



VOLUNTEER HANDBOOK



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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 Bylaws. The Board of Trustees is responsible for establishing the WEF strategic direction and the [WEF 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 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 liaisons with other organizations.
- Representing WEF at public or private hearings.
- Changes to the committee charge.

WEF Member Code of Conduct

The Water Environment Federation (“WEF”) is committed to providing a professional, safe, and welcoming environment for all members and expects members to uphold WEF’s commitment to providing and supporting a positive environment for all WEF members and others affiliated with WEF.

WEF’s Member Code of Conduct (the “Code”) is intended to provide WEF with a set of best practices and guidelines on standards of conduct with which members agree they will adhere to when joining and maintaining their WEF membership. This Code applies to any conduct and communication of a WEF member involving other WEF members, WEF staff, WEF contractors, or non-member participants of WEF (collectively “WEF Participants”) in connection with or resulting from any WEF-related business, activity or at WEF Functions, as defined below.

All conduct and all communications arising out of or resulting from WEF business or activities that are related to WEF or to WEF members, including but not limited to conduct and communications at WEF-sponsored functions (Conferences, House of Delegate meetings, Committee Leadership Council activities, Board meetings, etc.), at WEF Member Association functions, at WEF-affiliated functions, or member representation of WEF at a non-WEF function or in WEF business (collectively referred to as “WEF Functions”), are expected to be in accordance with this Code.

Further, WEF may establish a code of conduct for specific WEF Functions that may apply to a broader group in attendance at the specific function. WEF members attending these specific functions must follow that specific WEF function’s code of conduct, related terms, and conditions, as well as this Code.

This Code governs conduct of WEF members and will be enforced by WEF. As such, this Code does not give rise to a legal cause of action, create a presumption, or serve as evidence that a legal duty has been breached, or form the basis for governmental enforcement proceedings.

WEF and Member Association Code Interactions

To the degree that membership in a Member Association (MA) is required for a WEF member, this Code extends to that MA membership and its programs and activities, in addition to any additional code of conduct adopted by the MA. Complaints submitted to WEF, and actions to address WEF member misconduct issues occurring at any WEF Functions, as defined earlier (and inclusive of WEF member participation in MA functions), are under the jurisdiction of WEF. When multiple codes of conduct exist, this Code will be primary for the WEF member and will take precedence for decisions affecting WEF membership followed by other codes that may apply to the member at WEF Functions. WEF will communicate information on complaints of WEF member misconduct to any affected MA, as appropriate, and discuss impacts to the MA, if any. MAs must also notify the WEF Executive Director of any misconduct concerns or related actions being contemplated at the MA level for a WEF member. MA-Only members are not WEF members; therefore, they are not subject to discipline under this Code and the MA will handle any misconduct issues with MA-Only members independently from WEF.

Expectations of WEF Members

As a condition of WEF membership, WEF expects members to demonstrate their commitment to WEF’s core values by conducting themselves consistent with the following principles including but not limited to exhibiting common courtesy and civility; acting in a businesslike, ethical, and professional manner; supporting diversity, equity and inclusion throughout WEF; and refraining from discriminatory or harassing behavior directed toward any WEF Participants as defined earlier in this Code.

Misconduct

The WEF Board of Trustees (“Board”) and Ethics Subcommittee (“ESC”) identifies types of misconduct and makes determinations on whether a member engaged in misconduct. This Code applies to conduct while an individual is a WEF member. This code addresses misconduct in three general areas: Personal Misconduct, Professional Misconduct, and Legal Misconduct. The examples set forth below are representative of misconduct in these areas; however, misconduct is not limited to these examples.

Personal Misconduct

- Threatening (physically and/or verbally), engaging in demeaning gestures and/or language, stalking, physically or verbally abusing, or using combative language toward any WEF Participants (as defined earlier in this Code) in any communications including but not limited to those communications arising out of, or related to, any WEF business or activity or at any WEF Function as defined earlier in this Code. This applies to contact in person, by email, telephone, social media, or any other media regardless of whether the contact occurs at WEF Functions or the subject matter relates to WEF.
- Harassing or discriminating against any individual, including but not limited to making negative comments, insults, offensive jokes, using ridicule or mockery, slurs or name calling, or making physical assaults or threats, or otherwise exhibiting prejudice on the basis of that person’s race, color, sex, pregnancy/maternity or related medical conditions, gender identity/expression, sexual orientation, religion, age, ethnic or national origin, ancestry, citizenship, marital or family status, disability or perceived disability status, genetic information, veteran status, or any other legally protected characteristics in accordance with applicable law.
- Endangering the health or safety of others, including but not limited to the brandishing of firearms, explosives, chemicals, or other weapons or the threat (substantiated or implied) of using such weapons, tampering with safety systems (such as fire-fighting equipment), turning in a false alarm, or engaging in behavior that constitutes a fire hazard at WEF Functions.
- Subjecting another person to physical conduct (except self-defensive conduct) or sexual attention which that person perceives as offensive or unwelcome.
- Engaging in lewd, indecent, disruptive, or disorderly conduct (including such conduct which results from a member being under the influence of alcohol or drugs) at WEF Functions.
- Being arraigned, indicted, or convicted (by a judge, jury, or plea agreement) of a felony or a crime which is violent, dangerous to others, or is vile or depraved in nature arising out of the member’s personal conduct.

Professional Misconduct

- Being arraigned, indicted, or convicted (by a judge, jury, or plea agreement) of a crime relating to or arising out of the member’s professional/work conduct.
- Failing to keep secure or to properly use WEF confidential information and WEF

member personal data which the member may have access to in connection with WEF activities.

- Showing unwelcome sexual attention, including inappropriate use of nudity and/or sexual images, in public spaces or presentations.
- Disrespecting other persons' views, including intentionally interrupting others while they are speaking, disrupting WEF Functions, and failing to comply with WEF Functions moderators.
- Failing to comply with any WEF policy which may be applicable to such member, including but not limited to the code of conduct, terms, and conditions which may apply to participation in specific WEF Functions. WEF policies applicable to all WEF members are available on WEF's website and include Antitrust Policy; Diversity, Equity, and Inclusion Policy; Member Discipline Policy; Non-Discrimination and Harassment Policy; Whistleblower Policy and any other policy noted as applicable to membership. WEF members serving as trustees or volunteer leaders of WEF have additional requirements including, but not limited to, WEF's Confidentiality Policy, Conflict of Interest and Disclosure Policy and Volunteer Responsibilities and Indemnification Guidelines.

Legal Misconduct

- Being arraigned, indicted, or convicted (by a judge, jury, or plea agreement) for violations of national, regional or local laws or regulations.
- Harassing or discriminating against any individual on the basis of that person's race, color, sex, pregnancy/maternity or related medical conditions, gender identity/expression, sexual orientation, religion, age, ethnic or national origin, ancestry, citizenship, marital or family status, disability or perceived disability status, genetic information, veteran status, or any other legally protected characteristics in accordance with applicable law.
- Violating national, regional, or local regulations regarding the purchase, possession, or consumption of alcoholic beverages, including the furnishing of alcoholic beverages to minors, at WEF Functions.
- Possessing, distributing, or selling illicit drugs, as may be prohibited by law, at WEF Functions, unless such drugs are permitted to be possessed in the locale of the WEF Function.
- Violating any statute, governmental regulation, or disciplinary action by any licensing or other authority, relating to, or arising out of, the member's work.
- Engaging in fraud, money laundering, misappropriation of WEF funds or other similar issues.
- Failing to comply with antitrust regulations in connection with WEF activities.
- Engaging in unauthorized use of tangible or intellectual property.
- Intentionally or recklessly defacing public or private property at WEF Functions.

Complaints

Any WEF Participants or Member Association (MA) may bring a complaint against any WEF member if they believe, in good faith, that the member engaged in conduct in violation of the Code. WEF may also bring a complaint against a member based on publicly available information such as court documents, newspaper articles or social media posts which were verified by independent sources. WEF and MAs will communicate on complaints for WEF members as noted earlier in this Code. Anonymous complaints are not acceptable. Complaints must be submitted in writing using the WEF Member Code of Conduct Complaint Form. Members engaging in misconduct are subject to disciplinary action as outlined in WEF's Member Discipline Policy.

Instances of misconduct that require immediate attention during WEF Functions should be brought promptly to the attention of WEF senior management, a member of the Board, or the most senior WEF staff member or WEF representative attending WEF Functions.

Agreement

To qualify for WEF membership or to renew WEF membership, individuals must accept the following agreement as a condition of initial, or renewal of their existing, WEF membership:

As a WEF member, I agree to abide by the WEF Member Code of Conduct ("Code"). To the degree that membership in a Member Association (MA) is required, the Code extends to that MA membership and its programs and activities, in addition to any code of conduct adopted by the MA. I understand that participation in WEF is a privilege and is not a right and that WEF may take disciplinary action against me pursuant to the WEF Member Discipline Policy for any violations of the Code. I understand that membership may be revoked with just cause or other disciplinary action may be taken against me. I agree that my participation in WEF will be at my sole and exclusive risk, and I (and anyone claiming on my behalf) hold harmless WEF, its Trustees, and staff from any damages, claims, loss, and liability from my participation in any program, activity or WEF Functions.

*Approved
WEF Board of Trustees
July 2021*

Volunteer Responsibilities and Indemnification

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 must act with the best interests of WEF in mind, including:

- making reasonable decisions considering the circumstances, guarding against loss or injury to WEF, and acting in a way that is consistent with the goals of WEF;

- never making decisions based on personal interests or personal gain, and disclosing any interest that is believed may cause a conflict of interest in accordance with WEF’s Conflicts of Interest and Disclosure Policy; and
- abiding by antitrust laws, including:
 - not discussing or exchanging information that would be anticompetitive in nature such as, but not limited to, current or future prices, price fixing or price-stabilizing agreements, discounts, cost studies or other competitive business terms.
 - Acknowledging and agreeing that prices charged must be calculated and determined by each business separately by their respective owners and managers based on separate determinations of costs and what constitutes a reasonable profit.

Indemnification

In accordance with the limitations described in the Bylaws, WEF will indemnify any person who is or has been a Trustee, Delegate, Officer, Committee Member, or Employee (hereinafter “Indemnified Person”) of WEF against legal expenses and liabilities reasonably incurred or imposed on the indemnified person in connection with serving WEF. WEF has the latitude to purchase coverage and currently carries liability insurance for its indemnification obligation.

Indemnification will be provided if WEF determines the person acted reasonably, in good faith, in a manner not opposed to the best interests of WEF and had no reason to believe his/her actions were unlawful. No indemnification will be provided if it is determined by WEF that the person has:

- engaged in fraudulent, criminal, malicious or knowingly wrongful conduct;
- gained personal profit or advantage which is either in breach of the indemnified person’s fiduciary duty to WEF or represents a conflict of interest with WEF;
- breached a professional duty by reason of any negligent act, error or omission committed in the performance of professional duties unrelated to WEF;
- not acted in good faith;
- engaged in an act which constitutes false arrest, wrongful detention, wrongful entry, wrongful eviction, a violation of the right to privacy and/or immoral, licentious, or sexual behavior intended to lead to or culminate in any sexual act; or
- violated the provisions of the Employee Retirement Income Security Act of 1974 or similar Federal legislation.

A request for indemnification must be made by the indemnified person in writing to the President no later than 15 days after (1) the commencement of any action, suit or proceeding against the person or (2) the person became aware of any fact or situation which may reasonably be anticipated to give rise to a claim for indemnification. The Board investigates, or oversees investigations, and makes determinations on requests for indemnification, as outlined in the Board Operations and Meeting Policy.

In the event of any payment by WEF, directly or through insurance, to an indemnified person, WEF will be subrogated and have rights of recovery for the payment provided. In connection with a payment, the indemnified person will execute documents to secure the right of recovery and will assist WEF in reaching settlement or defending the suit. If the Board authorizes payment prior to final disposition of any suit or proceeding, the indemnified person will also provide written commitment and surety of repayment should the investigation conclude that the person is not eligible for indemnification.

*Approved
WEF Board of Trustees
February 2020*

Antitrust Policy

General Policy Statement

Antitrust laws promote and protect business competition and prohibit activities between competitors in restraint of trade. Such laws extend to not-for-profit associations, such as WEF, which bring competitors together for the exchange of information. WEF trustees, members, and staff must be attuned to the potential for situations, discussions, or information exchanges that could give rise to antitrust allegations or the appearance of antitrust behavior.

Water Environment Federation (WEF) policy is to comply with all applicable antitrust laws and WEF trustees, members, and staff must abide by this policy when participating in WEF activities. Under no circumstances will WEF directly or indirectly be involved in conduct that leads to or implies an agreement among its members that would restrain trade and/or otherwise violate antitrust laws. Any conduct by WEF trustees, members or staff that is contrary to the antitrust laws and WEF's policy is subject to appropriate disciplinary action.

Violations of the antitrust laws can have serious consequences for WEF and its trustees, members and staff including, but not limited to, damage suits, criminal fines and penalties, imprisonment, and damage to reputations for WEF and those involved.

Prohibited Conduct

Antitrust laws apply to all competitors, business rivals that sell products or services to the same customers in the marketplace. As a result, WEF (the organization) may have competitors (e.g. AWWA), and WEF's members also may have competitors (e.g. consultant vs consultant, manufacturer vs manufacturer]. To comply with antitrust laws, WEF may not engage in prohibited conduct, or knowingly provide a forum for its member competitors to engage in prohibited conduct, including at formal WEF meetings, on conference calls, in correspondence, or through informal contact with other WEF members. Specifically, WEF

trustees, members, and staff must not, as individuals or as a group, participate in the following illegal violations:

- Agreements on prices or pricing policy with, or in the presence of, a direct competitor
- Accept or solicit a price list or written information on prices or pricing directly from a competitor (except when purchasing services of a competitor)
- Agreements on dividing or allocating territories or customers with a competitor
- Agreements to standardize, limit or restrict a product or service with a competitor
- Attempt to coerce a distributor to maintain certain resale prices
- Agreements with a competitor(s) to boycott or refuse to deal with certain customers or vendors

Several additional areas may or may not be illegal depending on the circumstances and could undergo a “rule of reason” analysis in a court of law. It is important that conduct in the following areas is conducted properly, with the assistance of counsel, as needed:

- Membership decisions (inclusion, exclusion, termination of);
- Industry-wide surveys, data collection, statistical gathering, and similar activities; and,
- Standardization and certification programs.

Antitrust Meeting Guidelines

Adherence to the following guidelines will help ensure compliance with antitrust laws.

1. Each formal WEF meeting (Board, HOD, CLC, committee, task force or work group, etc.) should include a written or verbal reminder to all attendees about WEF’s Antitrust Policy.
2. Discussions during formal WEF meetings should relate solely to the legitimate purpose of WEF. Formal meetings should be held only if there are proper matters to be discussed which justify the meeting. Care should be taken to avoid competitively sensitive topics that might result in prohibited conduct.
3. To avoid the perception that formal WEF meetings could violate this Antitrust Policy, good meeting practices should be exercised, including:
 - Distributing an agenda in advance to each attendee and following the agreed upon agenda. In general, subjects not included on the agenda should not be considered at the meeting.
 - Preparation of minutes that accurately report what actions, if any, were taken in the meeting.
 - Avoiding unscheduled, informal, or secret meetings held in conjunction with formal meetings. Such meetings seriously jeopardize legitimate WEF activities and create a substantial risk of investigation.
4. A WEF staff member should attend all formal WEF meetings. If staff are not able to attend a meeting, the meeting chair will serve as contact for any antitrust concerns. Members

should check with WEF staff or the meeting chair if there is any doubt about the propriety of a subject for discussion during the meeting.

5. If a subject of doubtful legality is brought up at a formal meeting, the person leading the discussion should be told immediately that the subject is not a proper one for discussion and the discussion should be halted. Should the discussion continue, despite protest, it is advisable that attendees leave the meeting.
6. WEF legal counsel should participate in meetings where there is potential for discussion of legally sensitive subjects. Members should cooperate with legal counsel in all matters, particularly when counsel has ruled adversely about a particular activity.
7. During informal gatherings of trustees, members and/or staff, participants are expected to comply with the Antitrust Policy and avoid competitively sensitive topics that might result in prohibited conduct as outlined earlier in this policy.

*Approved
WEF Board of Trustees
April 2020*

Confidentiality Policy

General Policy Statement

Water Environment Federation® (WEF®) volunteers, including without limitation members of the Board of Trustees (Board), committee chairs and members, and other volunteers, as well as WEF staff members, and contractors (collectively “WEF Persons”), 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 WEF Persons as a result of their service to WEF as a volunteer, contractor or employee. The Executive Director, or their designee, may revise any decision that information is, or is not, Confidential Information, provided, however, that a majority vote of the Board may override any such determination by the Executive Director that a particular piece of information is Confidential Information. Confidential Information shall not include information that enters the public domain through no fault of a WEF Person or which was rightfully obtained from a third party without comparable restrictions on disclosure or use.

It is the policy of WEF that WEF Persons 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. WEF Persons 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. WEF Persons shall view and store any Confidential Information in compliance with WEF's Records Management Policy. Any additional requirements for staff will be outlined in WEF's employment policies in keeping with this Policy.

*Approved
WEF Board of Trustees
April 2021*

Conflict of Interest and Disclosure Policy

General Policy Statement

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 and Disclosure Policy ("Policy") is to protect WEF's interests when contemplating entering into any transaction or arrangement that might benefit the private interest of any WEF volunteer leader, Trustee, or staff or that might result in a possible conflict between the individual's fiduciary obligations to WEF and the individual's personal or business interests. This Policy is intended to supplement but not to replace any applicable state and federal laws governing conflict of interest application to nonprofit, charitable and educational organizations.

Volunteer leaders, Trustees 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 Trustee'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 evaluating or negotiating a transaction or arrangement;
- 5) Position as spokesperson, consultant, employee, volunteer or agent for another commercial or nonprofit organization that advances opposing or adverse public policy positions from those of WEF.

*Family is defined as a spouse, domestic partner, parent, child, sibling, grandparent, grandchild, in-laws, and step parent, step child, guardian and ward, or member of one's household.

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 staff member assigned to work with the party on behalf of their Board or committee assignment. As outlined later in this Policy, the matter will then be reviewed for determination of whether a conflict exists.

Disclosure of "Other Interests" should include sufficient information to permit an evaluation of the effect these might have on the volunteer leader's, Trustee'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 Trustee 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 Trustee is required to disclose "other interests" in writing, using procedures established by WEF annually and more frequently if other interests arise, to the WEF staff member assigned to work with the Board, the Executive Director, or President. As outlined later in this Policy, the matter will then be reviewed for determination of whether a conflict exists.

Trustees must not use their influence to sway the view of any other Trustee in arriving at their personal decision in voting. Additionally, there may be instances where WEF decides to purchase goods or services from a Trustee, or decides to participate with a Trustee (or their 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 Trustee who disregards or violates these requirements may not be entitled to any protection pursuant to the indemnification provision in WEF Bylaws and applicable WEF policies or guidelines on indemnification. Additionally, the Trustee may not be entitled to the protection provided to 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 WEF staff member assigned to work with the party on behalf of their Board or committee assignment. It is the Executive Director's responsibility to ensure that all such conflicts are resolved in the best interest of WEF. As outlined later in this Policy, the matter will then be reviewed for determination of whether a conflict exists. Generally, a volunteer may not participate in any discussion or vote on a matter in which the volunteer has a conflict of interest. The fact that a conflict was disclosed and the volunteer recused themselves from participating in any 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 between the interested party and the WEF staff member assigned to work with the party on behalf of their Board or committee assignment, the matter will be reviewed for determination of whether a conflict exists.

Generally, Conflicts of Interest at the Board level, or involving the Executive Director, are addressed by the President, the Board, or delegated representatives of the Board (along with WEF Legal Counsel if necessary). Conflicts of interest at other volunteer levels within WEF or for staff are generally handled by the WEF Executive Director, or their designee, (along with WEF Legal Counsel if necessary) and those entities they deem appropriate to involve in the determination. If the interested party with the conflict of interest is a member of the group tasked to review the issue, the interested party shall not participate in the discussions.

1. Violations of the Conflicts of Interest Policy

If it is determined that, after disclosure by the interested party as set forth in this Policy, a conflict of interest exists, such individual shall be excused from discussion and voting on the matter. If, however, it is determined that the interested party failed to disclose an

actual or potential conflict of interest, the President, Board, or Board's designees, and/or Executive Director shall take appropriate disciplinary and/or corrective action.

2. Records of Proceedings

The minutes of meetings where determinations are made on a conflict of interest shall contain:

- a) The names of individuals who disclosed or otherwise were found to have a conflict of interest and the 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 and a record of any votes taken in connection with the proceedings

*Approved
WEF Board of Trustees
April 2021*

Diversity, Equity and Inclusion Policy

General Policy Statement

Diversity, equity, and inclusion (DE&I) are integral to the mission of WEF. We believe that creating an inclusive and equitable organization is vital to ensuring that the diverse perspectives of our members are valued, respected, and considered. WEF believes that enhancing DE&I with respect to sex, pregnancy, maternity, marital or family status, genetic information, age, race, color, ethnic or national origin, citizenship, gender identity/expression, sexual orientation, disability or perceived disability status, religion, accent, ancestry, veteran status, socioeconomic status, cultural heritage, personality type, political perspective, job classification, and all other characteristics of DE&I allow us to better serve our members and the diverse water workforce.

Diversity, equity, and inclusion are not mutually exclusive and the success of one is dependent on the other two. Therefore, these three are intentionally connected.

Diversity

Diversity encompasses the varying experiences, strengths, skills, perspectives, personal characteristics, cultures, and backgrounds represented by and within the WEF community.

Equity

A commitment to equity means that we strive to create an environment where everyone has the opportunity and access to realize their full potential, and no-one is disadvantaged because of their group identity or other socially determined circumstance.

Inclusion

The act of inclusion embraces and celebrates the perspectives, voices, values, and needs of

each individual with the goal of embracing a culture where all feel heard, respected, valued, and included in the broader WEF purpose.

Scope

WEF recognizes diversity, equity, and inclusion yield profound advantages to organizational engagement and well-being and foster forward-thinking and innovative environments. It is WEF's policy to:

1. Diversity
 - a. Attract a more diverse membership base and organization through innovative recruitment and outreach.
 - b. Exhibit diversity in WEF leadership positions.
 - c. Define succession planning protocols for WEF leadership that embrace diversity.
2. Equity
 - a. Advocate for advancement for WEF community members from underrepresented populations.
 - b. Support WEF members from underrepresented groups in advancing their careers in the water sector.
 - c. Communicate criteria for advancement within the WEF community.
3. Inclusion
 - a. Provide content, programming, and events featuring and catering to the unique needs of underrepresented populations in the water sector.
 - b. Develop environments of inclusion and belonging for the WEF community to share ideas and experiences.
 - c. Create spaces for dialogue and relationship building to encourage new WEF members to become more involved.

To ensure accountability in achieving fairer outcomes for the WEF community, we are committed to developing strategies for measuring success in achieving WEF's diversity, equity, and inclusion goals in WEF's annual business plan.

Related Policies

WEF's Non-Discrimination and Harassment policy exists to ensure equitable access to grievance procedures in cases of harassment or behaviors that undermine the objectives and scope outlined earlier in this policy.

*Approved
WEF Board of Trustees
May 2021*

Member Discipline Policy

General Policy Statement

Membership in WEF is a privilege and not a right. WEF is committed to providing a professional, safe, and welcoming environment for all members. Members are subject to discipline if the member's conduct conflicts with the WEF Member Code of Conduct ("Code"). This policy outlines WEF's process for investigating and taking disciplinary action against a WEF member for violations of the Code.

The WEF Board of Trustees (“Board”) is the governing body of WEF and holds legal and fiduciary authority on behalf of WEF and its membership including the authority to discipline members, up to and including expulsion from WEF.

Member Discipline Procedure

Any person or Member Association (collectively “Complainant”) may bring a complaint against any member (“Respondent”) if they believe in good faith that the Respondent violated the Code. Complaints must be in writing, submitted on a WEF Member Code of Conduct Complaint Form (“Complaint”), provide all facts upon which the complaint is based, provide any supporting documentation, and be delivered to WEF’s Executive Director (“ED”) by regular mail or email. The ED will acknowledge receipt of the Complaint to the Complainant and will also alert the WEF member’s MA affiliation, as appropriate, of the existence of a complaint, on a confidential basis, after first ensuring the primary MA contact does not have a conflict of interest in connection with the Complaint or, if so, to an alternate contact for the MA.

Ethics Subcommittee

The ED will share the Complaint with the Ethics Subcommittee (“ESC”) on a confidential basis after first ensuring no ESC member has a conflict of interest in connection with the Complaint. The ESC will consider whether the Complaint is sufficient and the alleged conduct is within the scope of the Code. The ESC may also provide a copy of the Complaint to WEF legal counsel for review. If the Complainant is a witness (third-party) to a violation of the Code that occurred, the individual who was directly affected will be asked, but is not required, to participate in any needed ESC investigation along with the Complainant.

If the ESC determines that the conduct alleged is outside of the scope of the Code, or that the Complaint is incomplete or insufficient, the ESC will dismiss the Complaint and so notify Complainant providing enough detail about the reasons for dismissal to support the Complainant in preparing an amended Complaint, if desired. Complaints deemed by the ESC to be incomplete or insufficient may be corrected and resubmitted by the Complainant.

If the ESC determines that the Complaint is sufficient, and that the conduct falls within the scope of the Code, the ESC, through the ED, will provide notification, in writing and marked “Personal and Confidential – To Be Opened Only by the Addressee”, to the Respondent, including a copy of the Complaint, a copy of this Policy, a copy of the Code, and all relevant facts and documents. Notification to the Respondent is sent in a manner that provides proof of delivery (such as certified mail or other similar signature required postal or delivery services) and records of delivery attempts. WEF shall make up to three (3) delivery attempts over a time period not to exceed three weeks. The Respondent has 30 days from their receipt of the notification, or if delivery is not accepted, from the final delivery attempt date, to submit a written response to the ESC on the Complaint or to request an extension of

time in which to respond; the response should be sent to the ED by email to ExecutiveDirector@wef.org or by regular mail. The ED will acknowledge receipt of the Respondent's response.

Upon the ESC's receipt of the Respondent's response or, if none, 31 days or more after the delivery of the Complaint notice or the final delivery attempt date of the notice, the ESC will meet to review the Respondent's response (if any) and any additional information obtained. The Respondent will be invited to participate for up to a 30-minute portion of the meeting to present their viewpoint via a virtual/teleconference connection. The ESC will then decide, by a majority vote, whether the Respondent violated the Code. If the ESC determines that the Respondent did not violate the Code, the Complaint is dismissed, and the Respondent, the Respondent's MA (if applicable) and the Complainant are notified in writing. If the ESC determines that the Respondent violated the Code, the ESC decides by majority vote on the disciplinary action(s) against the Respondent to recommend to the Board.

Board of Trustees

The ESC's recommendation for disciplinary action is sent to the Board for review in an Executive Session after first ensuring no Board member has a conflict of interest in connection with the Complaint. The Board determines, by a majority vote, whether to accept the ESC's recommendations; to modify the ESC's recommendations; or to send the matter back to the ESC for further consideration of any discussion and/or new information.

If the Board, by a majority vote, decides to take disciplinary action(s) against the Respondent, the Respondent, the Complainant, and the Respondent's Member Association (if applicable) are so notified by the ED. Notification to the Respondent is sent in a manner that provides proof of delivery (such as certified mail or other similar signature required postal or delivery services) and records of delivery attempts. WEF shall make up to three (3) delivery attempts over a time period not to exceed three weeks. The Respondent has 30 days from their receipt of the notification, or if delivery is not accepted, from the final delivery attempt date, to file an appeal ("Appeal"), or to request an extension of time in which to file an Appeal, by submitting the WEF Member Code of Conduct Appeal Form. The ED will acknowledge receipt of the Respondent Appeal Form. Only the Respondent has the right to appeal the Board's decision. If an Appeal is not filed, or is not timely filed, the Board's decision is final, and WEF implements the Board's disciplinary actions against the Respondent.

If the Board, by a majority vote, decides not to take any disciplinary action, the Respondent, the Complainant, and the Respondent's Member Association (if applicable) are so notified in writing by the ED.

Appeal Panel

If the Respondent's appeal is timely filed, an appeal panel ("Appeal Panel") is appointed by the Board in consultation with the ESC. The Appeal Panel consists of three (3) former Trustees after first ensuring no Appeal Panel member has a conflict of interest in connection with the

Complaint. All members of the Appeal Panel, upon selection, are required to sign a confidentiality and non-disclosure agreement. The Appeal Panel is provided with the WEF Member Code of Conduct Appeal Form and all available information related to the Complaint as received by the ESC and reviewed by the Board. The Appeal Panel will review all information provided and the Board's decision.

Through the ED, Respondent is notified in writing of the opportunity to submit any additional information, and to request to present their response directly to the Appeal Panel via a virtual/teleconference meeting. Notification to the Respondent is marked "Personal and Confidential – To Be Opened Only by the Addressee," and sent in a manner that provides proof of delivery (such as certified mail or other similar signature required postal or delivery services) and records of delivery attempts. WEF shall make up to three (3) delivery attempts over a time period not to exceed three weeks. The Respondent has 30 days from their receipt of the notification, or if delivery is not accepted, from the final delivery attempt date, to submit any additional information or to request an audience with the Appeal Panel. Following review of information and the response from the Respondent, if any, and completion of any requested audience with the Respondent, the Appeal Panel decides, by majority vote, to confirm the Board's decision, or to modify the Board's decision and impose a lesser (not greater) disciplinary action.

Through the ED, the Respondent, the Complainant, and the Respondent's Member Association (if applicable) are notified in writing of the Appeal Panel's decision, and WEF implements the Board's disciplinary actions, if any, against the Respondent. Notification to the Respondent is marked "Personal and Confidential – To Be Opened Only by the Addressee" and sent in a manner and that provides proof of delivery (such as certified mail or other similar signature required postal or delivery services) and records of delivery attempts.

The decision of the Appeal Panel is final.

Disciplinary Actions

Should it be determined that there was a violation of the Code, the ESC can recommend, and the Board can implement, disciplinary actions against the Respondent including, but not limited to, any individual or combination of the following disciplinary actions:

- a) Issue a Letter of Censure to Respondent. The Letter of Censure is a written reprimand that specifies the nature of Respondent's misconduct and informs the Respondent that further disciplinary action may be taken if misconduct is not corrected.
- b) Restrict or ban participation in WEF events and/or activities for a specified period. The period may be limited or unlimited in duration.
- c) Suspend or remove from WEF leadership positions, committees, or other workgroup/task forces/panels for a specified period. The period may be limited or unlimited in duration.

- d) Hold the Respondent personally liable for restitution if damage occurs due to the Respondent's action.
- e) Retract WEF awards, grants, or scholarships to the Respondent. The retraction of WEF awards, grants, or scholarships presented to Respondent will include termination of any funding commitments to the Respondent.
- f) Suspend Respondent's WEF membership for a specified period. Suspension may or may not include a requirement that the Respondent must apply to the ESC for reinstatement of membership after the suspension period is over. The requirement to apply for reinstatement will be based on the ESC's determination of the severity of Respondent's misconduct.
- g) Terminate WEF membership with no opportunity to reapply for membership.

*Approved
WEF Board of
Trustees
July 2021*

Non-Discrimination and Harassment Policy

General Policy Statement

WEF is committed to an environment in which all individuals are treated with respect and dignity. WEF expects that all relationships among persons, including staff, contractors, members, volunteers, and customers will be business-like and free of bias, prejudice and harassment. WEF prohibits discrimination or harassment based on race, color, sex, pregnancy/maternity or related medical conditions, gender identity/expression, sexual orientation, religion, age, ethnic or national origin, ancestry, citizenship, marital or family status, disability or perceived disability status, genetic information, veteran status, or on any other legally protected characteristic in accordance with applicable law ("Protected Categories") in any of its activities or operations. All who violate this policy are subject to discipline, in accordance with WEF policies, up to and including expulsion from membership or applicable legal action. Information on non-discrimination and harassment policy applicable to WEF employees is contained in WEF's employment policies.

Procedures for Reporting Complaints

WEF will make reasonable efforts to promptly investigate reports of discrimination or harassment, in accordance with applicable policies. Non-adherence to this policy is a violation of WEF's Member Code of Conduct and investigation of a report from or about a member is handled as outlined in WEF's Member Discipline Policy; investigation of reports from or about staff are handled by WEF's Executive Director as part of an internal investigation. Any member, WEF contractors, or non-member participants in any WEF-related business, activity or function who believes that he/she has been subject to discrimination or harassment, or who has become aware of actual or suspected discrimination or harassment, should immediately notify the Executive Director or a member of the WEF Board of Trustees as

outlined in the WEF Member Code of Conduct and WEF's Member Discipline Policy. Staff should follow policies contained in WEF's employment policies for reporting complaints, regardless of whether the violation came from other staff or from people outside of staff.

Retaliation Prohibited

Retaliation against a complaint filed, as outlined in this policy, is a serious violation of this policy, and like harassment or discrimination itself, will be subject to disciplinary action in accordance with applicable policies. No individual will 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 applicable law;
- (3) opposed any act or practice made unlawful by any applicable law; or
- (4) exercised any other legal right protected by applicable law.

Acts of retaliation should be reported immediately and will be promptly investigated and addressed. Anyone found to be engaging in retaliation will be subject to disciplinary action, in accordance with WEF policies, up to and including expulsion from membership or applicable legal action.

False Complaints

False and malicious complaints of harassment, discrimination, or retaliation (as opposed to complaints that, even if erroneous, are made in good faith) may be subject to appropriate disciplinary action, in accordance with WEF policies, up to and including expulsion from membership or applicable legal action.

*Approved
WEF Board of Trustees
August 2021*

[Whistleblower Policy](#)

General Policy Statement

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

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

WEF will investigate any possible fraudulent or dishonest use or misuse of WEF resources or property, or violation of policy by trustees, volunteers, members, or 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.

Reporting Concerns

All members of the WEF community are encouraged to report possible fraudulent, dishonest conduct, or violation of policy. WEF members, volunteers, or customers should report concerns to the Executive Director, or a member of the Board of Trustees. Staff should follow employment policies, provided in the Employee Policy Manual, for reporting concerns/complaints regardless of whether the complaint is about staff, trustees, members, or volunteers.

Investigations

The Executive Director or his/her designee will maintain a written log of all whistleblower complaints including the outcome of the investigations. Investigations vary as follows:

1. Members/Executive Director/Volunteers:

The Executive Director or trustees receiving concerns/complaints will forward them to WEF's Ethics Subcommittee who will investigate complaints and may delegate such action to staff, legal counsel, or others as appropriate. The Ethics Subcommittee will 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 will be the responsibility of the Board Ethics Subcommittee to address, in consultation with the WEF Legal Counsel. For members, the Member Discipline Policy will serve to guide handling of the reported concern.

2. Staff:

As outlined in WEF Employment Policy Manual, the Executive Director will investigate concerns/complaints reported on staff and will report fraudulent behavior and significant violation of policy to the Board, including reporting what actions are being taken. Fraudulent behavior and significant violations of policy at the staff level are the responsibility of the Executive Director to address, in consultation with the WEF Legal Counsel.

Retaliation

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, trustees, members, volunteers, and customers may not retaliate against a whistleblower. Whistleblowers who believe that they have been subject to retaliation may file a written complaint with the WEF Ethics Subcommittee.

*Approved
WEF Board of Trustees
August 2020*

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 Bylaws 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 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.

Board Committees

Board Committees are established by the 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 Bylaws Sub-Committees. Termination and changes to these committees can be affected only by amendment of the Bylaws. 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

Members interested in applying to WEF committees should submit an email to committees@wef.org and include the following information:

- Name
- WEF Member ID Number
- Committee(s) of Interest
- One to two sentences explaining interest in joining the committee(s)

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 [WEF Strategic Plan](#) 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 [WEF 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.

Sunset and Committee Review Guidelines

As specified in WEF Bylaws, the duties of the Water Environment Federation's Board of Trustees (Board) include the responsibility to create and dissolve WEF committees, task forces, and standing Programs and to approve the appointment of the Committee Leadership Council (CLC) Chair and Vice-Chair. These guidelines are to be used by staff, the Board and the CLC Steering Committee to accomplish this responsibility.

WEF Sunset Review Procedures

- Each standing or special committee's charge and need for continuation shall be critically reviewed by the WEF CLC Steering Committee no less frequently than once every four years. No standing or special committee shall be continued for more than four years without affirmative action by the CLC Steering Committee.
- 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 Steering Committee and committee chairs can request committee sunset review outside of the regular schedule.
- The CLC Chair, based on input from the CLC Steering Committee, will decide whether to require each committee scheduled for review to continue the committee without modifications, with modifications, or to perform a detailed sunset review.
- If a detailed sunset review is required, the CLC Chair will lead a review of input from

committee chairs, committee staff managers and the CLC Steering Committee.

- The CLC Chair, with support from the CLC staff manager, will prepare a consolidated Committee Sunset Review Report with recommendations for consideration by the Board.
- Following action by the Board, the CLC staff manager will notify the committee chairs and committee staff managers of the Board's action.

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.

Requests for Funding for Committees

Each year the BOT includes funds in the budget for the CLC Steering Committee for special requests from committees, this amount will vary from year to year. Committee leaders should discuss funding requests with their staff manager and submit a request for funding form (Appendix C), to the CLC SC for consideration and approval. These requests are not considered by the BOT.

Community of Practice (CoP) Reports

CoP Directors are requested to summarize each of the committee activities within their CoP once a year to **the Board of Trustees (Board)**. The Board report will focus on major initiatives within the committee and what is needed to fulfill these initiatives. All initiatives are to be aligned with the WEF Strategic Plan. The report-out schedule is provided annually by the CLC.

Report out to the Board will include a bulleted written report, see Appendix D for the report template. No verbal reports will be given unless requested by the Board. The only exception may

be a verbal report, typically at the Summer Board meeting, from the Program Committee regarding the upcoming WEFTEC.

The report shall be at an executive summary level. The report should have 1 to 3 sections for each committee, task force, panel – depending upon the number of projects that the committee or task force completed and planned:

A brief bulleted status report for each committee on the recent major accomplishments. List major accomplishments only – do not list committee activities such as monthly conference calls or liaisons with other committees – that is assumed as a normal committee business item.

Current major projects in progress and the defined required upcoming actions/deliverables for the identified initiatives. Relate how the projects tie to the WEF Strategic Plan by identifying the specific Critical Objectives and Strategic Goals.

Define any special request the Committee has of the CLC Steering Committee. Please note that these requests can be made at any time of the year (not limited to the CoP Report to the Board). If making a request, please be clear when defining the “ask”. Any requests deemed appropriate by the CLC Steering leadership will be forwarded to the Board.

The report does not need to include a description of what the committee is – that should be clear from the accomplishments. Committee leadership issues, succession planning and other items related to the functioning of a committee will be reported to the CLC Steering and not in the Board report.

Meetings

WEF does not provide financial support for travel to and participation in committee meetings. In addition, the coronavirus pandemic has resulted in strict prohibitions on travel and in-person gathering. Virtual meetings and email are recommended for committee activities.

Scheduling

In the past, a meeting of each WEF committee was typically held during WEFTEC. With the advent of the coronavirus pandemic, in-person meetings have not been possible, and so, meetings have been conducted virtually. While not a replacement for in-person meetings, meeting virtually affords more freedom in scheduling meetings. In many instances, meetings do not have to coincide with other meetings, such as Mid Year meetings. WEF staff will be responsible for meeting logistics regardless of how the meetings are conducted. **No committee meetings can be scheduled during the WEFTEC Opening General Session.**

These guidelines are also applicable to other meetings as well. Meeting scheduling and logistics will be reviewed and modified based on condition going forward

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
- Summary of discussion to justify decisions

Minutes must not include:

- Transcripts of discussions
- Statements attributed to specific individuals

Establishing New Committees

The WEF 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 soon. 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

Appendix A – Board of Trustees Cover Sheet

Cover Sheet	WEF Board Meeting Agenda Item
MEETING DATE: Click/Enter date(s): Month DD, YYYY. <i>(Month DD, YYYY)</i>	ACTION: Click/Select One.
SPONSOR: Click/Select One.	SUBMITTED BY: Click/Enter text.
AGENDA ITEM: Click/Enter text.	

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:			To be Completed by CFO or Treasurer if Financial Impact Estimate Is Greater than Zero			
Financial Impact Estimate: <i>(Enter dollar amount; \$0 for no impact; or unknown)</i>		Frequency of Impact:	Budgeted? <i>(Y/N/Partial)</i>	Estimate Reasonable? <i>(Y or N-\$Amt)</i>	Reviewed by <i>(Signature):</i>	
Expense	\$ Click/Enter text.	Click/Select One				
Revenue	\$ Click/Enter text.	Click/Select One				
Staff Time	\$ Click/Enter text.	Click/Select One				
			Comments: <i>(Attach sheets if needed)</i>			

IMPACT ON WEF: *(WEF Staff, Member Associations, or Volunteers; if needed provide attachments)*

[Click/Enter text.](#)

STRATEGIC PLAN ALIGNMENT – *Check the parts 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 fiduciaries of WEF.
Form revised December, 2019

Appendix B – 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 C – Committee Budget Request

Name of the Committee _____

Date _____

Committee Contact Person _____

Committee contact person email address _____

WEF Staff Liaison _____

COP Director _____

Amount requested _____

When will the amount requested be needed? _____

Description and justification of request (attach additional sheets if necessary) _____

Appendix D - Community of Practice (CoP) Report Template

Board of Trustees Report

(insert CoP name)

[insert Director name]

Committee (insert name),

Committee Chair [insert name/company]

Committee Vice Chairs [insert name(s)/company]

Committee staff manager

- a. Recent major accomplishments.
- b. Current major projects in progress and the defined required upcoming actions for the identified initiatives. All initiatives should be linked to with the identified WEF Strategic Plan Critical Objective and Strategic Goal by letter and number.
- c. Define any special request the Committee has of the CLC Steering Committee and/or Board.