between the committees and the Board, and provides a committee-based voice to the Board. The CLC was created by the Board of Trustees (Board) to provide a mechanism for WEF committees to share ideas; improve communications within WEF; and serve as a communication link between committees, councils, House of Delegates (HOD) and the Board. The CLC Chair serves as a liaison to the Board. WEF provides support for the CLC Chair to travel/attend open Board meetings as an invited, non-voting guest.

CLC Steering Committee
The CLC is led by a CLC Steering (leadership) committee which is comprised of the CLC Chair, CLC Vice-Chair, community of practice (CoP) Directors, HOD representative and a Board representative. The Steering Committee will organize the activities of the CLC, establish goals and objectives and provide
leadership to the CLC. The Steering Committee shall consist of appointed members and be populated in
the following manner:

- CLC Chair (appointed by the Board for a 2-year term)
- CLC Vice-Chair (appointed by the Board for a 2-year term)
- CoP Directors, number to be defined as needed to meet the needs of the CLC (appointed by the
CLC Steering Committee for a 2-year term) currently there are (7) CoP Directors
- Board representative, appointed by the Board for a 1-year term
- HOD Speaker-elect

**WEF Staff**

WEF staff shall serve to support the technical, administrative and logistical duties of WEF activities
through the execution of said functions and shall support committee activities as staff liaisons and
through the committee administrator.

**Volunteer Responsibility and WEF Policy**

**Responsibility and Authority**

WEF volunteers are responsible to be knowledgeable of WEF policy and procedures governing
committee activity and operation. Authority of volunteers is limited to specific work activities of the
volunteer group or committee. **Specific and written authorization of the Board of Trustees is required for:**

- Committing WEF to an expenditure of funds.
- Representing WEF or expressing positions or opinions on behalf of WEF.
- Continuation, consolidation, subdivision, or sunset of committees.
- Entering into liaisons with other organizations.
- Representing WEF at public or private hearings.
- Changes to the committee charge.

**WEF Volunteer Legal Responsibilities**

The Water Environment Federation® (WEF®) accomplishes its goals and objectives through its
membership and their volunteer participation. Whenever participating in a committee or other
volunteer activity, members are acting as representatives of WEF and have certain legal responsibilities.
**Duty to WEF**

WEF volunteers must discharge their responsibilities in good faith and in accordance with the best interests of WEF. Specifically, volunteers have three legal duties to WEF: care, loyalty and obedience.

**Duty of Care.** The legal duty of care means that WEF volunteers must make reasonable decisions considering the circumstances including (i) guarding against loss or injury to WEF, and (ii) a duty to vote and not abstain.

**Duty of Loyalty.** The legal duty of loyalty means that WEF volunteers owe an undivided allegiance to WEF and must make decisions in the best interests of the organization, never making decisions based on their personal interests or personal gain. Conflicts of interest are inconsistent with this duty and must be disclosed (see *Conflicts of Interest* below).

**Duty of Obedience.** The legal duty of obedience means that WEF volunteers must make decisions with WEF’s mission in mind and may not act in a way that is inconsistent with the goals of WEF.

**Antitrust**

WEF intends to comply with all applicable antitrust laws and does not condone conduct that leads to or implies an agreement among its members that would restrain trade and/or otherwise violate antitrust laws. To avoid antitrust problems:

1. Meetings should be held only if there are proper matters to be discussed.
2. For each meeting, an agenda should be developed and provided to each attendee.
3. The agenda should be specific and avoid topics that may cause antitrust problems such as:
   - price and pricing;
   - production levels or schedules;
   - availability of products or services;
   - allocation of markets, territories, customers or clients;
   - encouraging boycotts of products or services;
   - fostering unfair practices involving advertising, merchandising, standardization, certification, or accreditation;
   - encouraging anyone to refrain from competing;
   - illegal brokerage or rebates; or
   - improper reciprocity in dealing.
4. Any volunteer concerned with the legality of a subject should immediately request that the discussion be halted. Members should check with WEF staff and/or legal counsel if there is any doubt about the propriety of a WEF program or subject of discussion.
5. Accurate minutes of all meetings should be kept.
6. Unscheduled, informal, secret or “rump” meetings (meetings where less than a majority of those appointed to serve are present) should be avoided.
7. Members should not be coerced to take part in WEF activities.
8. Legal counsel should attend all WEF meetings where there is potential for discussion of legally sensitive subjects.

9. If any situation arises involving antitrust violations, it is important that it be brought to the attention of the chair of the volunteer group and senior WEF staff.

Indemnification
In the event a lawsuit is filed against a WEF volunteer, WEF Constitution & Bylaws, Article 9 provides for indemnification. Note, however, that Intentional acts or acts committed in bad faith are specifically excluded from coverage and that there is a maximum dollar limit on WEF’s obligation to indemnify a WEF volunteer. WEF carries liability insurance for its indemnification obligation.

Questions regarding WEF volunteer legal responsibilities should be directed to the WEF Executive Director.

Approved
WEF Board of Trustees
July 2018

WEF Confidentiality Policy
Water Environment Federation® (WEF®) volunteers, including without limitation members of the Board of Trustees, committee chairs and members, and other volunteers, as well as WEF staff members, and contractors, may be given or have access to certain confidential information of WEF or third parties (collectively, “Confidential Information”). Confidential Information is defined to include all information that is not known to the public regarding the organization, operations, programs, activities, policies, procedures, practices, financial condition, trade secrets, membership lists, and standards of WEF, its members, or third parties. Confidential information includes information designated as confidential and information not so designated but that fits the above definition, including information developed or learned by an individual as a result of his/her service to WEF as a volunteer, contractor or employee. The Executive Director, or his/her designee, may revise any decision that information is, or is not, confidential information, provided, however, that a majority vote of the Board of Trustees may override any such determination by the Executive Director that a particular piece of information is Confidential. Confidential Information shall not include information that enters the public domain through no fault of a WEF volunteer, contractor or staff member or which was rightfully obtained from a third party without comparable restrictions on disclosure or use.

It is the policy of WEF that WEF volunteers, staff and contractors may not disclose, nor permit to be disclosed, any Confidential Information, and will not appropriate, photocopy, reproduce, or in any fashion replicate any Confidential Information, except to the limited extent required to perform the work assigned to them by WEF. Volunteers, staff and contractors further agree to use reasonable efforts to maintain the confidentiality of the Confidential Information and agree not to use any Confidential Information for their own benefit or that of a third party.

Approved
WEF Board of Trustees
July 2018
WEF Conflict of Interest and Disclosure Policy
The Water Environment Federation (WEF®) Board of Trustees (Board) and other volunteer and staff leaders are dedicated to ensuring that the WEF is operated in accordance with its 501(c)(3) tax-exempt mission. Further they are committed to maintaining an organization that is operated in the most honorable and ethical manner possible, assuring WEF constituencies that decision making and governance at WEF, at the various levels and roles of contribution to WEF, is conducted in an objective and bias-free manner.

The purpose of this conflict of interest policy is to protect WEF’s interests when contemplating entering into any transaction or arrangement that might benefit the private interest of any volunteer leader, Board member, or staff or that might result in a possible excess benefit transaction. The policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest application to nonprofit, charitable and educational organizations.

Volunteer leaders, Board members and staff have a duty of loyalty to place the best interests of WEF uppermost when acting on WEF’s behalf. This duty of loyalty, or fiduciary duty, encompasses the obligation to avoid or disclose any other interests that could dilute, diminish, or divide a volunteer leader’s or Board member’s’ unqualified loyalty and complete commitment to WEF. Where such interests exist, or even appear to exist, they are conflicts of interest that WEF is responsible to manage in order to ensure bias-free governance.

“Other Interests” Defined
A person has “other interests”, whether financial or otherwise, if the person has, directly or indirectly, through business, investment, or family:

1) Ownership or investment interest, employment, or volunteer or agency interest or involvement in a commercial entity or nonprofit organization that competes with WEF;

2) Ownership or investment interest, employment, or volunteer or agency interest or involvement in a commercial entity or nonprofit organization that is, or seeks to be, a vendor of products or services to WEF;

3) A compensation arrangement with any entity or individual with which WEF has a transaction or arrangement;

4) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which WEF is negotiating a transaction or arrangement;

5) Position as spokesperson, consultant, employee, or agent for another commercial or nonprofit organization that advances opposing or adverse public policy positions from those of WEF.

Duty to Disclose
In connection with any actual or potential conflict of interest, the party with the alleged conflict must disclose the existence of the financial interest or conflict of interest and be given the opportunity to disclose all material facts to the WEF entities or individuals authorized to consider and make decisions on the proposed transaction or arrangement.
Disclosure of “Other Interests” should include sufficient information to permit an evaluation of the effect these might have on the volunteer leader’s, Board member’s, or staff roles in WEF. Any confidential information included in a disclosure should be clearly marked. WEF will strive to keep information confidential unless it precludes a fair evaluation of the disclosure by the appropriate entity or individual reviewing the disclosure.

**Board of Trustees Policy Requirements and Responsibilities**

The primary duties of each Board of Trustees member are to govern WEF in accordance with the needs of the constituencies served by WEF and in accordance with applicable state and federal laws, to ensure that WEF policies are implemented, and to ensure that the WEF mission is effectively carried out.

Each Board member is required to disclose “other interests” using procedures established by WEF annually and more frequently if other interests arise. The Board or delegated representatives of the Board must decide what if any corrective measures to take in response to disclosures of other interests.

Board members must not use their influence to sway the view of any other Board member in arriving at his or her personal decision in voting. Additionally, there may be instances where WEF decides to purchase goods or services from a Board member, or decides to participate with a Board member (or his or her associates) in a specific project. In all such instances the relationship shall be disclosed to the Board and all financial aspects of the transaction shall be reviewed to determine that they are at least substantially equivalent, or more favorable to WEF, as any similar transaction with an unrelated third party.

A Board member who ignores these requirements may not be entitled to any protection pursuant to the indemnification provision in WEF Constitution and Bylaws. Additionally, the Trustee may not be entitled to the protection provided Trustees of not-for-profit organizations under applicable state laws.

**Volunteer Leader Policy Requirements and Responsibilities**

In taking an active role in volunteer activities, it is foreseeable that conflicts of interest may arise. All actual and potential conflicts of interest should be disclosed in writing to the appropriate entities with which the volunteer is working, with a copy sent to the WEF Executive Director. It is the Executive Director’s responsibility to ensure that all such conflicts are resolved in the best interest of WEF. Generally, a volunteer may not participate in the final discussion or vote on a matter in which she/he has a conflict of interest. The fact that a conflict was disclosed and the volunteer recused her/himself from participating in the final discussion and vote should be recorded in the appropriate meeting minutes.

**Staff Policy Requirements and Responsibilities**

Staff are also responsible for disclosing conflicts of interest as further outlined in WEF’s employment policies in keeping with this policy.

**Determining Whether a Conflict of Interest Exists**

After disclosure of a possible conflict of interest, presentation of all material facts, and discussion with the interested party, the appropriate governing entities and/or individuals shall meet to decide if a conflict of interest exists. If the interested party with the Conflict of Interest is a member of the governing entity reviewing the issue, he/she shall not participate in the discussions.
The governing entity evaluating and making a determination will vary, as appropriate, with the situation. Generally, conflicts of Interest at the Board level, or involving the Executive Director, are addressed by the Board or delegated representatives of the Board. While conflicts of interest at other volunteer levels within WEF or for staff are handled by the WEF Executive Director, or his/her designee, and those entities he/she deems appropriate to involve in the determination.

1. **Violations of the Conflicts of Interest Policy**

   If it is determined that a conflict of interest exists, or if it is determined that the interested party failed to disclose an actual or potential conflict of interest, the Board and/or Executive Director shall take appropriate disciplinary and/or corrective action.

2. **Records of Proceedings**

   The minutes of a governing entity and/or any committees with board delegated powers shall contain:

   a) The names of individuals who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing entity’s decision as to whether a conflict of interest in fact existed.

   b) The names of the individuals present for discussions and votes relating to the transaction or arrangement, the content of the discussion (including any alternatives to the proposed transaction or arrangement), and a record of any votes taken in connection with the proceedings.

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**WEF Non-Discrimination and Harassment Policy**

WEF does not tolerate discrimination or harassment based on race, color, religion, sex (including pregnancy, childbirth, and related medical conditions), age, national origin, disability, marital status, ancestry, sexual orientation, genetic information or any other legally-protected characteristic in accordance with applicable federal, state, or local law (“Protected Categories”) in any of its activities or operations. The WEF Staff Handbook defines harassment and sexual harassment for purposes of this general policy. All who violate this policy are subject to discipline, up to and including termination, expulsion from Membership, or applicable legal action.

**Procedures for Reporting Complaints**

An employee, or contractor who believes that he/she has been subject to discrimination or harassment, or has become aware of actual or suspected discrimination or harassment should immediately notify his or her supervisor, the Director of Human Resources, a member of the Executive Team, or the Executive Director.
A volunteer who believes that he/she has been subject to discrimination or harassment, or has become aware of actual or suspected discrimination or harassment should immediately notify the Executive Director or another member of the WEF Board of Trustees.

WEF will make reasonable efforts to promptly and completely investigate reports of discrimination or harassment, and will maintain confidentiality as appropriate, consistent with the objectives and circumstances of the investigation.

Retaliation Prohibited
Volunteers, employees, or contractors shall not be subject to harassment, intimidation or any type of retaliation because they have (1) filed a good-faith complaint regarding suspected discrimination or harassment; (2) assisted or participated in an investigation, compliance review, hearing or any other activity related to the administration of any federal, state, or local law; (3) opposed any act or practice made unlawful by any federal, state, or local law; or (4) exercised any other legal right protected by federal, state, or local law. Anyone found to be engaging in prohibited retaliation will be subject to disciplinary action, up to and including termination, expulsion from Membership, or applicable legal action.

Approved
WEF Board of Trustees
January 2017

WEF Whistleblower Policy
The Water Environment Federation’s (WEF’s) Whistleblower policy is designed to:

1) Encourage WEF volunteers and staff to come forward with credible information on illegal practices or violations of adopted policies of the organization; and
2) Specify that WEF will protect the individual from retaliation; and
3) Identify to whom such information shall be reported.

WEF will investigate any possible fraudulent or dishonest use or misuse of WEF resources or property, or violation of policy by members of the WEF Board of Trustees or other volunteers, the staff leadership team or other staff. Anyone found to have engaged in fraudulent or dishonest conduct is subject to disciplinary action by WEF up to and including civil or criminal prosecution. All members of the WEF community are encouraged to report possible fraudulent, dishonest conduct, or violation of policy. WEF staff should report his or her concerns to a supervisor or manager. If for any reason staff find it difficult to report concerns to a manager or supervisor, the staff can report it to the Director of Human Resources, the Executive Director, or any member of the Board of Trustees. A supervisor or manager who receives a complaint must immediately report the details to the Director of Human Resources, the Executive Director, or a member of the Board of Trustees. A WEF volunteer should report his or her concerns to the Director of Human Resources, the Executive Director, or a member of the Board of Trustees.
The Executive Director shall conduct an investigation into the complaint and may delegate such action to staff as necessary. If the complaint concerns the Executive Director, the President of the Board of Trustees shall conduct the investigation and may delegate such action to staff through the Director of Human Resources.

The Executive Director shall report fraudulent behavior and significant violations of policy to the Board, including reporting what actions are being taken. Fraudulent behavior and significant violations of policy by a Trustee or the Executive Director shall be the responsibility of the Board to address, in consultation with the WEF Board Counsel. The Executive Director or his/her designee shall maintain a written log of all whistleblower complaints including the outcome of the investigation.

WEF will use best efforts to protect whistleblowers against retaliation. WEF cannot guarantee confidentiality, however, and there is no such thing as an “unofficial” or “off the record” report. WEF will keep the whistleblower’s identity confidential, unless the person agrees to be identified; identification is necessary to allow WEF or law enforcement officials to investigate or respond effectively to the report; identification is required by law; or the person accused of the fraudulent conduct is entitled to the information as a matter of legal right in disciplinary proceedings. WEF is not obligated to provide the results of the investigation to the whistleblower.

WEF, staff and WEF volunteers may not retaliate against a whistleblower with the intent or effect of adversely affecting the terms or conditions of employment, or volunteer service to WEF. Whistleblowers who believe that they have been subject to retaliation may file a written complaint with the WEF Board of Trustees. This protection from retaliation is not intended to prohibit managers or supervisors from taking action, including disciplinary action, against staff in the usual scope of their duties based on valid performance factors.

This policy shall be effective upon approval by the WEF Board of Trustees. Questions relating to the interpretation of this policy should be directed to the Director of Human Resources.

Approved
WEF Board of Trustees
June 2015

**WEF Sunset Review Policy**

The duties of the Water Environment Federation’s Board of Trustees include the responsibility to “create and dissolve WEF committees, Communities of Practice (COPs), and councils and approve the appointment of the Committee Leadership Council (CLC) Chair and Vice-Chair” (WEF Constitution and Bylaws, Article 3.5.6). This WEF Sunset Review Policy and Procedures statement provides the guidelines to be used by the Board and the CLC to accomplish this responsibility.

**WEF Sunset Review Procedures**

- Each standing, special or joint committee’s charge and need for continuation shall be critically reviewed by the WEF CLC no less frequently than once every four years. No standing, special or joint committee shall be continued for more than four years without affirmative action by the Board.
• WEF staff with responsibility for committee management shall select approximately one-quarter of committees each year for review. This selection shall occur on a regular schedule so that each committee receives a review no less frequently than once every four years. The Board, the WEF President, the CLC and committee chairs can request committee sunset review outside of the regular schedule.

• The CLC Chair will lead a review of input from committee chairs, staff liaisons and the CLC Steering Subcommittee.

• WEF staff will distribute Committee Sunset Review Questionnaires to the Committee Chair and the committee staff liaison of the selected committees, along with the review timeline.

• The completed questionnaires will be compiled and provided to the CLC Steering Subcommittee, for review and comment.

• The CLC Steering Subcommittee will provide input to the CLC Chair.

• The CLC Chair, with support from the WEF committee staff, will prepare a consolidated Committee Sunset Review Report and recommendations for consideration by the Board.

• Following action by the Board the committee staff will notify the committee chairs and staff liaisons of the Board’s action.

Approved
WEF Board of Trustees
April/2017

WEF Committee Guidelines

Types of Committees

Committee
Committees are charged with achieving the long-term strategic goals of WEF through the development of products and services. The technical knowledge and delivery committees are referred to as “Standing Committees” in the WEF Constitution and Bylaws (C&B) and are established by the Board of Trustees (Board). Committee activities may span multiple years as committee charges are reviewed every four years until the committee is sunset by the Board. Committee members must be members of WEF.

Board Committees
Board Committees are established by the Constitution & Bylaws and have specific membership, responsibilities, and continuing assignments from year to year. Currently, the Board Committees
include the Audit, Finance, Governance, and WEFTEC Advisory Committees and Board Sub-Committees (works through Governance Committee) include the Nominating and C&B Sub-Committees. Termination and changes to these committees can be effected only by amendment of the C&B. Additional Board Committees may be established, as needed, to carry out the duties of the Board.

Subcommittees and Work Groups
Due to size and scope, Subcommittees and Work Groups may be established to perform specific duties. Subcommittees are formed as part of the committee with a specific task or activity in mind. Work Groups are formed to do a task within a committee and established to perform a specified duty.

Task Force
A Task Force is created with a specific charge to accomplish short-term objectives within a deadline and goes across committees.

Committee Size and Organization
Committees may vary in size. Each committee will consist of a minimum of not less than ten WEF members. The minimum ten-member requirement is an element of consideration during the Committee Sunset Review.

Committee Membership
WEF members apply for committee membership by submitting an application to:

Water Environment Federation
Committee Program Administrator
601 Wythe Street
Alexandria, VA 22314-1994
On-Line Application: application

Applications for committee membership are reviewed and approved by the committee chair. Committee membership is limited to WEF members. Exceptions may be made for non-WEF members on a temporary basis, for individuals who, though not being qualified by membership, have unique qualifications required to achieve committee objectives. Non-members may not be appointed as committee, subcommittee, or task force leaders.

Continuing service on a committee is dependent upon an annual review (immediately preceding WEFTEC,) and recommendation of the chair. The committee chair is required to annually review the
committee roster and make recommendations to WEF for retaining or removing members.
Committee members who do not participate in committee activities may be subject to removal from the committee.

Committee Leadership
Each committee includes at a minimum, a chair and a vice-chair. Each Committee should also have a Nominating Committee made up of current and past leadership members and a Steering Committee which includes the chair, vice-chair, and several subcommittee chairs or vice-chairs. These positions, together with the leaders of any appropriate subcommittees, workgroups, and task forces leadership, comprise the committee leadership. The role of committee leaders is to collectively implement the goals and objectives of the committee.

Committee Leaders (Chair and Vice Chair)
Committee chairs and committee vice chairs and co-vice chairs may be appointed for a two or a three-year term of service. A committee leader term of service may be extended upon recommendation and approval of the CLC Chair. A minimum of one year of service on the committee is required before being appointed as a committee leader. Committees vary in the way they consider and select committee leaders, based on the needs of the committee.

Member Participation
Committee leaders determine the level of participation needed by committee members, and are responsible for monitoring the level of participation in committee work. Committee members who do not participate may be subject to removal from the committee.

Removal of Committee Member of Chair
The CLC Steering Chairs has the authority to remove a committee chair or member at any time. A committee chair can remove a committee member for non-participation or non-contribution to committee work during the annual committee membership review process.

Committee Management
The WEF Vision and Strategic Plan (Appendix A) and the committee charge provide the framework for WEF committee activities. These resources serve as guides for evaluating and developing committee activities and as a benchmarking tool for evaluating ongoing and future committee activities. Committee leaders, in collaboration with the staff liaison, are responsible for managing programmatic and administrative activities of the committee.

Committee Charge
The charge provides focus for the committee and ensures that committee activities are consistent with the WEF Vision and Strategic Plan. A committee’s charge is adopted when the committee is formed, and is reviewed every four years, during the Committee Sunset Review. The committee
charge can be modified, upon approval of the CLC Steering.

**Subcommittees**
The chair of a standing committee may establish subcommittees, and is responsible for 1) informing the staff liaison and the committee administrator of the formation and termination of subcommittees and task forces and their memberships; 2) appointing members of the standing committee to a subcommittee or task force, and; 3) evaluating the effectiveness of each subcommittee or task force.

**Committee Work Plan**
Committee leaders are expected to develop and maintain a work plan that identifies the committee’s charge, goals, mission, and strategies over a three-year period. Work plans must align with the WEF Strategic Plan and be realistic, achievable, and measurable.

The work plan should include information on the committee's plans for the coming year and projections of committee activities for the next three years. Committees should review the work plan annually to review and revise goals for the current year, and to establish new goals for the subsequent three-year period.

**Budget**
The WEF budget is approved by the Board in July for the fiscal year beginning September 1. Committees requesting budget commitment for specific programs and/or activities must submit their requests, in collaboration with the committee staff liaison, by **March 1** in order to be considered in development of the budget for the following fiscal year.

Committee budgets may include two components: administrative and special projects. *The committee staff liaison will advise committee leaders on budget items included in the budget, and those that would require special budget approval.*

**General Budget Guidelines**
**Administrative Expenses** – Automatically included in the budget. Office supplies, postage, conference calls, staff support.

**Special Projects** - Activities that would require resources not currently included in the budget. (See proposal process below.)

**Special Project Proposals** - Committee leaders may submit proposals for special projects for consideration by the Board. Such projects include activities that require significant staff or financial resources, and/or that may be beyond the scope of current committee activities.
Proposals should be developed and submitted in collaboration with the committee staff liaison. The process is outlined below:

- Discuss and coordinate the proposed activity with the committee staff liaison.
- Submit the proposed action item for the Board meeting agenda, through the committee staff Liaison, to the WEF Executive Director.
- Prepare supporting materials for the proposed action to include:
  - Cover Sheet [Appendix B]
  - Board resolution for requested action [Appendix C]
  - Proposal details

**Committee Reports**
Committee leaders are responsible to provide an annual report on committee actions and timelines.

The Committee report [Appendix D] provides a summary of the activities and plans of each committee and serves as a communication among Committee Leaders, the Board, the House of Delegates, and staff. Committee reports are distributed to committee leaders and posted to WEFCOM.

Subcommittee and task force leaders are responsible to report the progress or status of activities to the chair of the standing committee on a regular basis, to be reflected in the annual committee report.

**Report Schedule**
- March 15 Post Midyear

**Report Instructions**
- **WEF Strategic Plan Alignment** – Provide specific goals of the strategic plan that are being addressed by the committee.
- **Projects, Activities and Accomplishments for Report Period** – Include tasks and deliverables with time lines. Examples: Specialty Conference, WEFTEC Workshop, WE&T Article, etc. Ongoing or regular events (e.g., “Hold a committee meeting at WEFTEC”) need not be reported.
- **Plans for Next Reporting Period** – Provide the planned activities and time lines.

**Meetings**
*WEF does not provide financial support for travel to and participation in committee meetings; therefore, in person committee meeting requirements are kept to a minimum.*
Conference calls and e-mail are widely used to accomplish committee activities.

**Scheduling**
A meeting of each WEF committee is typically held during WEFTEC. Meeting rooms, and materials needed are scheduled through the committee staff liaison. **No committee meetings can be scheduled during the WEFTEC Opening General Session.**

Some committees schedule additional meetings, either in conjunction with the WEF midyear meeting or with a specialty conference or other WEF event. Requests for meeting space at WEFTEC and at the midyear meeting are coordinated through the staff liaison.

**Agenda**
The agenda should be prepared by the chair and/or vice-chair, in collaboration with the staff liaison, to include relevant discussion/action topics, the amount of time allocated to each discussion, and the identity of the person leading each discussion. The agenda and supporting materials should be provided to committee members before the meeting.

**Conducting Meetings**

WEF committee meetings are open to members and non-members. **Only WEF members holding full committee membership have the right to vote.** WEF recommends that all meetings be conducted using Roberts Rules of Order parliamentary procedures.

Committee meetings must be conducted so that discussions never result in antitrust liability for the participants or for WEF. The committee chair will open each meeting with a reminder to attendees of their responsibility not to engage in any antitrust violations. If a potential antitrust issue arises, the discussion must be stopped immediately and the advice of the committee chair and/or senior WEF staff obtained. If needed, the issue should also be brought to the attention of WEF legal counsel.

**Minutes**
Committees are required to record minutes of each meeting and to provide the committee staff liaison with a copy of the approved minutes. It is the responsibility of the committee staff liaison and chair to ensure that minutes are recorded.

Minutes must include:
- Date, time, place of meeting, and presider name
- Participants
- Meeting agenda
• Decisions reached with follow-up actions and deadlines; Formal motions and outcomes – passage/defeat
• Brief summary of discussion to justify decisions

Minutes must not include:
• Transcripts of discussions
• Statements attributed to specific individuals

Establishing New Committees
The WEF Constitution & Bylaws provides for establishment of standing or special committees or councils as deemed necessary, by the Board of Trustees. New committees generally arise from the work of a task force or subcommittee on a topic of interest to the profession that is not included in any existing standing committee’s charge, and that volunteers and staff believe support the WEF mission. Proposals for new areas of committee work may also come from within an existing committee, any leadership group, or WEF member.

The procedures for proposing a new WEF standing committee to be considered by the Board involve submitting a written proposal in collaboration with the appropriate staff and must include the following:

• Purpose and need for the committee.
• Relate the objectives of the committee to the WEF Vision and Strategic Plan.
• Discuss how the work of the proposed committee will assist WEF in achieving its goals.
• Demonstrate that the proposed work does not overlap with an existing committee.
• Committee Charge - describe the scope of the work to be done by the proposed committee, including details of areas on which the committee will focus, specific duties and/or goals necessary to support the mission, and liaisons with other groups.
• Three-year plan Committee Work Plan - Provide specific projects for the committee to undertake in the near future. Include future projections for the direction of the committee, (i.e., possible new areas of interest for the committee, future collaboration with other groups or organizations, international endeavors, plans for growth, etc.).
• Proposed Committee Membership – Include chair, vice-chair, and interested members.
• Proposed Budget – Provide an estimate of project-related expenses and staff resources.

Proposals should be submitted to the CLC Steering Committee which will provide recommendations to the Board of Trustees.
WEF Staff Responsibilities

Committee Liaison

- In collaboration with the chair, ensure that committee initiatives support WEF’s Vision and Strategic Plan.
- Work with committee members to plan and implement committee projects
- Advise the committee regarding WEF policies and procedures and ensure that committee projects are within WEF guidelines.
- Ensure that committee-developed publications, products, and actions do not set standards, inhibit trade, or pose other liability issues.
- Ensure that committee leaders and members do not participate in antitrust violations at meetings and other functions.
- Budget for committee activities.
- Advise committee leaders and members regarding committee guidelines, including application and administrative procedures.
- Work with committee leaders on assigning who will take meeting minutes, post agenda/minutes and other meet logistics

Committee Administrator

- Process committee applications and provide weekly notifications to staff liaisons
- Maintain WEF committee membership database and records for all standing committees
- Coordinate annual committee report submission
- Organize and execute the annual sunset review process
- Work with CLC leadership on annual succession planning
- Coordinate annual CoP Director nomination/application recruitment process
- Help plan and coordinate CLC WEFTEC and Midyear events with CLC leadership
- Participate on the CLC Steering monthly calls

Committee Administrator
Theresa Mixon
Phone: 703/684-2400, x7214
E-mail: tmixon@wef.org
Appendix A – WEF Strategic Plan
CRITICAL OBJECTIVES & STRATEGIC GOALS

1. Develop an engaged membership that is representative of the multiple practice areas of the water environment industry.
   - a. Increase diversity and inclusiveness in the water sector through engagement and membership growth.
   - b. Partner with Member Associations for mutual organizational success.

2. Provide a broad range of professional content and programming that is relevant and widely valued by the water sector worldwide.
   - a. Leverage WEFTEC to better engage water professionals.
   - b. Increase offerings in practice growth areas to meet water sector priorities while maintaining WEF's core excellence.
   - c. Expand global and sector diversity of participants in WEF content/programming to foster information-sharing and enrich member value.
   - d. Provide a broad, relevant spectrum of opportunities for water sector professionals to learn and share information.
   - e. Lead the development and adoption of national standards for operator certification.

3. Generate an increased public awareness of the value of water leading to increased funding to protect water quality through appropriate levels of infrastructure, management approaches, and services.
   - a. Be a visible and effective partner that increases public awareness of the value of water, water professionals, and resource recovery at national levels.
   - b. Provide tools for members, Member Associations, utilities, and others to communicate the value of water, water professionals, and resource recovery to the public and decision-makers.
   - c. Educate decision makers and elected officials on the infrastructure funding gap and other water policy issues, and engage potential stakeholders.

4. Establish the conditions that promote accelerated development and implementation of innovative technologies and approaches in the water sector.
   - a. Drive an increase in resource recovery in the water sector.
   - b. Drive research and innovation in the water sector.
   - c. Promote the adoption of innovative utility management and financing practices.
   - d. Promote sector-wide action toward development of a water workforce that is diverse and prepared to meet the future needs of the water sector.

5. Operate a sustainable business that supports our mission, and enables WEF to seize new opportunities in the emerging water sector.
   - a. Invest in WEF's personnel and business assets to ensure that they can continue to support the achievement of WEF's mission and objectives.
   - b. Adopt environmentally sustainable business practices for WEF operations and events and seek to influence the adoption of sustainable practices by those with which WEF does business.
   - c. Expand revenue and diversify revenue sources.
   - d. Ensure that WEFTEC can evolve with business and technology advancements and continues providing for the financial sustainability of WEF.

Adopted December 2011 | Revised September 2018
### Cover Sheet

<table>
<thead>
<tr>
<th>Cover Sheet</th>
<th>WEF Board Meeting Agenda Item</th>
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<td><strong>Click/Enter date(s): Month DD, YYYY.</strong></td>
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<tr>
<td><strong>AGENDA ITEM:</strong></td>
<td><strong>Click/Enter text.</strong></td>
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### TEXT OF MOTION OR BRIEF DESCRIPTION OF AGENDA ITEM:

*Click/Enter text.*

### ATTACHMENT(S) INCLUDED:

*Click/Select Yes or No. (Attach all supporting documentation for motion, discussion or other impacts on WEF).*

### FINANCIAL IMPACT:

*To be Completed by Sponsor:*

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<th>Frequency of Impact</th>
<th>Budgeted? <em>(Y/N/Partial)</em></th>
<th>Estimate Reasonable? <em>(Y or N-SAmnt)</em></th>
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### IMPACT ON WEF:

*WEF Staff, Member Associations, or Volunteers: If needed provide attachments*

*Click/Enter text.*

### STRATEGIC PLAN ALIGNMENT – Check the ports of the strategic plan this item supports.*

- [ ] CO1: Develop an engaged membership representative of the multiple practice areas of the water environment...
- [ ] CO2: Provide a broad range of professional content and programming that is relevant and widely valued...
- [ ] CO3: Generate an increased public awareness of the value of water leading to increased funding...
- [ ] CO4: Establish conditions that promote accelerated development and implementation of innovative technologies...
- [ ] CO5: Operate a sustainable business that supports our mission and enables WEF to seize new opportunities...

*WEF trade secrets, methods, product information, business and strategy plans, potential partners and strategic partners, financial information, sales information, promotional and marketing information, technical information, and all personally identifiable information, and all other business information relating to WEF, is confidential information. Individuals serving on the WEF Board of Trustees shall never disclose, or ever use, any confidential information except as necessary to discharge his or her obligations as directors of WEF.*

*Form revised August, 2017*
Appendix C – Sample Board Resolution Format

This sample of a Board Resolution is provided for your use in formatting resolutions for your committee.

Water for People
A Charity of Choice for the
Water Environment Federation

Whereas: The Water Environment Federation’s Vision is to be recognized as a leader dedicated to the preservation and enhancement of the global water environment; and,

Whereas: WEF recognizes that many people in the world do not have access to safe drinking water or adequate sanitation; and,

Whereas: Water for People is a charitable organization dedicated to assisting those in developing nations to develop systems for safe drinking water and adequate sanitation; and,

Whereas: WEF has chosen to advocate for and contribute financially to the good work of Water For People. Therefore,

Be It Resolved, that the Board of Trustees of the Water Environment Federation hereby designates Water For People as a Charity of Choice.

Be it resolved further, that Water for People is authorized to refer to the Water Environment Federation as having designated Water For People as a Charity of Choice and is authorized to use the Water Environment Federation logo in brochures related to Water For People programs.

Approved
Water Environment Federation Board of Trustees
October 28, 2005
### Appendix D – Committee Report Template

<table>
<thead>
<tr>
<th>Start Date</th>
<th>Due Date</th>
<th>Initiative/Project</th>
<th>Project Manager(s)</th>
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