

WEF COMMUNITY MANUAL



WEF COMMUNITY MANUAL

Purpose of this document

The first edition of the Water Environment Federation (WEF) Community Manual (previously known as the Committee Manual) was originally prepared as a recommendation from the *Volunteers of the Future* Task Force, which recognized the need for greater visibility of WEF communities, along with their functions, activities, and operation. The second edition of the WEF Community Manual was updated and released in 2023, as a part of the *Member Engagement Transformation (MET)* Task Force, which focused on expanding the engagement and leadership opportunities of WEF members and on increasing awareness of opportunities that exist within the Federation. MET also initiated the evolution in nomenclature resulting in renaming the committees as communities and subcommittees as focus groups, which appears throughout this document.

The WEF Community Manual is intended to be an overview of the WEF technical communities and the structures and [policies](#) governing them. It includes each community's mission, activities, structure, and organization. Communities regularly recruit members to assist with the products they produce and the activities they promote, and to identify new leaders.

The WEF Community Manual is organized by chapters representing each of the communities, as well as the Community Leadership Council (CLC) and its Steering Committee (CLC SC). The mission, structure, activities, and general responsibilities of each community are outlined in the chapters.

Volunteers are expected to comply with [WEF Policies](#) and [WEF Codes of Conduct](#).

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LIST OF ACRONYMS

List the communities:

- AQOC – Air Quality & Odor Control Community
- ARC – Awards & Recognitions Community
- CSC – Collection Systems Community
- DPHC – Disinfection & Public Health Community
- GAC – Government Affairs Community
- IWC – Industrial Water Community
- IWTC – Intelligent Water Technology Community
- LPC – Laboratory Practices Community
- MARC – Manufacturers & Representatives Community
- MC – Membership Community
- MRRDC – Municipal Resource Recovery Design Community
- OCC – Operations Challenge Community
- POMC - Plant Operations and Maintenance Community
- PC – Program Community
- PCOC – Public Communication & Outreach Community
- RIC – Research & Innovation Community
- RBC- Residuals & Biosolids Community
- SCISC – Safety, Cyber and Infrastructure Security Community
- SSC – Small Systems Community
- SWC- Stormwater Community
- SYPC- Students & Young Professionals Community
- TPP – Technical Practices and Publications Advisory Panel
- UMC – Utility Management Community
- WRC – Water Reuse Community
- WMC – Watershed Management Community

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List of acronyms that the communities are affiliated with...

AAEE – American Academy of Environmental Engineering
ABBA – Association of Biosolids and By-products Associations
ABC – Association of Boards Certification
ACWA – Association of Clean Water Administrators
AEESP – Association of Environmental Engineering & Science Professors
AMWA – Association of Metropolitan Water Agencies
ASAE – American Society of Agricultural Engineers
ASCE – American Society of Civil Engineers
ASME – American Society of Mechanical Engineers
AWWA – American Water Works Association
AWWARF – American Water Works Association Research Foundation
BOT – Board of Trustees
CASA – California Association of Sanitation Agencies
CDC – Center for Disease Control
CLC – Community Leadership Council
EPA – Environmental Protection Agency
GWPC – Groundwater Protection Council
HOD – House of Delegates
IAPMO – International Association of Plumbing and Mechanical Officials
IWA – International Water Association
MA – Member Association
NACWA – National Association of Clean Water Agencies
NAWC – National Association of Water Companies
NAWT – National Association of Wastewater Technicians
NEHA – National Environmental Health Association
NELAC – National Environmental Laboratory Accreditation Program
NESC – National Environmental Services Center
NOAA – National Oceanic and Atmospheric Administration
NOWRA – National Onsite Wastewater Recycling Association
NRWA – National Rural Water Association
TF – Task Force
VOF – Volunteer of the Future
WEF – Water Environment Federation
WEFMAX – WEF MA Exchange
WERF – Water Environment Research Foundation (now WRF)
WG - Workgroup
WSSC – Water Sector Coordinating Council
SYP – Students and Young Professionals

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1. WEF COMMUNITIES OVERVIEW

BACKGROUND AND INFORMATION

The Water Environment Federation (WEF) Community Manual is designed to familiarize community leadership and volunteers with the Federation, including its organization, structure, and activities. This manual provides a brief overview of each community. To learn more about each community see the applicable section for the community.

WEF is organized and operated as a not-for-profit organization under the U. S. Internal Revenue Service Code, 501(c)(3). WEF, founded in 1928, was formerly known as the Federation of Sewerage Works Associations and later as the Water Pollution Control Federation. WEF first established committees in 1941 as a mechanism to further engage volunteers, provide technical support and expertise in the industry. Now called “communities” to foster greater inclusivity and collaboration, communities produce publications, webcasts, training opportunities, technical material, and mentorship opportunities, which are made available to membership associations (MAs) and professionals worldwide. They are the lifeblood of the Federation, and their oversight, operation and sustainability are critical to WEF’s organizational resilience.

COMMUNITY LEADERSHIP COUNCIL

The Community Leadership Council (CLC) was established in 2003 by the Board of Trustees (BOT) to serve as the communication link between WEF Communities and other WEF groups outside of the CLC including, Task Forces, Accelerators, Councils, Advisory Panels, House of Delegates (HOD), and the BOT. The CLC is comprised of all the chairs and vice chairs of WEF standing Communities, and CLC commissioned Councils, Task Forces, Accelerators, Advisory Panels, as well as the CLC Steering Committee (CLC SC).

The CLC is led by a Community Leadership Council Steering Committee (CLC SC) with a Chair and Vice Chair, appointed by the BOT. The Steering Committee will organize the activities of the CLC, establish goals and objectives, make recommendations to the BOT, 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 two-year term)
- CLC Vice Chair (appointed by the Board for a two-year term)
- CLC Directors (CLCD), number to be defined as needed to meet the needs of the CLC (appointed by the CLC Steering for a two-year term)
- Board representative, appointed by the Board for a one-year term
- HOD representative, appointed by the Speaker of the HOD for a one-year term

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See the CLC section for more details on the CLC and CLC SC.

COMMUNITIES

WEF communities are created for the purpose of supporting [WEF's Strategic Plan](#). Communities consist of members, organized in a common technical or other interest/activity, to promote and improve the water sector. Each Community shall be defined by a charge, which outlines its mission, goals, and objectives. The Community shall endeavor to implement its charge through various activities and may create Focus Groups, Technical Practice Groups, and Project Teams to align with WEF Strategic Plan.

The WEF Communities are as follows:

- Air Quality & Odor Control Community
- Awards & Recognition Community
- Collection Systems Community
- Disinfection & Public Health Community
- Government Affairs Community
- Industrial Water Community
- Intelligent Water Technology Community
- Laboratory Practices Community
- Manufacturers and Representatives Community
- Membership Community
- Municipal Resource Recovery Design Community
- Operations Challenge Community
- Plant Operations & Maintenance Community
- Program Community
- Public Communication & Outreach Community
- Research & Innovation Community
- Residual & Biosolids Community
- Safety, Cyber, and Infrastructure Security Community
- Small Systems Community
- Stormwater Community
- Students & Young Professionals Community

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- Technical Practice and Publication Advisory Panel
- Utility Management Community
- Water Reuse Community
- Watershed Management Community

Since July 2015, all community leaders (Chairs, Vice Chairs and second Vice Chairs) are nominated by their respective communities and approved by the CLC SC. Prior to July 2015, all community leaders were appointed by the BOT. The CLC also provides CLC Director Reports to the BOT annually to highlight community progress, activities, and resource requests. Under some circumstances, the CLC recommends the sunsetting of communities to the CLC SC. If the Steering Committee supports the sunsetting recommendation, then the recommendation is presented to the BOT for approval.

2. COMMUNITY LEADERSHIP COUNCIL

COMMUNITY LEADERSHIP COUNCIL OVERVIEW

The Community Leadership Council (CLC) was established in 2003 by the Board of Trustees (BOT). The CLC was created to provide a mechanism for WEF communities to share ideas; improve communications within WEF; advance WEF's strategic plan; and serve as a communication link between communities, councils, the House of Delegates (HOD), and the BOT.

The CLC is comprised of:

- Community Leadership Council Steering Committee (CLC SC)
- Chair and Vice-Chair of each/all CLC formed volunteer groups. This includes communities, task forces, accelerators, and advisory panels. It is also strongly recommended that a 2nd Vice Chair be named to facilitate succession planning.
- Any member of the CLC must be a member in good standing with WEF and must abide by the [WEF Member Code of Conduct](#).

COMMUNITY LEADERSHIP COUNCIL STEERING COMMITTEE

The CLC SC is the communities' liaison to the BOT and the HOD and will organize the activities of the CLC, establish goals and objectives, provide recommendations to the BOT, and provide leadership to the CLC. Those nominated or appointed for positions must be in good standing with WEF and abide by the [WEF Member Code of Conduct](#). The CLC SC will verify that potential nominees/appointees meet these criteria with WEF's Executive Director, or his/her designee. To assist with the support and governance of communities and committees within WEF, the BOT has appointed the CLC SC, including CLC Directors, to help mentor, assist, and otherwise function as a liaison between the BOT and community leadership. The CLC Directors each oversee a Community of Practice (CoP), which are a combination of related Communities that share a common objective, set of problems, or an interest in parallel topics. The CLC Director promotes interaction and the sharing of best practices between these similar communities. Refer to the organization chart for how the CoP's are organized.

The Steering Committee (SC) shall consist of:

- CLC Chair (CLC Steering Committee Chair). Nominations are confirmed by the BOT for a two (2) year term, commencing at WEFTEC.
- CLC Vice Chair (CLC Steering Committee Vice Chair). Nominations are recommended by the CLC Nominating Committee and approved by the BOT for a two (2) year term, commencing at WEFTEC. After two (2) years, the CLC Steering Vice Chair will rotate into the Chair position, conditional upon BOT confirmation.
- CLC Directors, number to be defined to meet the needs of the CLC. The CLC Directors shall serve two (2) year terms with approximately ½ rotating off each year. The Directors shall be appointed by the CLC Nominating Committee, and their term commences at WEFTEC.

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- The HOD representative, typically the HOD Speaker elect, to be appointed annually by the HOD for a one (1) year term.
- A BOT representative will be appointed to the CLC SC, for a one (1) year term.

The Steering Committee's principal duties include:

- Promote, support, and implement Water Environmental Federation's (WEF's) Mission, Vision, and Strategic Goals
- Serve as a communication conduit between the WEF BOT, the HOD and the WEF Communities, Councils, and other CLC commissioned groups.
- Review and approve leadership nominations for Vice Chair positions and Chair positions for each Community and Task Force.
- Act as a clearinghouse for proposals that encompass CLC commissioned volunteer groups or require funds for a project that needs to be approved by the BOT.
- Monitor community progress, sustainability, and effectiveness. Document and report progress, promote ideas and offer suggestions that enhance community activities. Periodically report to the BOT the activities and achievements of the CLC and formed volunteer groups.
- Train and mentor CLC commissioned leaders. Engage Member Associations (MAs) through HOD and MA committees.
- Evaluate the need to create newly formed volunteer groups or to consolidate, change or sunset these entities to eliminate redundancies or fill gaps. Provide recommendations to the BOT as necessary, as outlined in the sunset review process.
- Evaluate resource requests from communities.
- Provide opportunities for knowledge exchange and collaboration within CLC membership through WEFTEC, Mid-year, and other organized in-person or virtual sessions.
- Assist CLC commissioned volunteer groups in developing sustainable succession plans to meet the needs of both WEF and WEF volunteer members.
- Promote integration of WEF communities and other CLC commissioned volunteer groups to address gaps, create efficiency, and remove redundancy of efforts.
- Promote a means to communicate effectively between the HOD, Communities, Councils, and CoPs and help enforce consistency throughout the CLC.
- Guide and encourage future community leaders and help enforce leadership initiatives, including the adoption of diversity, equity, and inclusion efforts.
- Promote collaboration within WEF and related organizations, including the Member Association corresponding Committees.
- Provide a forum for hot topics, emerging issues, and effective technical and management practices.

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- Review and approve leadership candidates for communities and other formed groups, as applicable.
- Review and approve nominees for WEF Awards from the Awards and Recognition Community, ensuring WEF's principles and Member in Good Standing Policy are adhered to.
- Convene at least quarterly, but preferably monthly to conduct Community business.

CLC Steering Nominating Committee

The CLC has a Nominating Committee to review applications and nominate the CLC Steering Committee members, specifically the CLC Directors and the CLC Vice-Chair. The Nominating Committee consists of the past two CLC SC chairs, the current Chair, the current Vice Chair, and the WEF staff liaison. The Nominating Committee also selects the Volunteer Service Recognition (VSR) Award Recipients and recommends the CLC Vice Chair candidate to the BOT.

3. VOLUNTEER GROUPS - STANDARD DEFINITIONS AND OPERATING PROCEDURES

To facilitate and maximize the significant and important work conducted by WEF volunteers, the CLC includes leadership from three types of organizational entities: Accelerators, Task Forces, and Communities (previously committees). Each is described below and follows a progression from less to more structure, rigor, and activity.

3.1 ACCELERATOR

Accelerators provide members of WEF, Member Associations (MAs) and industry subject matter experts with a forum to convene and discuss emerging topics, and determine if, and what, additional exploration is advantageous. Notionally, they are open-access, fluid, and dynamic. They are of a short duration (not to exceed a year), after which they either transform into a standalone Focus Group (previously subcommittee) within an existing community, a self-sustaining Task Force, or disband. The decision to convert to a Task Force or a Focus Group (previously subcommittee) must be vetted by the appropriate CLC Directors and approved by the CLC SC.

To facilitate and nurture ideation and free-form discussion, accelerators have less governance structure than other groups, however, minimal requirements should include:

- A brief description of the issues and concepts being considered, which needs to be submitted to the CLC SC. The CLC SC will review and has the discretion to approve/decline or recommend alternative action.
- The topic of the Accelerator group should generally help fill a perceived gap (not covered by an existing Community, Focus Group or Task Force) or should be collaboration on a topic between multiple entities with common or overlapping interest to avoid duplication of efforts.
- Identification of a minimum of 10 interested individuals. Defining and filling leadership roles within the Accelerator and frequency and duration of meetings are at the discretion of the Accelerator's participants.
- To maintain status as an Accelerator, active participation and growth must be documented in quarterly reporting to the CLC SC. The duration of the Accelerator is expected to be no longer than 1 year, before preparing a Summation Report which will inform CLC SC recommendations regarding next steps for the Accelerator. Next steps for the Accelerator include the formation of a Task Force, becoming part of an existing Community, continuing as an Accelerator, or sunsetting the Accelerator. Accelerators are encouraged to present their journeys and lessons learned through various communication tools with the aid of the CLC Director (e.g., webcasts, CoP meetings, specialty conferences, etc.)
- A CLC Director will be assigned to assist each Accelerator. The Director will be the liaison to the CLC SC and provide guidance to the Accelerator.

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- Members do not have to be WEF members.
- Accelerators do not have a WEF staff assigned; however, if interested, WEF staff may participate.

3.2 TASK FORCE

Task Forces provide members of WEF an opportunity to assemble and work on a specific, defined task or activity. Task Forces are time-bound, and generally comprised of cross-functional (i.e., cross-community) WEF members that are assembled to work together to advance a BOT - requested initiative, respond to a growing industry challenge or problem that spans multiple communities, and/or propose the strategy and build-out plan of a future community. Formation of a Task Force can also be the result of Accelerator evolution.

Task Forces are intended to be small but nimble and shall organize a group of cross-community members into measurable and specific action, quickly. Thus, the formation of a Task Force requires a charter, which must be approved by the CLC SC to initiate the Task Force. The Charter should include a mission, list of objectives, activities, and associated timelines to complete the effort and be submitted to the CLC SC for evaluation. If approved, the Task Force leadership will be identified through an open application process and reviewed/approved by the CLC SC.

Although not required, it is recommended that BOT/WEF-initiated Task Forces adhere to the guidelines below for consistency and transparency. HOD-initiated Task Forces should be coordinated with CLC SC to promote community alignment, consistency, and transparency, while reducing redundancy.

Task Forces adhere to the following:

- A Task Force Charter must be developed for CLC SC review and approval. Once the Charter is approved, then the CLC SC will advertise for task force leadership.
- Task Force leadership, which is comprised of a Chair, Vice Chair and a second Vice Chair, will be approved by the CLC Steering, through an open application process. Applicants must be in good standing to apply. Upon selection, the Task Force Chair will serve for 12 months before rotating off, at which time the Vice Chairs will advance.
- Task Forces are intended to incorporate cross-community collaboration and should include Community liaisons, appointed by Communities, to participate on the Task Force.
- Task Force participation is open to all WEF members. Only leadership positions require application and approval by the CLC SC.
- CLC SC will assign a CLC Director to the Task Force to provide support and report progress to the CLC SC.
- WEF will assign a staff member to the Task Force.

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- The Task Force must document an Action Plan, outlining tasks, activities, and milestones as aligned with the approved Charter. The Action Plan must be prepared and submitted to the CLC SC within 3 months of initiation of the Task Force.
- Each Task Force shall submit an annual report to CLC SC for review.
- While Task Force community liaisons are appointed by their respective communities, the Task Force can accept additional, interested members to join and contribute to the efforts.
- The term of existence for a Task Force is expected to be no longer than 2 years before preparing a Summation Report, which will provide the Task Force recommendation(s) as to its next steps. Next steps can include a recommendation to extend the Action Plan, launch a new community, launch a Focus Group (previously subcommittee) within a standing Community, or sunset the Task Force.



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3.3 COMMUNITY – PREVIOUSLY COMMITTEE

Communities are charged with achieving the long-term strategic goals of WEF through the development of products and services. The technical knowledge and delivery communities are referred to as “Standing Communities” in the WEF Constitution and Bylaws (C&B) and are established by the BOT, through recommendation by the CLC SC. Community activities may span multiple years as community charges are reviewed every four years until the community is sunset by the BOT. Community members must be members of WEF.

- Creation of a WEF Community requires CLC SC recommendation and BOT approval.
- A CLC SC approved charter, draft community plan, and BOT approval is required to establish a community.
- Most communities are open access.
- Communities should convene at least twice a year, but monthly meetings are preferred.
- The CLC SC reviews and approves applications/nominations for Chair and Vice Chair positions.
- Communities must have a Charter that shall be as defined in the Community Manual and approved by CLC SC.
- Each Community shall submit annual report to the CLC Director for review by the CLC SC and BOT.
- A CLC Director will be assigned to each Community to provide the Community guidance, help promote oversight and alignment with WEF policies and goals, and to promote cross-community interaction and engagement.
- A WEF staff member is assigned to each Community.

3.3.1 COMMUNITY ACTIVITIES AND TASKS

The CLC is structured to provide collaboration between the communities and the BOT, and the activities and tasks are aligned with implementing WEF Strategic Plan. General activities include, but are not limited to:

- Interact with all WEF Communities, Councils and CoPs to enhance opportunities for collaboration in developing WEF products and services.
- Interact with all WEF Communities, Councils and CoPs to eliminate potential overlaps and/or redundancy in developing WEF products and services.
- Assist community leaders in providing leadership to the communities. Provide guidance and training as needed to community leaders and approve community leadership nominations.

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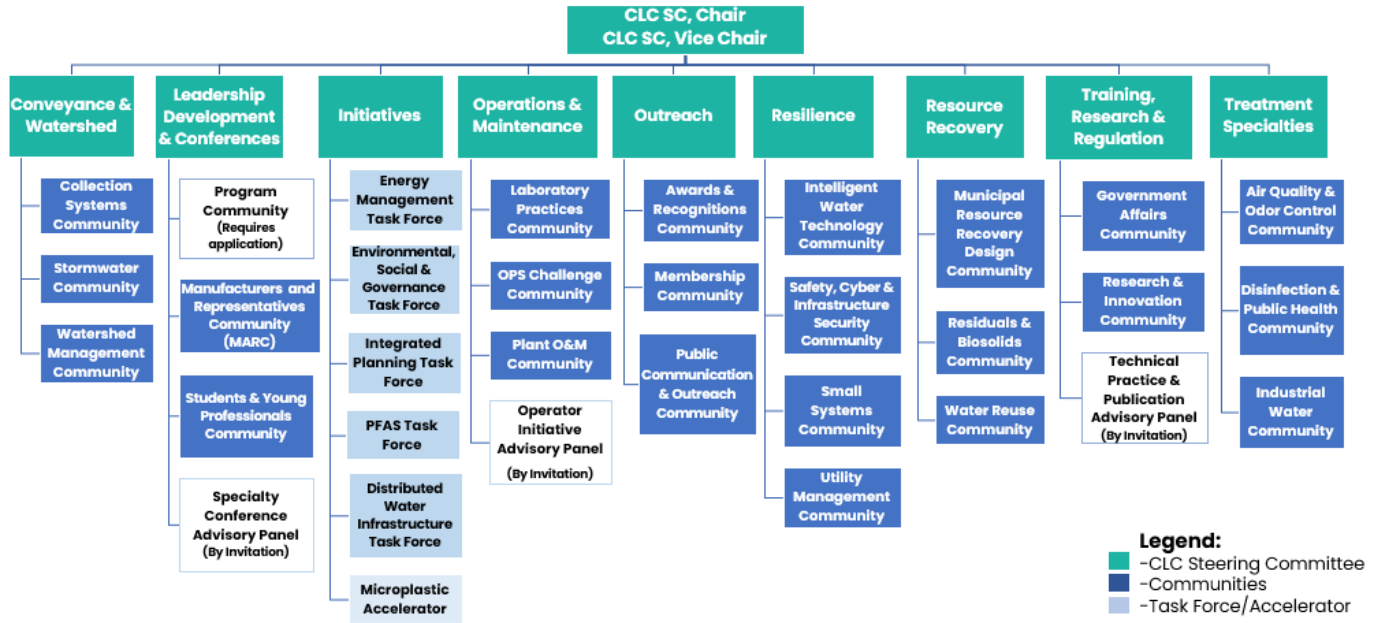
- Identify task forces, focus groups, micro-volunteer opportunities and initiatives to continue to enhance the volunteer and member engagement experience.
- Develop an internal process by which two-way communication is encouraged between the respective WEF Communities and all equivalent, or similar, Member Associations’ (MA) Communities.
- Liaison and coordinate with the WEF House of Delegates to enhance the volunteer and member engagement experience and to eliminate potential overlaps and/or redundancy in developing WEF products and services.
- Bring issues that impede Communities, Council or CoP activity or ideas to enhance such activity to the CLC Steering Committee for vetting and action.
- To the extent possible, attend the annual WEFTEC and Mid-year meetings.

3.3.2 ORGANIZATION

The CLC Steering and the CLC Community are shown in the following organization chart (Figure 1). Within each Community, it is recommended that there be a minimum of leadership roles and focus groups, as identified in the table below, to maximize engagement and strategic planning. The following table (Table 1) includes the recommended roles and structure to support the governance of each community.

Figure 1: CLC Structure, as organized by Communities of Practice

Community Leadership Council – Organization Structure



Legend:
■ -CLC Steering Committee
■ -Communities
■ -Task Force/Accelerator



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MET Community Mapping Template

MET Community Structure/Roles/Definitions	Composition of Subgroups within Community
Leadership Groups	
Past Chair	
Chair	
Vice Chair	
2nd Vice Chair	
WEF Manager	
CLC Director	
<p style="text-align: center;">Steering Committee <i>Definition/Role</i></p> <p><i>Helps execute the prior developed Community Plan and any prior Strategic Plan(s) and keep the ball rolling to make sure we are achieving those objectives.</i></p> <p style="text-align: center;">1 or 2-year term for Ad Hoc Members</p> <p><i>Intended to meet quarterly (1 hr per meeting) focused on How are we Executing/Directing Community Plan and Prior Strategic Plan(s).</i></p>	<ul style="list-style-type: none"> • Chair • Vice-Chair • 2nd Vice Chair • Projects Director • Focus Group Chairs • Group 1 • Group 2 • Group 3 • Group 4 • Group 5 • Ad Hoc Members (2-3) • TBD • TBD • TBD • WEF Manager
Strategic Leadership Community	<ul style="list-style-type: none"> • Past Chair

WEF COMMUNITY MANUAL

<p style="text-align: center;">MET Community Structure/Roles/Definitions</p>	<p style="text-align: center;">Composition of Subgroups within Community</p>
<p style="text-align: center;"><i>Definition/Role</i></p> <p style="text-align: center;"><i>Help plan for the future of the community (where are we going in the next 5 years) and how are future goals aligned with WEF strategic plan.</i></p> <p style="text-align: center;">1 or 2-year term for Ad Hoc Members</p> <p style="text-align: center;"><i>Intended to meet quarterly (1 hr per meeting) focused on brainstorming future concepts and ideas to put into the Strategic Plan to guide the community Forward.</i></p>	<ul style="list-style-type: none"> • 2nd Vice-Chair • WEF Manager • Ad Hoc Members (4-6) • TBD • TBD • TBD • TBD • TBD
<p style="text-align: center;">Nominating Community</p> <p style="text-align: center;"><i>Definition/Role</i></p> <p style="text-align: center;"><i>Solicit and select the leadership positions (review resumes, conduct interviews, recommend nominations)</i></p>	<ul style="list-style-type: none"> • Chair • Vice Chair • 2nd Vice-Chair • Past Chairs • TBD • TBD • TBD • TBD • WEF Staff Liaison
<p>Focus Groups & Support Subcommittees</p> <p>Subset of the Community that has a specific focus, such as a topic or community operations</p> <p>1 or 2-year terms</p>	
<p>Focus Group 1</p>	<ul style="list-style-type: none"> • Chair • Vice Chair
<p>Focus Group 2</p>	<ul style="list-style-type: none"> • Chair • Vice Chair
<p>Focus Group 3</p>	<ul style="list-style-type: none"> • Chair • Vice Chair

WEF COMMUNITY MANUAL

MET Community Structure/Roles/Definitions	Composition of Subgroups within Community
Focus Group 4	<ul style="list-style-type: none"> • Chair • Vice Chair
Focus Group 5	<ul style="list-style-type: none"> • Chair • Vice Chair
Support Subcommittee 1	<ul style="list-style-type: none"> • Chair • Vice Chair
Support Subcommittee 2	<ul style="list-style-type: none"> • Chair • Vice Chair

MET Community Structure/Roles/Definitions	After Transition to MET Structure
New MET Community Leadership Opportunities	
<p>Projects Director (approximately 8-16 hours per month)</p> <p><i>Definition/Role</i></p> <ul style="list-style-type: none"> • Works with Project Teams to keep track of on-going and up-coming projects • Works with Member Engagement Director to solicit open opportunities for projects • Works with Project Team Leads to keep tabs on project movement • Should be knowledgeable in WEF procedures for publications and processes 	
<p>Member Engagement Director (approximately 8-16 hours per month)</p> <p><i>Definition/Role</i></p> <ul style="list-style-type: none"> • Works with the Focus Groups and Projects Director to connect members to opportunities • Needs to have good relationships with Focus Group Leaders • Would be responsible for the Activities Sign-up Genius/WEFUnity • Build excitement around opportunities 	

WEF COMMUNITY MANUAL

<p>MET Community Structure/Roles/Definitions</p>	<p>After Transition to MET Structure</p>
<p>Onboarding Director (approximately 4-8 hours per month based on sign up rate)</p> <p><i>Definition/Role</i></p> <ul style="list-style-type: none"> • Welcomes and informs new members about the community structure • Introduces new members to Member Engagement and Project Directors to see available volunteer opportunities • Organize a “welcome” meeting for new members on a regular basis • Keep welcome packet up to date (annual refresh) • This could be a mass email to all new members for the week (weekly onboarding) 	
<p>Social Media Director (approximately 4 hours per month)</p> <p><i>Definition/Role</i></p> <ul style="list-style-type: none"> • Stewarding concepts for rolling community updates on social media (on new software platform) • Coming up with Volunteer Highlights for social media • The WEF Manager will post to external channels (LinkedIn), so need to prepare what they will post • Share best practice with other communities 	
<p>Member Association Outreach Chair (approximately 4 hours per month)</p> <p><i>Definition/Role</i></p> <ul style="list-style-type: none"> • Helps WEF Staff solicit materials to promote on external channels • Examples of key papers, projects, etc. • Member profiles for profile highlights (Rising professionals, standout volunteers, hot topics) • Coordination with the HOD Delegates to communicate updates to Communities and back to HOD and looking for ways to collaborate and share information. 	
<p style="text-align: center;">Other Community Leadership Opportunities</p>	
<p>WEF Community Liaisons/</p>	<ul style="list-style-type: none"> • Air Quality & Odor Controls: TBD

WEF COMMUNITY MANUAL

<p>MET Community Structure/Roles/Definitions</p>	<p>After Transition to MET Structure</p>
<p>Internal Partnerships</p>	<ul style="list-style-type: none"> • Awards & Recognition: TBD • Collection Systems: TBD • Disinfection & Public Health: TBD • Government Affairs: TBD • Industrial Water: TBD • Intelligent Water Technology: TBD • Laboratory Practices: TBD • Membership: TBD • Municipal Resource Recovery & Design: TBD • Ops Challenge: TBD • Plant O&M: TBD • Public Communications & Outreach: TBD • Research & Innovation: TBD • Residuals & Biosolids • Safety, Cyber & Infrastructure Security: TBD • Small Systems: TBD • Stormwater: TBD • Students & Young Professionals: TBD • Utility Management: TBD • Water Reuse: TBD • Watershed Management: TBD • Program: TBD • Manufacturers & Representatives: TBD • Technical Practice and Publication Advisory Panel: TBD

WEF COMMUNITY MANUAL

MET Community Structure/Roles/Definitions	After Transition to MET Structure
House of Delegate Liaison(s)	<ul style="list-style-type: none"> • HOD1: TBD • HOD2: TBD • HOD3: TBD
WEF Staff Partners (Outside of Designated Staff Liaison)	<ul style="list-style-type: none"> • WEF Partner 1: TBD • WEF Partner 2: TBD • WEF Partner 3: TBD
External Partnerships	<ul style="list-style-type: none"> • External Partnership 1: TBD • External Partnership 2: TBD • External Partnership 3: TBD

4. AIR QUALITY AND ODOR CONTROL COMMUNITY

AQOC COMMUNITY OVERVIEW

The Air Quality & Odor Control Community serves to facilitate the sharing of knowledge and education related to air quality and odor control. It also serves to advance the field of study by identifying needs. The Air Quality & Odor Control Community was established as the *Acid Precipitation Committee* in 1986; revised, October 1990; October 1994; October 1998 and 2002.

MISSION AND OVERALL CHARGE

The members of the Air Quality & Odor Control (AQOC) Community recognize that air quality and odors are critical issues related to water resource recovery facilities; therefore, the Vision of the AQOC Community is to help water professionals improve the quality of life in communities by controlling odor emissions and improving air quality. Our critical objectives and strategic goals are as follows:

- Recruit and retain an engaged community membership with a broad range of professional backgrounds.
- Educate the public and policy makers on air quality and odor control issues through conference presentations, workshops, webinars, and publications.
- Develop and promote cost-effective practices and policies in management, design, construction, operations and maintenance.
- Promote comprehensive solutions related to air quality and odor control.
- Support scientifically sound and environmentally friendly regulatory policies by providing technical and feasible solutions and serving as advisors to policy makers.
- Advance the industry through recruiting, mentoring, and developing the air quality and odor control profession.
- Identify and acknowledge effective tools and materials, emerging technologies, and products.
- Promote collaboration within WEF and related organizations.
- Provide a forum for air quality and odor control topics.
- Facilitate cooperation throughout the integrated water environment systems.

WEF COMMUNITY MANUAL

COMMUNITY ACTIVITIES AND TASKS

- Sponsor a WEF Specialty Odor Conference bi-annually (even years).
- Develop and implement workshops for the specialty conference and WEFTEC.
- Review abstracts for Air Quality and Odor Control sessions at WEFTEC.
- Develop content for webinars, educational events, and special publications/studies.
- Liaisons with other WEF communities to share information and support each other in areas of overlap.

LIAISONS WITH OTHERS

The Air Quality & Odor Control Community has standing liaisons and working relationships with multiple WEF communities and outside organizations, currently including:

- The Collections System Community
- The Technical Practice and Publication Advisory Panel
- The Program Community
- The Air & Waste Management Association

ORGANIZATION

The community organization chart is shown in Figure 3. A list of all the community chairs and vice chairs can be found in the Appendix.

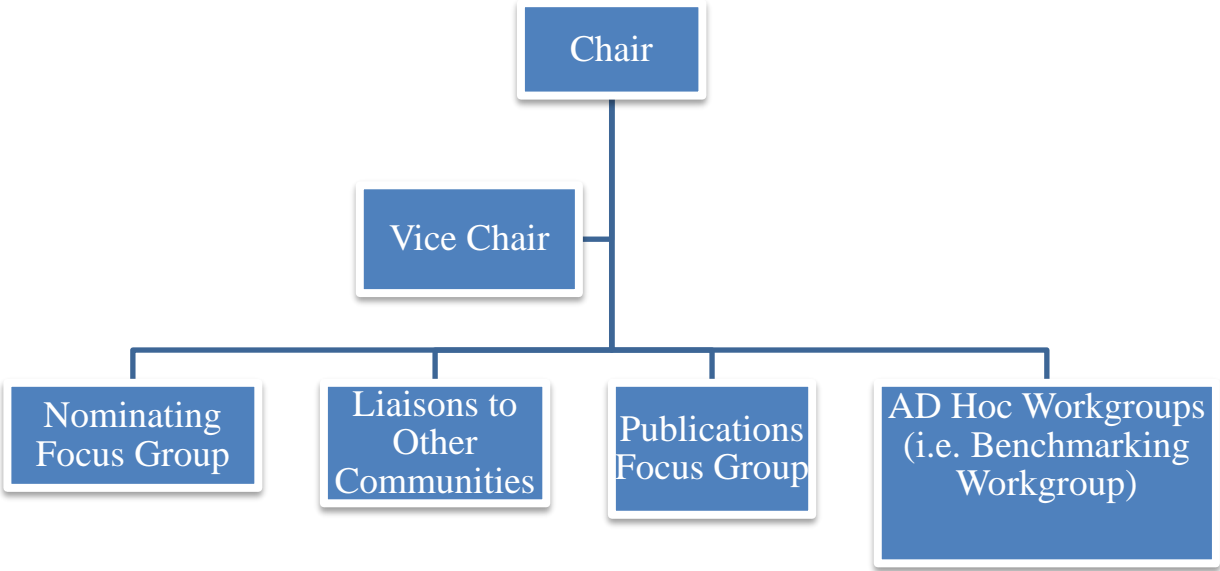


Figure 1 Air & Odor Control Community Organization

5. AWARDS & RECOGNITIONS COMMUNITY

AWARDS & RECOGNITIONS COMMUNITY OVERVIEW

The Awards & Recognition Community develops and administers the criteria for annual evaluation of nominations for WEF awards and recognitions established by the Board of Trustees. The Awards & Recognition Community was established in 1941; revised in 1992 and 2010.

MISSION AND OVERALL CHARGE

The community will provide oversight of WEF's program of awards and recognitions, to ensure that the program appropriately represents the scope of the WEF vision and mission and make recommendations to the Board of Trustees to change or add awards and recognitions as needed. The community is charged to make recommendations to the Board of Trustees for recipients of the WEF awards and recognitions. The community shall develop and administer the criteria for annual evaluation of nominations for WEF awards and recognitions established by the Board of Trustees.

COMMUNITY ACTIVITIES AND TASKS

Community roles & responsibilities:

- Chair: Organize meetings and agendas; monitor Community performance; write or assign requests for WEF reports and updates; collaborate with WEF staff liaison, CLC liaison and WEF leaders as needed. Attend CLC meetings and briefings when invited. Assist and respond to requests from Award Focus Groups chairs. Serve as point of contact for the Community.
- Vice chair: Assist the chair, including recruiting new members for award focus groups. Attend CLC meetings and briefings when invited.
- Past chair: Lead the Awards & Recognitions Steering Focus Group. The Steering Focus Group is composed of the Past Chair, Chair, Vice Chair and Past Chairs of the Awards & Recognitions Community. The Focus Group handles awards & recognitions strategic planning.

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Community activities include the following:

- Annually approve WEF awards winners and send recommendations to the WEF Board of Trustees.
- Receive, review and make recommendations about award changes, advisory groups and community standard operating procedures (SOPs).
- Ensure timely dissemination of award information to WEF members and MAs and to encourage applications for WEF awards and recognitions.
- Submit an annual report to the Board regarding the nominations.
- Coordinate award procedures among the Chairs of Award Focus Groups
- Monthly teleconference for chairs and WEF staff liaison.
- Quarterly teleconference for chairs, steering focus group, and WEF staff liaison.
- Attend annual WEFTEC meeting.
- Recruit new members to become Vice Chairs and Chairs of Award Focus Groups and the Award Community itself.

LIAISONS WITH OTHERS

The Awards and Recognitions Community liaisons with the following:

- WEF Communities who have created an Award or Recognition
- Community Leadership Council
- Board of Directors

The Community does not collaborate with entities outside of WEF.

WEF COMMUNITY MANUAL

ORGANIZATION

The Awards & Recognitions Community consists of numerous Focus Groups that represent WEF Awards & Recognitions. Please refer to the latest list of award categories on www.wef.org/awards.

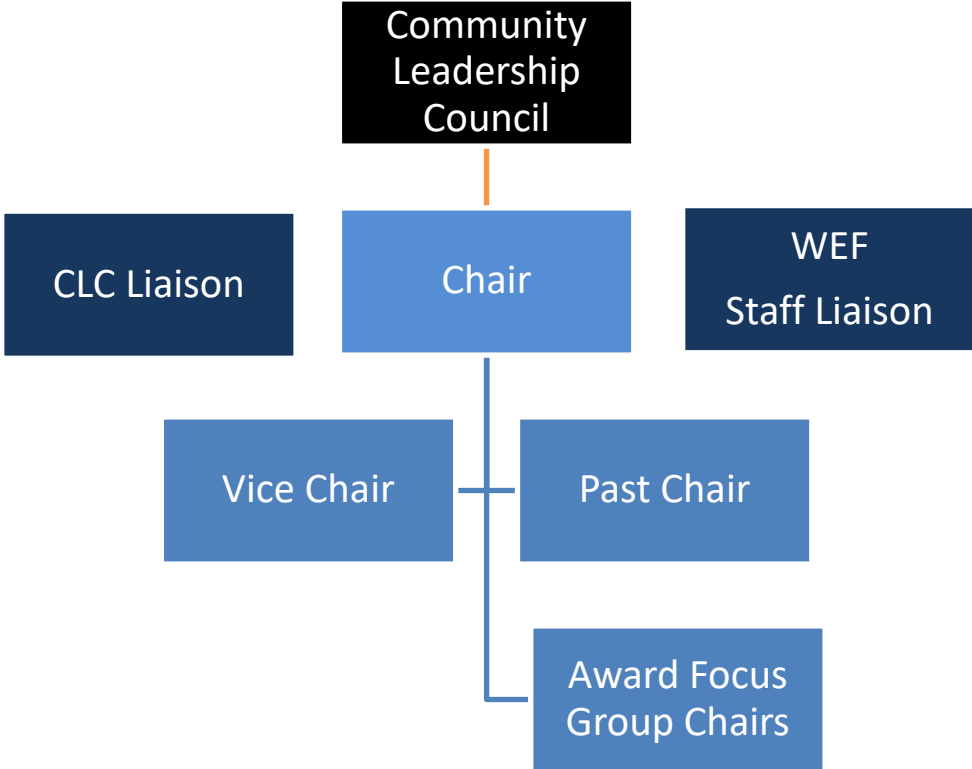


Figure 2 Awards & Recognition Community Organization

6. COLLECTION SYSTEMS COMMUNITY

CSC OVERVIEW

The Collection Systems Community (CSC) purpose is to be a resource on collection system design, management, operations, and maintenance. The Collection Systems Community was established in 1972; revised in 1997 and 2001.

MISSION AND OVERALL CHARGE

The members of the CSC recognize that collection systems are a critical component of the infrastructure necessary to maintain public health; therefore, the Vision of the CSC is to protect and enhance the quality of human life through environmental stewardship. To this end, the CSC pursues the following Missions:

- Develop and promote cost-effective practices and policies in management, design, construction, operations and maintenance of collection systems.
- Promote comprehensive water quality solutions including addressing issues related to combined or sanitary sewer overflows.
- Support scientifically sound and environmentally friendly regulatory policies by providing technical and feasible solutions and serving as advisors to policy makers.
- Advance the industry through recruiting, mentoring, and developing the collection systems profession.
- Educate the public and policy makers on collection system issues.
- Identify and acknowledge effective tools and materials, emerging technologies, and products impacting collection systems.
- Promote collaboration within WEF and related organizations.
- Provide a forum for collection system topics.
- Facilitate cooperation throughout the integrated water environment systems.

COMMUNITY ACTIVITIES AND TASKS

Listed below are the activities and tasks handled by the CSC Focus Groups and technical groups which are open to all members:

- WEFTEC Symposium—Technical Sessions—organizes the technical sessions at WEFTEC, including issuing the call for abstract, evaluation of abstracts, and selection for podium

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and mobile presentations. This Focus Group is part of the Program Community but draws its membership and technical support from the Collection System Community.

- Abstract Review Focus Group—selects speakers for Community meetings from recently submitted abstracts.
- CSC Specialty Conference Focus Group—organizes the conference, which is held in different cities annually. The Focus Group is responsible for issuing the call for abstracts and selection of podium and mobile presentations, and virtually all other activities at the conference.
- Workshops Focus Group—responsible for the pre-conference workshops conducted at WEFTEC and at the annual Collection Systems Community Specialty Conference, including evaluation of workshop proposals and selection.
- WEFTEC Focus Group—responsible for organizing all other activities at WEFTEC related to collection systems, including tours and Collection Systems luncheon and luncheon speaker.
- Member Services Focus Group—activities include welcoming new members, surveying members' interests, maintaining a database of new members to match interests with assignments, and publishing the bi-monthly MA Outreach Newsletter,
- Webcasts Focus Group—organizes approximately four PDH-accredited annual webcasts.
- I/I Technical Group—major activities are to propose and develop workshops for WEFTEC and/or the Collection Systems Specialty Conference and to publish technical fact sheets.
- Modeling Technical Group—major activities include publication of fact sheets, preparation of workshops, and coordination with modeling-related groups in and outside of WEF.
- Field O&M Technical Group—focused on field operations, maintenance, management, staff training, and field activities for collection systems.
- Private Property Virtual Library—solicits and maintains data provided by utilities related to private laterals and other sewers in private property, spanning all aspects such as ordinances, design, and inspection.
- Project managers and project vice-managers within each of the above Focus Groups and groups are assigned specific responsibilities and manage the supporting tasks.

WEF COMMUNITY MANUAL

LIAISONS WITH OTHERS

The Collection Systems Community has standing liaisons and working relationships with multiple other WEF communities, currently including:

- The Technical Practice and Publication Advisory Panel
- The Government Affairs Community
- The Program Community
- The Utility Management Community

Through the Collection Systems Community Sister Organizations Focus Group, liaisons and working relationships are also in place or being developed with:

- NASSCO
- The Pipelines Division of ASCE
- AWWA
- The Association of Boards of Certification

ORGANIZATION

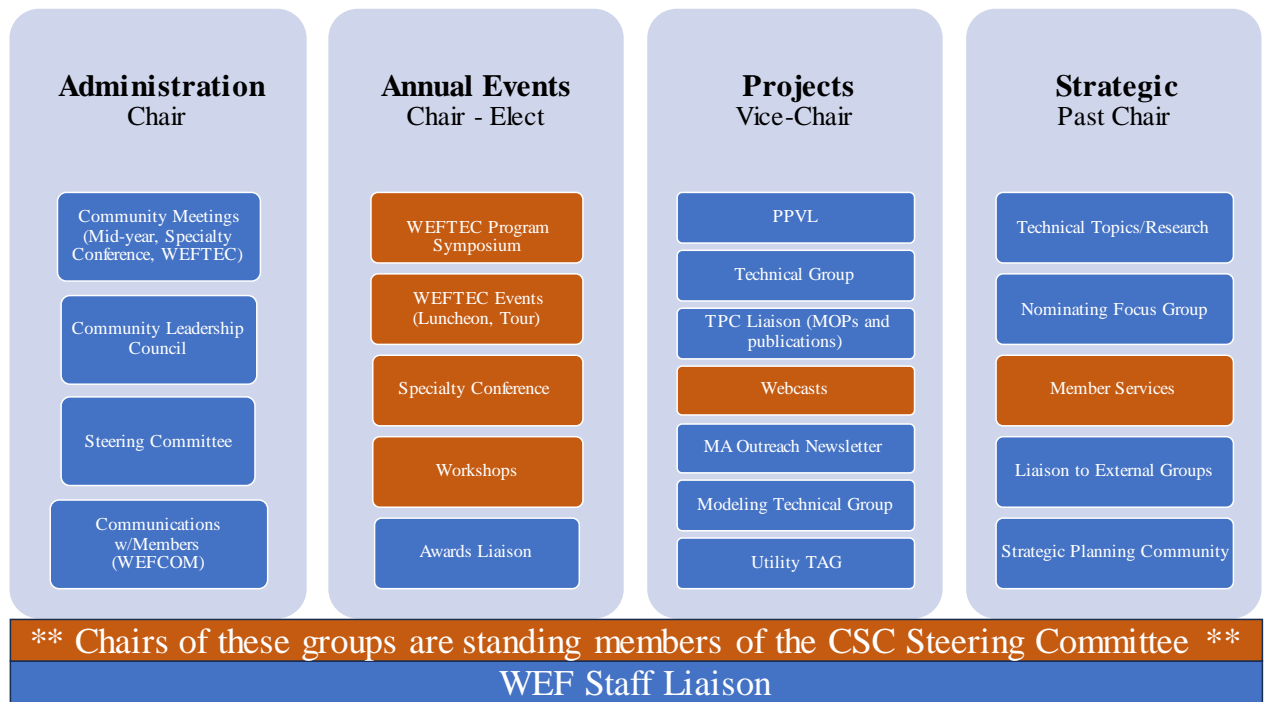
The Collection Systems Community (CSC) is organized in a manner that enables maximum flexibility, participation, and leadership advancement. The CSC meets three times annually: at WEFTEC, at the annual CSC Specialty Conference, and at the WEF Mid-Year meeting.

A leadership team of officers, a steering Focus Group, and a Strategic Focus Group manages the CSC:

- The community officers consist of a chair, chair elect, vice chair and past chair, who are officers approved by the Community Leadership Council. Each serves a one-year term.
- The Collection Systems Steering Focus Group, which includes a diverse group of officers, key focus group chairs, and experienced community members provide overall direction and advisory input for the Collection System Community.
- The Strategic Planning Focus Group, which is a group of experienced community members, assists the community with long-range planning.

A variety of regular members participate in the community, supporting those in the more formal CSC leadership roles. As a rule, regular members participate in the community by their assignment to projects, as defined by the project managers.

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All community members are expected to participate in, and contribute to, meetings of the full community, and are encouraged to actively participate in at least one (but no more than two), project activities. The projects themselves are subject to expansion, contraction, and re-definition depending on resource needs and project specifics.

The community organization chart is shown in **Figure 6**. A list of all the community chairs and vice chairs can be found at www.wef.org.

Figure 3 Collection Systems Community Organization

7. DISINFECTION & PUBLIC HEALTH COMMUNITY

DPH COMMUNITY OVERVIEW

In water and wastewater treatment, disinfection is the most critical component for the protection of public health because of its role in prevention of waterborne disease. The Disinfection & Public Health Community develops technical resources and events to promote a better understanding of the public health benefits of clean water and disinfection practices for water, wastewater, and residuals. The scope of the community ranges from disinfection technologies at large treatment works to methods for providing safe drinking water and sanitation in the developing world.

The Disinfection community was established in 1975; revised October 1994; October 1998; September 2002, November 2011 with a name change to *Disinfection and Public Health* in December 2015.

MISSION AND OVERALL CHARGE

The Disinfection & Public Health Community shall develop, coordinate, and conduct programs of general and technical information relating to public health protection and the advancement of disinfection practices for water, wastewater, and residuals. The goals of the Community are to grow and assist the Federation, both domestically and internationally, in the educational aspects of these disinfection and public health issues. Specifically, the community shall:

- Serve as a resource for Federation communities and membership regarding technical and operational aspects of traditional and innovative disinfection methods, as well as the use of disinfection technologies for non-traditional applications.
- Work with stakeholders to facilitate, identify, and implement appropriate disinfection practices and technologies, and to address public health issues associated with water, wastewater, and residuals.
- Offer technical assistance to regulatory agencies concerning disinfection practices.
- Review existing and proposed regulations concerning disinfection and make recommendations regarding their technical merit.
- Support WASH (Water, Sanitation and Hygiene) projects in the developing world through technical assistance, conference support, and liaison with other Federation communities and groups outside of the Federation.
- Develop a dialog between operators, engineers, academics, and regulators on the impacts of various disinfection technologies.

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- Provide a forum for disinfection practices for Federation membership through pre-conference workshops, specialty conferences, webcasts, and WEF publications such as WE&T/Operations Forum.

COMMUNITY ACTIVITIES AND TASKS

Community activities include:

- Developing annual WEFTEC programming – including technical sessions, workshops, and mobile tours – focused on disinfection and public health issues.
- Developing 1-3 webcasts per year on topics such as novel disinfection technologies and water-related public health issues in the developed world and developing countries.
- Organizing a biennial conference focused on disinfection and public health issues.
- Conducting periodic surveys of disinfection practices at Water Resource Recovery Facilities.
- Providing input on regulatory issues, such as the development of EPA bacteriophage criteria for recreational waters, and documents such as EPA guidance on wastewater disinfection practices.
- Supporting WASH projects through technical assistance, conference support, and liaison with other Federation communities and groups outside of the Federation.
- Developing or assisting with development of books such as WEF manuals of practice, or specific technologies such as guidance on low dose UV disinfection.

LIAISONS WITH OTHERS

Participation and cooperation among communities is encouraged on issues of mutual concern. Specific communities which may have mutual interests concerning disinfection issues include, but are not limited to, the following communities: Residuals and Biosolids, Collection Systems, Plant Operations and Maintenance, Safety and Security, Laboratory Practices, Water Reuse, and Technical Practices.

ORGANIZATION

The Community consists of the Chair, Vice-Chair, Past Chair, various Focus Groups, Work Groups, Community Liaisons, and the WEF Staff Liaison. There are six Focus Groups and currently two Work Groups.

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The six Focus Groups are as follows:

- **Steering Focus Group:** This focus group provides overall governance for Committee operation and function and helps to ensure alignment of Community activities with the WEF Strategic Plan. The members of this focus group consist of the Chair, Vice-Chair, Past Chair, the Conference Focus Group Chair, and the Program Symposium Chair.
- **Nominations Focus Group:** This focus group develops and prepares the slate of candidates for leadership positions within the Community and presents the slate for Community vote. The members of this focus group consist of the Chair, Vice-Chair, and the three most recent active Past Chairs.
- **Program Symposium Focus Group:** This group consists of members of the Program Community's Disinfection and Public Health Symposium. The Symposium organizes technical sessions, workshops, invited sessions, and mobile sessions at WEFTEC.
- **Conferences and Events Focus Group:** This focus group organizes Specialty Conferences and/or other special events for the Community.
- **Webcasts Focus Group:** This focus group organizes webcasts on Disinfection and Public Health.
- **Public Outreach Focus Group:** This focus group prepares informational documents on disinfection and public health topics, for use by the public and/or utilities communicating with the public.

The two Work Groups are as follows:

- **EPA Bacteriophage Criteria Work Group:** This Work Group is working with the WEF Task Force to provide input to the EPA as they develop bacteriophage criteria for recreational waters (in addition to or in place of current bacterial criteria).
- **Disinfection Survey Work Group:** This Work Group is developing and conducting a survey of disinfection practices at water resource recovery facilities. This survey has been conducted periodically by the Community since 1979.

Below is an organizational chart and table describing the Community organization and the roles and responsibilities of the positions within the Community.

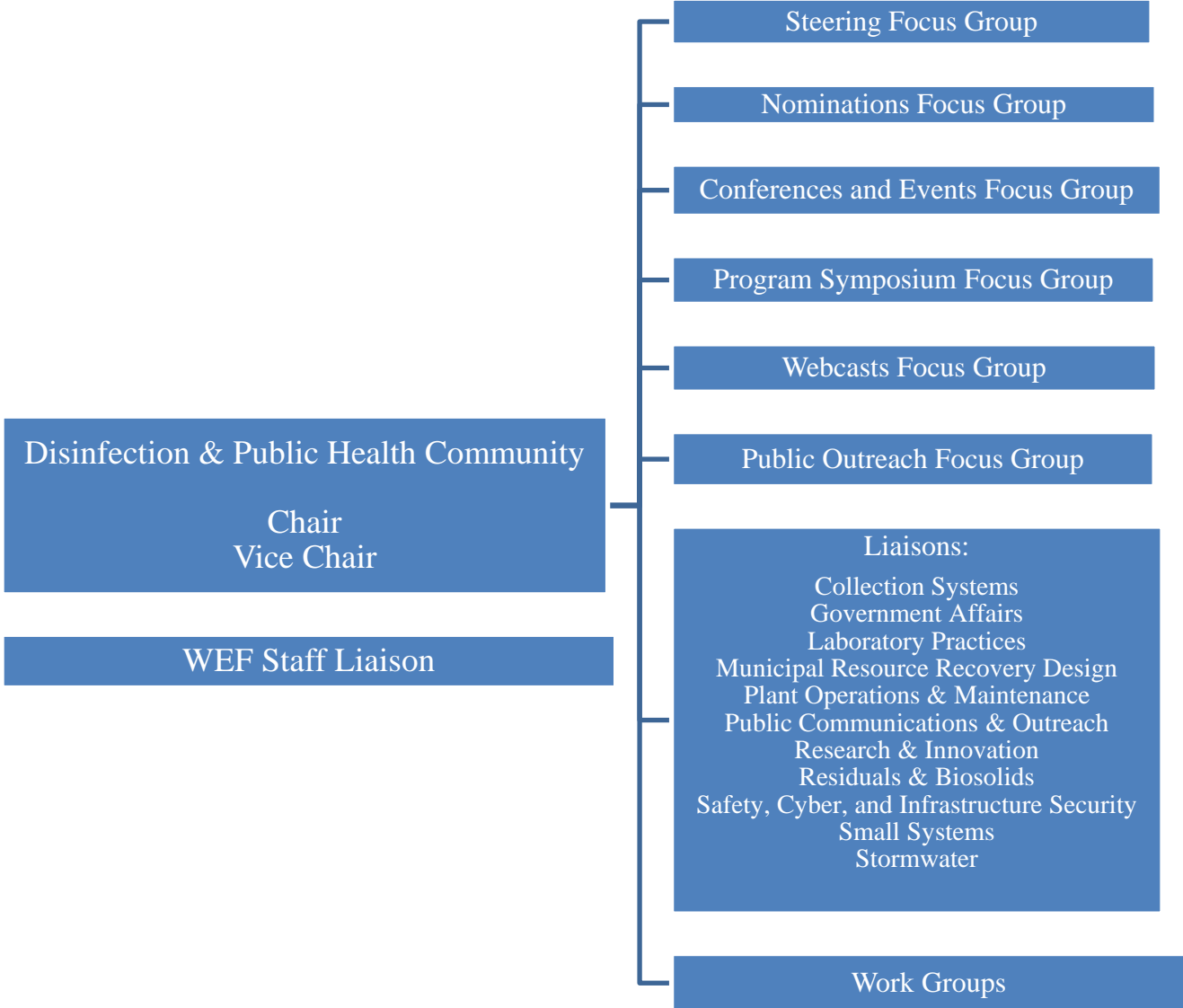


Figure 4 Disinfection & Public Health Community Organization

WEF COMMUNITY MANUAL

Role ¹	General Responsibilities	Specific Responsibilities and Deliverables
<p>Chair 3-Year Term</p>	<ul style="list-style-type: none"> • Ensure alignment of Community activities with the Vision, Mission, and Objectives of WEF’s Strategic Plan • Mentor Vice-Chair, Focus Group chairs • Coordinate membership efforts • Review Community Structure and work with Community to revise as appropriate • Serve on Community Steering and Nominations Focus Groups • Serve as primary liaison to CLC Monitor and assist work groups as needed • Coordinate and communicate with WEF Staff liaison • Monitor and assist Work Groups as needed 	<ul style="list-style-type: none"> • Participate in CLC meetings at WEFTEC and Midyear • Review Community’s WEFTEC Workshop proposals • Prepare agenda and lead quarterly Community meetings • Prepare Community’s annual business report to CLC • Update Community roster annually • Review WEFTEC proposals for other Community's and provide support letters as appropriate
<p>Vice-Chair 3-Year Term</p>	<ul style="list-style-type: none"> • Mentor Focus Group chairs • Monitor and assist education efforts • Monitor and assist Work Groups as needed • Lead activities as requested by Chair • Serve as secondary liaison to CLC • Serve on Community Steering and Nominations Focus Groups 	<ul style="list-style-type: none"> • Participate in CLC meetings at WEFTEC and Midyear • Assist Chair with annual business report to CLC • Participate in Community meetings or lead them in the Chair’s absence
<p>Past Chair 3-Year Term</p>	<ul style="list-style-type: none"> • Provide organizational insight to the Leadership Team • Lead activities as requested by Chair • Lead the Nominations Focus Group • Serve on Community Steering Focus Group 	<ul style="list-style-type: none"> • Review deliverable documentation upon request of Chair • Participate in quarterly Community meetings

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Role ¹	General Responsibilities	Specific Responsibilities and Deliverables
<p>Focus Group or Work Group Chair</p> <p>2-Year Term for Focus Groups, per project schedule for Work Groups</p>	<ul style="list-style-type: none"> • Ensure alignment of activities with the WEF Strategic Plan • Identify Task leads • Preside at all Focus Group/Work Group meetings and provide report out at Community calls 	<ul style="list-style-type: none"> • Lead Focus Group calls bimonthly or as needed • Coordinate Focus Group membership • Submit progress updates to Community Leadership • Participate in community meetings
<p>Focus Group or Work Group Vice-Chair/Co-Chair</p> <p>2-Year Term for Focus Groups, per project schedule for Work Groups</p>	<ul style="list-style-type: none"> • Assist Focus Group Chair in coordination and execution of Focus Group activities 	<ul style="list-style-type: none"> • Participate in focus group calls or lead them in the Focus Group Chair’s absence • Participate in community meetings • Other as requested by Chair
<p>Liaisons</p> <p>3-year term</p>	<ul style="list-style-type: none"> • Serve as a conduit of information between communities or organizations 	<ul style="list-style-type: none"> • Attend other Community meetings • Report as needed to Community Leadership and WEF Staff Liaison • Other as requested by Chair
<p>Member</p>	<ul style="list-style-type: none"> • Volunteer for Community activities 	<ul style="list-style-type: none"> • Attend quarterly Community meetings

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Role ¹	General Responsibilities	Specific Responsibilities and Deliverables
<p>WEF Staff Liaison</p>	<ul style="list-style-type: none"> • Coordinate and communicate with Community Leadership • Work with Community Leadership to ensure alignment with the WEF Strategic Plan • Provide logistical support to leadership group as needed • Coordinate and facilitate communications with other WEF staff • Provide updates on WEF-centric information • Assist collaborative efforts between WEF and outside organizations • Seek opportunities for community member engagement in WEF products and associated efforts 	<ul style="list-style-type: none"> • Provide logistical support for quarterly Community meetings • Assist leadership with meeting agenda and minutes • Support preparation of annual business report

Table 1 DPH Community Roles and Responsibilities

8. GOVERNMENT AFFAIRS COMMUNITY

GAC OVERVIEW

The Government Affairs Community provides direction and leadership on the formation of government environmental policies. The Government Affairs Community was established in 1947; revised in 1996; 2004 and 2012.

MISSION AND OVERALL CHARGE

The GAC shall provide direction and leadership on the formation of government environmental policies, interaction with WEF members and MAs on these policies, and input in the implementation of sound environmental policies by federal institutions. The focus groups will provide members with more opportunities for leadership roles and collaboration with other Communities with common objectives.

COMMUNITY ACTIVITIES AND TASKS

The governance of the GAC follows the requirements of the Community Leadership Council recommendations as follows:

- **STEERING COMMUNITY**

The Steering Community for the GAC shall be comprised of the Chair and Vice-Chair, and Chairs of the revamped Focus Groups, as described below. As a minimum, the Steering Community shall meet quarterly via conference to plan and review GAC activities.

- **NOMINATING COMMUNITY**

The Nominating Community shall consist of three members, selected from the GAC at large. Volunteers are to be solicited from the GAC active membership and approved by the Steering Community. If volunteers cannot be secured, the GAC Chair and Vice-Chair shall have the liberty to specifically suggest members to fulfill the requirement of the Nominating Community.

The Community has a number of overarching activities as well as specific activities which include:

- Position WEF as a recognized expert voice on all water.
- Provide input on environment-related policies through actions including engagement with government officials and written comments and testimony on regulatory and legislative matters.
- Inform WEF members and MAs and work towards internal consensus on environmental policy issues.
 - Promote the establishment of practical and scientifically sound international long-term environmental policy objectives.

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- Serve as an advocate of WEF positions within the U.S. and issues relating to U.S. environmental policy.
- Work with the Community members to implement Strategic Priorities and advance WEF's Position Statements.

- Specific Activities of the Community:
 - Plan and execute the annual Fly-in focused on advancing the policy and regulatory priorities of WEF.
 - Address emerging issues in Regulatory Affairs:
 - Work through the Regulatory Focus Group to identify priority issues where the Community will focus its resources.
 - Track and communicate developments in the Regulatory arena with members using WEFCOM and other communication tools such as This Week in Washington newsletter and the WEF Regulatory Watch publication.
 - Address emerging issues in Legislative Affairs:
 - Work through the Legislative Focus Group to identify priorities issues where the Community will focus its resources.
 - Track and communicate developments in the Legislative arena with members using WEFCOM and other communication tools such as This Week in Washington newsletter and the WEF Regulatory Watch publication.
 - Address emerging issues in the Policy Focus Group and the MA Focus Group:
 - Work through the Policy and MA Focus Groups to identify priority issues where the Community will focus its resources.
 - Track and communicate developments in these areas and work with the Community on the dissemination of outcomes.
 - Further the goals of the Innovation related Strategic Goals of WEF:
 - Finalize the Creating the Space project and provide a final product with recommendations for policy activities.
 - Advance the work of the Innovative Financing Workgroup and provide recommendations to the Community.
 - Set up and move forward the Water Advocates grassroots efforts and implement the Work Plan recently developed.
 - Coordinate activities with other Communities to advance the priorities identified above.

LIAISONS WITH OTHERS

Government Affairs participates directly in the activities of the Community Leadership Council (CLC). The GAC will coordinate and direct all WEF environmental policy activities. Open regular communications with other WEF standing communities, MA communities, and any ad hoc groups related to governmental issues should be maintained. The GAC will advise and consult with the House of Delegates, Board of Trustees, and Federation Officers, as appropriate, on government affairs matters. In addition, the GAC will seek to work with other organizations as a leader and

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consensus builder for environmental policy and with the Government Affairs Department of the WEF staff. In addition, the GRAC collaborates with the following WEF technical communities for workshops and technical programs:

- Collection Systems
- Water Reuse
- Plant Operations and Maintenance
- Program
- Research and Innovation
- Residuals and Biosolids
- Disinfection and Public Health
- Stormwater
- Students and Young Professionals
- Technical Practice & Publication Advisory Panel
- Utility Management
- Municipal Resource Recovery Design
- Watershed Management

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ORGANIZATION

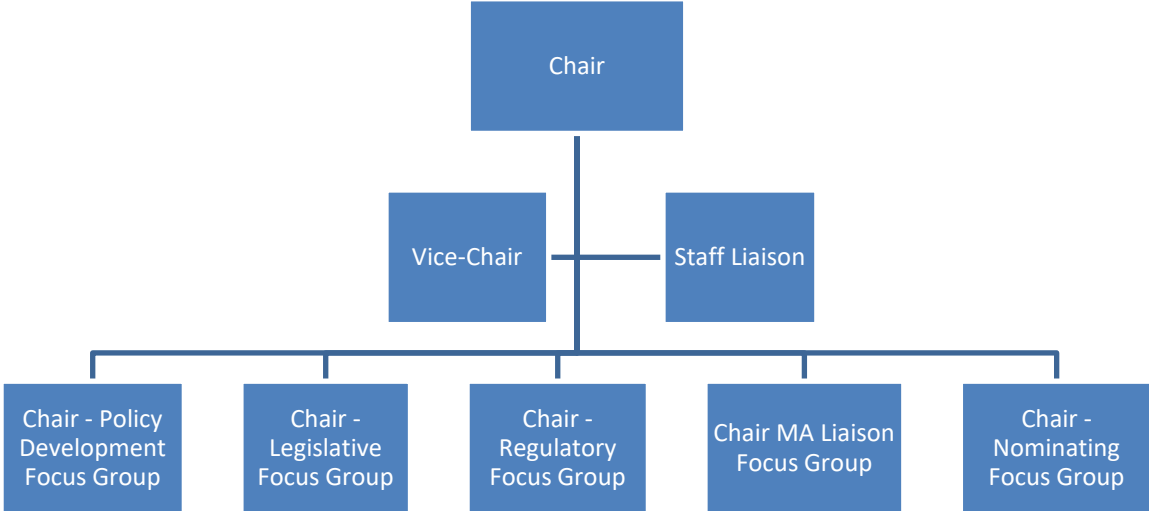


Figure 5 Government & Regulatory Affairs Organizational Chart

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Position	General Responsibility	Conference Responsibility	Communications & Deliverables
Chair Term: 2 yr	<ul style="list-style-type: none"> Organization & Structure Visioning & Mission WEF Strategic Plan alignment Membership Recruitment Community Meeting scheduling and facilitation CLC Representative Mentoring Advisor to Focus Group Chairs Coordination with WEF Staff Update Community roster annually Attend Community meetings Review GAC technical Workshop Proposals 	<ul style="list-style-type: none"> Organize agenda for annual Midyear meeting Facilitate Midyear meeting Organize agenda for annual WEFTEC Community meeting Facilitate WEFTEC meeting Attend annual CLC meeting at WEFTEC Attend sponsored specialty WEF conferences 	<ul style="list-style-type: none"> Quarterly Community conference calls Quarterly conference calls with Community of Practice Director Annual report to CLC (as required) Membership documentation to new Community members Endorsement documentation of Technical Workshop Proposals
Vice-Chair Term: 1 yr	<ul style="list-style-type: none"> Collaborate with Chair on Community Vision & Mission Collaborate with Focus Group Chairs on deliverables Membership recruitment Mentoring Coordination with WEF Staff Attend Community meetings Update Community manual annually 	<ul style="list-style-type: none"> Attend annual Midyear meeting Attend annual WEFTEC meeting Attend annual CLC meeting (optional) 	<ul style="list-style-type: none"> Assist Chair with annual report deliverables Facilitate quarterly community conference calls in Chair's absence Endorsement documentation of Technical Workshop Proposals
Incoming Vice-Chair Term: 1 yr	<ul style="list-style-type: none"> Collaborate with Chair and Vice-Chair on community meetings and deliverables Membership recruitment Mentoring Attend Community meetings 	<ul style="list-style-type: none"> Attend annual Midyear meeting Attend annual WEFTEC meeting Attend WEF Specialty Conferences (optional) 	<ul style="list-style-type: none"> Assist Chair and Vice-Chair on deliverables as needed
Past Chair Term: 1 yr	<ul style="list-style-type: none"> Advise Chair on Vision & Mission Mentoring 	<ul style="list-style-type: none"> Attend annual WEFTEC meeting 	<ul style="list-style-type: none"> Review deliverable documentation upon request of Chair
Steering Community (Chair, Vice-Chair, Focus Group Chairs)	<ul style="list-style-type: none"> Provide overall governance for the GAC operation and function 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> At minimum, quarterly conference calls

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Term: As per individual position			
Nominating Community Term: 2 yr	<ul style="list-style-type: none"> Develops and prepares the slate of candidates for the GAC Chair, Vice-Chair, and Focus Group Chair positions Coordinates slates with Steering Community Issues approved slates for GAC balloting Coordinates with WEF Staff on position updates for people and terms 	<ul style="list-style-type: none"> Attend annual Midyear meeting (optional) 	<ul style="list-style-type: none"> As needed to comply with the designated term timeframes for candidate selections for the various positions
Focus Group Chair and Work Group Leader Term: 2 yr	<ul style="list-style-type: none"> Develop Focus Group vision Organize & execute focus group activities Review & approve activity proposals Attend Community meetings Recruit focus group members Mentoring Coordinate Focus Group deliverables with WEF Staff 	<ul style="list-style-type: none"> Attend annual Midyear meeting Attend annual WEFTEC meeting Attend sponsored WEF Specialty Conferences (optional) 	<ul style="list-style-type: none"> Quarterly Focus Group conference calls Documentation of any/all technical deliverables including, but not limited to proposals for specialty publications, webinars, webcasts, proposals for WEFTEC technical Workshops, proposals for WEFTEC special sessions or forums
Focus Group Vice-Chair Term: 1 yr	<ul style="list-style-type: none"> Assist Focus Group Chair in coordination and execution of Focus Group activities Attend meetings 	<ul style="list-style-type: none"> Attend annual Midyear meeting Attend annual WEFTEC meeting Attend-sponsored WEF Specialty Conferences (optional) 	<ul style="list-style-type: none"> Assist Focus Group Chair in any/all deliverables Facilitate quarterly community conference calls in Focus Group Chair's absence
Member	<ul style="list-style-type: none"> Attend meetings Volunteer for Community and Focus Group assignments 	<ul style="list-style-type: none"> Attend annual Midyear meeting (optional) Attend annual WEFTEC meeting <ul style="list-style-type: none"> Attend sponsored WEF Specialty Conferences (optional) 	<ul style="list-style-type: none"> Prepare documentation as requested

Table 2 GAC Community Roles and Responsibilities

9. INDUSTRIAL WATER COMMUNITY

IWC OVERVIEW

The Industrial Water Community (IWC) is involved in a number of activities to improve the technology of industrial water treatment. The community was established in 1943; revised October 1994; revised in 1998, merged with Hazardous Wastes Committee and became Industrial Wastes in September of 2002; changed their name to Industrial Wastewater in January 2010; and changed the name again to Industrial Water in October 2022.

MISSION AND OVERALL CHARGE

The Community is involved in a number of activities to improve the technology of industrial water and wastewater treatment, recycling and reuse. The community meets at WEFTEC. In addition, the IWC holds quarterly conference calls to continue progress throughout the year. The community provides technical information exchange; professional networking opportunities; communication of regulations, policies and guidance. Programs addressing industrial water, wastewater and hazardous wastes treatment, disposal, prevention, remediation, reuse, and minimization are developed by the community.

The Community's overall charge includes the following:

- Development and support of conferences, workshops, seminars, training, and technical sessions.
- Development and support of publications related to industrial wastewater treatment topics.
- Development and support of awards in the industrial wastewater treatment area.
- Development of public outreach materials expressing technical industrial wastewater treatment issues.
- Partnering with other organizations and communities in development of industrial wastewater treatment activities.

COMMUNITY ACTIVITIES AND TASKS

Listed below are the IWC focus groups and technical groups which are open to all members of the IWC. A chair and vice-chair will be assigned to each focus group. A summary of the typical activities for each focus group is provided below:

- **Steering Focus Group:** This focus group is comprised of the community chair, vice-chair, past chair, community of practice director and selected at-large members. The focus of this focus group is to develop and implement a community strategic plan and initiatives, review progress of focus groups, develop clear/open succession planning, and provide overall leadership for the community.

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- **Water for Power:** Major activities include providing technical practice updates and advancing technology and awareness in the steam power electric industry, providing regulatory updates and impacts, and supporting the development of industry-specific abstracts, invited sessions and workshops. Focus Group will focus on the use of non-traditional raw water sources for power plants; wastewater treatment associated with power plant waste streams such as flue gas desulfurization (FGD), ash pond retirement, and cooling tower blowdown; application of various zero liquid discharge (ZLD) approaches; and partnering with research and technology groups focused on advanced treatment and reuse applications for the power industry.
- **Upstream Oil & Gas:** This focus group will focus on water source and supply, collection, conveyance and technical advances in water treatment and reuse for hydraulic fracturing operations (commonly known as fracking). Major activities include providing technical practice updates and advances in the upstream oil and gas industry, regulatory updates and impacts, and supporting the development of industry-specific abstracts, invited sessions and workshops.
- **Downstream Oil & Gas:** Major activities include providing technical practice updates and advancing technology and awareness in the downstream oil and gas industry, providing regulatory updates and impacts, and supporting the development of industry-specific abstracts, invited sessions and workshops. Focus Group will focus on technical advances in wastewater treatment associated with refining operations, including primary oil/water separation, process water treatment, wastewater treatment and recycle and water reuse applications; and partnering with research and technology groups focused on advanced treatment and reuse applications for the downstream oil and gas industry.
- **Food & Beverage:** Major activities include providing technical practice updates and advancing technology and awareness in the food and beverage industry, providing regulatory updates and impacts, and supporting the development of industry-specific abstracts, invited sessions and workshops. Focus Group will focus on technical advances in water supply, water treatment, wastewater treatment, and recycle and reuse applications within the food and beverage industry.
- **Chemicals & Manufacturing:** Major activities include providing technical practice updates and advancing technology and awareness in the chemicals manufacturing industry and general manufacturing industries, providing regulatory updates and impacts, and supporting the development of industry-specific abstracts, invited sessions and workshops. Focus Group will focus on technical advances in water supply, water treatment, wastewater treatment, and recycle and reuse applications within the chemicals and other manufacturing industries.
- **Editorial & Publications:** Major activities include the support, development and publication of editorials, publications, and journals related to the areas of industrial water and wastewater treatment, recycling, and reuse. Focus Group will focus on the areas of cutting-edge innovative technologies, regulatory updates, and impacts, focus group will also liaison

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with the Technical Practice Community to provide technical support and review for new or revised WEF Publications focused on industrial water, wastewater, and reuse.

- **Industrial Award Nominations:** Major activities include the solicitation and support of receiving high quality nominations for all industrial-related WEF Awards, as described below. This requires solicitation with local Member Associations, industry leaders, and WEF members and supporting organization. Nominations are due each year on April 1st.
- **Member Association Outreach:** Major activities include building on-going partnerships with local Member Associations to understand local industrial issues and concerns; provide a conduit to relay information and publications; and grow industrial participation across WEF. Focus Group will be responsible for preparing routine MA Outreach Newsletters and/or publications to report on industrial water and wastewater updates and hot topics, in addition to working with the WEF House of Delegates for support and fostering.
- **Industry Outreach:** This focus group will focus on developing strategic partnerships with critical industrial organizations, and promoting WEF mission, vision, and focus. This will also include networking with industrial professionals to promote awareness of the IWC mission, goals, and end products, with the intent to get more industry-related professionals and suppliers involved in WEF and participating in the IWC.

The IWC community supports the **Industrial Water Quality Achievement Award** given every year to a corporation or engineering firm that demonstrates excellence in water quality improvement, or prevention of water quality degradation.

The IWC community supports the prestigious **Wesley Eckenfelder Industrial Lifetime Water Quality Achievement Award** given every year to the most outstanding colleague that has demonstrated lifetime excellence in water quality improvement, or prevention of water quality degradation.

LIAISONS WITH OTHERS

The Industrial Water Community has standing liaisons and working relationships with the following WEF Communities as shown below in the community organization chart:

- **Program Community – Industrial Symposium:** Organizes the technical sessions at WEFTEC, including issuing the call for abstract, evaluation of abstracts, and selection for podium and mobile presentations.
- **Workshop Community:** Reviews, approves, and organizes the technical workshops to be facilitated at WEFTEC conference.
- **Technical Practice and Publication Advisory Panel:** Provides opportunities for IWC members to contribute and/or participate in the development, review, and update of WEF technical publications and Manuals of Practice.

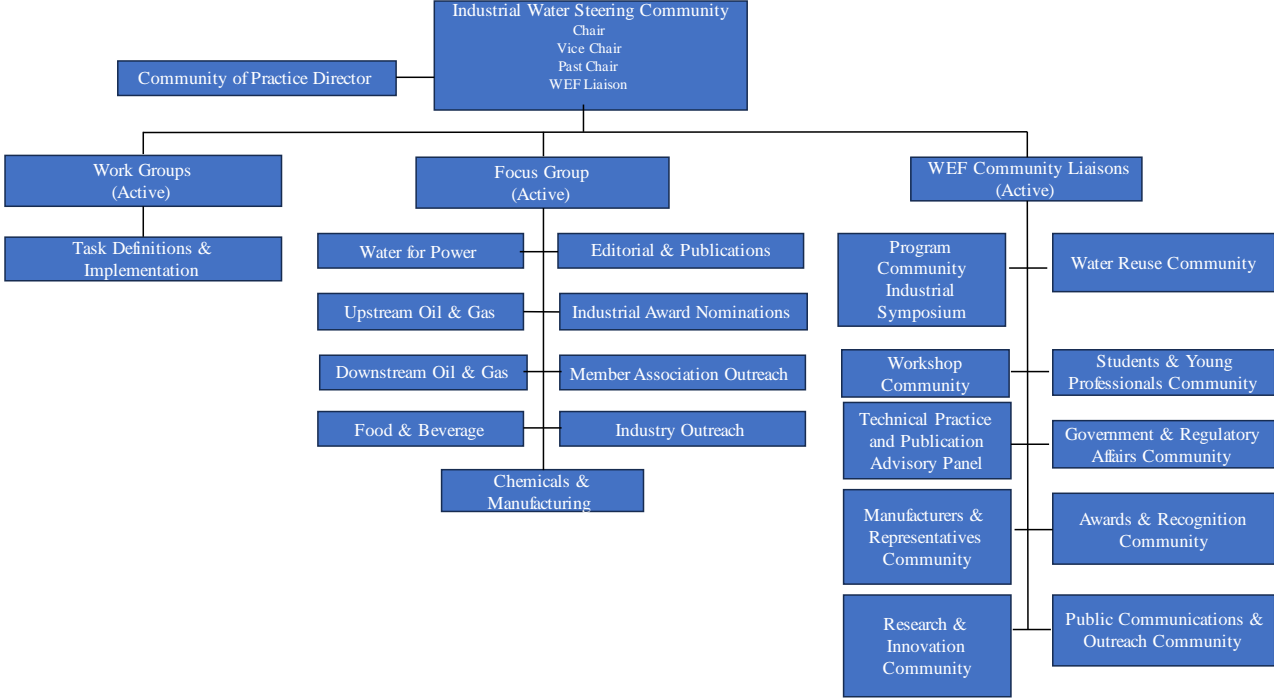
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- **Manufacturers & Representatives Community:** Build partnerships with manufactures focused on industrial water and wastewater treatment and continue to partner with the development of workshops and mobile sessions.
- **Research & Innovation Community:** Build strategic partnership with the research and innovation center to develop new concepts and research related to industrial water, wastewater, and the water energy nexus.
- **Water Reuse Community:** Build strategic partnership with the reuse community to collaborate and develop technical updates on the areas of industrial water reuse and zero liquid discharge.
- **Students and Young Professionals Community:** Build partnership with the students and young professionals to give them opportunities for leadership roles with IWC and also get them engaged in the growing areas and needs for industrial water and wastewater.
- **Government Affairs Community:** Build partnership focused on the regulatory updates, drivers, and impacts related to industrial water and wastewater treatment and discharges.
- **Awards & Recognition Community:** Support this community in soliciting award nominations for industrial related awards.
- **Public Communications and Outreach Community:** Build a partnership with the communications and outreach community to discover additional avenues and outlets where can publish and communicate updates from IWC.

ORGANIZATION

The community organization chart is shown in Figure 6. A list of all the community chairs and vice chairs can be found in the Appendix.

Figure 6 Industrial Water Community Organization



10. INTELLIGENT WATER TECHNOLOGY COMMUNITY

IWT COMMUNITY OVERVIEW

The Intelligent Water Technology (IWT) Community conducts continuing assessments of technologies and techniques in the management of information in the water environment. Originally named the Automation & Information Technology Committee, this community was established in 1988; revised in 1993 and 2001 before changing its name to IWT.

MISSION AND OVERALL CHARGE

The WEF Intelligent Water Technology Community develops, recommends, supports, and conducts continuing assessments of technologies and techniques to promote the overall understanding of the application of process instrumentation, control equipment and automation, telecommunications, and information technology to the management of water resource utilities.

COMMUNITY ACTIVITIES AND TASKS

The volunteer members of the community:

- Develop workshops and moderate technical sessions each year at WEFTEC;
- Author or contribute to technical content for WEF deliverables, such as webcasts and technical journal articles;
- Provide comments to WEF Government Affairs on Federation Position Statements and U.S. government regulations and policies;
- Sponsor the annual Intelligent Water Systems Challenge;
- Collaborate with the Midwest Big Data Hub and Cleveland Water Alliance in development of the Water Data Forum series of webcasts; and
- Coordinate with the International Society of Automation (ISA) annual Water/Wastewater and Automated Control Symposium for WEF sponsorship.

COMMUNITY ACTIVITIES AND TASKS

The IWT community plan is to contain activities and directions that have close alignment with WEF's overall strategic objectives, being:

- Develop an engaged membership that is representative of the multiple practice areas of the water environment industry to provide purposeful community;
- Provide a broad range of professional content and programming that is relevant and widely valued by the water sector worldwide;

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- 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; and
- Establish the conditions that promote accelerated development and implementation of innovative technologies and approaches in the water sector.

The following IWT goals are presented below detailing the action/intent of the goal and how that goal supports and/or promotes the overarching WEF strategic goals and objectives.

Increase Participation of Young Professionals (YPs) in IWT Community

As the industry turns to ever ‘Smarter’ devices, the role and impact of automation systems and their supporting information and operational technology infrastructures will similarly increase. With this in mind, the IWT Community is committed to increasing our membership and likewise IWT member participation wherever possible, across as many focus groups as possible. As part of this ever-evolving industry, the role of YPs and their natural inclination to adopt new technologies and systems is vital that the IWT Community continue to engage YP members and promote YP involvement in IWT activities and roles.

Goal Alignment: This goal promotes support for the WEF strategic goals. YPs are new members from a wide range of practice areas; YPs are active social media users and are apt to share and debate IWT topics with peers; and YPs are rapid adopters of new concepts and technologies which promote advancement of WEF knowledge and relevance to the members at large.

Action: Continue to ask IWT members to engage their YPs interested in IWT and WEF activities to become involved on the IWT. Encourage IWT members to attend conference YP events and encourage them to become more involved. Note that IWT member representatives will be attending the UMC YP Summit, ISA Symposium, and Rockwell Automation Water Summit each year they are held.

Increase Participation with the Utility Management Community (UMC)

Since the inception of the IWT Community there has always been a close alignment with the UMC. This generally stems from the premise that utilities are continually subjected to ever increasing demands to do more with less, to satisfy more diverse population needs, to become more efficient and effective while still providing high levels of service, and to comply with changing requirements from regulatory bodies. Automation and IT systems have been ever more leveraged by utilities to help satisfy these demands and ensure compliance targets are met.

The IWT Community members are composed of automation, instrumentation, and IT minded professionals – skills that can be leveraged to elevate the level of discussion, understanding, and approaches that are set before the UMC for debate.

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Goal Alignment: The goal of increasing interaction between the UMC and IWT communities will serve to better align the two community objectives and activities so that both communities can offer activities/products with enhanced value for WEF Utility members.

Supports the Professional Content, Public Awareness, and Promotion of Innovative Technologies goals

Action: Both the Chair and Vice-Chair attend UMC meetings. The Chair is attending the UMC Conference, and the Vice-Chair is sending a senior representative and YP to attend as well.

Increase Coordination with Member Organizations IWT Communities

Through informal polling of WEF Member Organization members, the general consensus is that there are few IWT-focused community groups. We have noted that the AWWA member organizations have started some IWT-like focused communities. As automation, instrumentation, and IT technology applications easily span both water and wastewater utilities with equal prominence, this IWT community is reaching out to both WEF and AWWA IWT focused communities.

IWT members promote WEF IWT community involvement and will encourage members to share prepared member offerings to WEF members as well – such as whitepapers, webcasts, articles, and perhaps contributions to Manuals of Practice (MOPs) where appropriate. The IWT community believes this effort will not only increase WEF membership but will also elevate the quantity and quality of the IWT contributions to the greater WEF membership.

Presently WEF IWT community member firms are participating in new member organization IWT communities where opportunities arise. The IWT continues to promote our community members to join their local member organization IWT communities and act as a liaison to the WEF IWT allowing for a greater breadth and depth of knowledge and understanding of unique challenges that might be present at specific member organizations. With this knowledge, the IWT will be able to better prepare materials/presentations/workshops for WEF membership driving forward IWT impact and the reinforcing the tangible benefits of WEF membership.

Increasing coordination between membership groups on IWT Community topics serves to promote sharing of professional content, increased public awareness of IWT subject, and promotion of innovative technologies provided by our IWT community member firms. The community encourages IWT members to attend member association IWT communities or consider creating one. For instance, in 2015, a new IWT community has been established in the OWWA chapter of which WEF IWT members are active within and report activities to the Vice-Chair of the WEF IWT community.

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9.5 WEBCASTS, WHITE PAPERS, AND WE&T MAGAZINE ARTICLES

The IWT Community will continue to solicit community members to provide ‘value-added first’ webcasts, white papers, presentations, and articles that focus on the principles and benefits of new and emerging IWT opposed to product placement and sales pitches. We recognize that it can be difficult to convince vendors to prepare materials that are not manufacturer/product focused.

In this area the IWT Community is collaborating with the Midwest Big Data Hub and Cleveland Water Alliance to promote the Water Data Forum, which provides webcasts on relevant topics to a broad range of interested participants.

Increasing coordination between membership groups on IWT community topics serves to promote sharing of professional content, increased public awareness of IWT subject, and promotion of innovative technologies provided by our IWT community member firms.

Examples of such products within the WEF Member Organization include WEAO periodical Influents, three (3) articles were published SCADA- Decoding the Acronym; The Path to Virtualization – NLS Engineering, SCADA Users Gather for Joint ISA-WEF Conference in Orlando (re: ISAI/OI HMI Design Standard) – ISA; and The Impact of Energy Tariffs on WRRF Operating Costs (re: Control Strategies). With permission from the authors (most are WEF members and WEFTEC attendees) these articles may be presented to WE&T for publication.

9.6 LIAISONS WITH OTHERS

- Utility Management Community (UMC)
- Safety, Cyber and Infrastructure Security Community
- Municipal Resource Recovery Design Community
- Water Reuse Community
- Residuals and Biosolids Community
- Cleveland Water Alliance (CWA)
- Midwest Big Data Hub
- International Society of Automation (ISA)

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9.7 ORGANIZATION

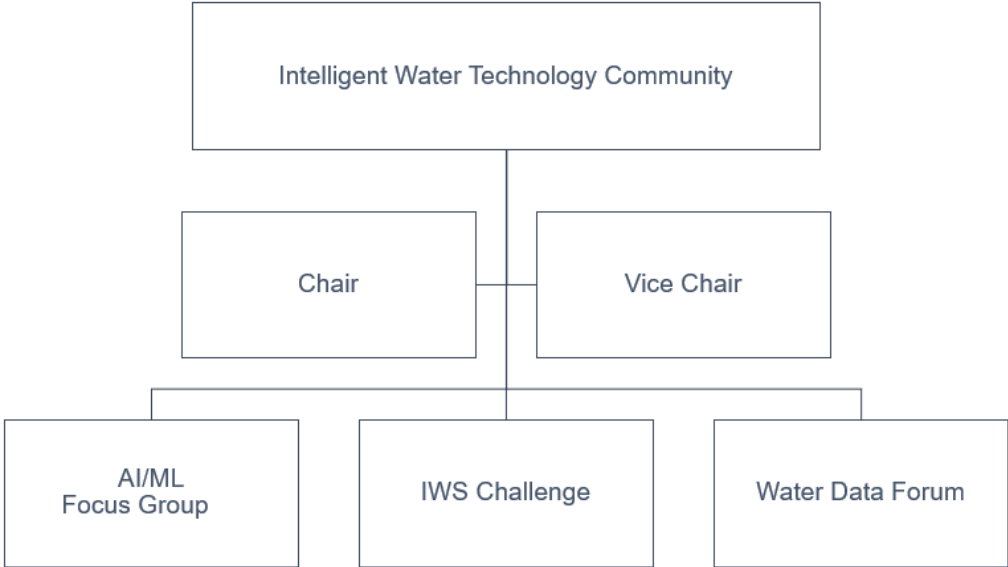


Figure 7 IWT Community Organization

Note: Current community position information can be obtained from the community page on: <https://www.wef.org/membership--community/communities/communities/>

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11. LABORATORY PRACTICES COMMUNITY

LPC OVERVIEW

The Laboratory Practices Community promotes the development of programs and services for the environmental laboratory community. The Laboratory Practices Community was established in 1988; revised in 2002; October 2007 and March of 2014.

MISSION AND OVERALL CHARGE

The community fulfills an important role to the water profession by initiating and promoting the development of programs and services focused on issues related to environmental water analysis, innovative technologies, and sound science for the environmental laboratory community.

COMMUNITY ACTIVITIES AND TASKS

General activities include, but are not limited to:

- Provide a forum for the laboratory community to discuss laboratory practice issues through:
 - Quarterly community wide meetings
 - Monthly leadership meetings
 - Ad hoc “Lab Chats”
 - WEFTEC workshops, technical sessions, and mobile sessions
 - Webcasts
 - Contribute to a variety of publications including WE&T, and collaboration with other organizations.
 - Online forums (WEFUnity)
- Identify critical technical and educational needs of laboratory members.
- Review existing and proposed regulations as well as Standard Methods impacting laboratories and make recommendations regarding their technical and policy merits
- Provide technical assistance and serve as advisors to policy makers on laboratory practices issues.

LIAISONS WITH OTHERS

The Laboratory Practices Community has representatives serving as liaisons to the following WEF communities:

- Government Affairs Community
- Technical Practice and Publication Advisory Panel
- Program Community
- Operations Challenge

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- Students and Young Professionals

The LPC also has liaisons to:

- The Association of Public Health Laboratories (APHL)
- The American Water Works Association (AWWA)
- The NELAC Institute (TNI)
- Standard Methods
- EMC Environmental Monitoring Coalition

ORGANIZATION

The community is managed by a leadership team consisting of a Chair, Vice-Chair, and Past Chair, with input from members on specific topics as needed. The community organization chart is shown in the figure below. A list of all the community Chairs and Vice Chairs can be found at WEF.org.

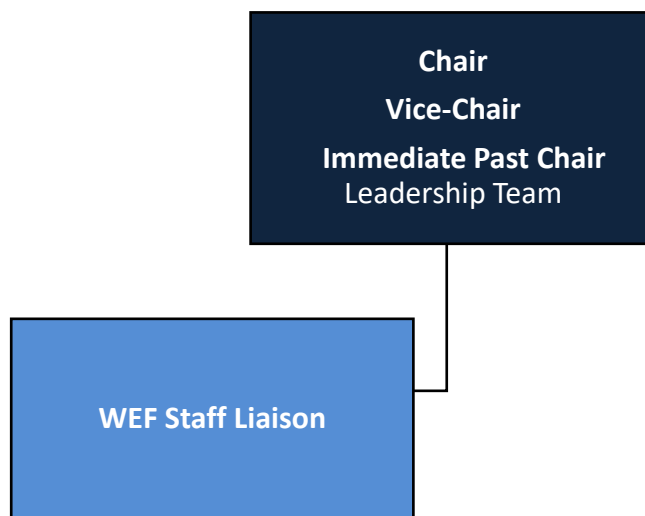


Figure 7 Laboratory Practice Community Organization

12. MANUFACTURER'S & REPRESENTATIVES COMMUNITY

MARC OVERVIEW

The Manufacturers and Representatives Community (MARC) develops, recommends, and assists in implementing programs to serve the needs of manufacturers and representatives. The MARC community was established in 1973 as the Advertising and Exhibits Committee; revised in 1985 and 1999.

MISSION AND OVERALL CHARGE

The community shall serve as the communication link for the manufacturers and representatives to the WEF staff, WEF Board members and other WEF communities. The community is charged with providing input to the WEF staff on the WEFTEC Conference and other conferences on how the conference programs are working for manufacturing members and how they can be improved to continue to meet the needs of these members. Also, the community shall communicate to WEF staff or other community issues relating to manufacturers that are impacting members such as regulatory or legislative items.

COMMUNITY ACTIVITIES AND TASKS

The community activities include the following:

- Participate in the two annual meeting per year (mid-year and WEFTEC).
- Review of show results and provide input from manufacturers
- Planning of annual changes for WEFTEC
- Suggest changes to WEFTEC to further improve the show
- Update WEF on subjects that are impacting manufacturers and representatives in the industry
- Some technical session planning
- Attend CLC community meeting to present on activities
- Other facts related to WEFTEC
- Participate in conference calls on WEFTEC show as necessary.
- Liaison with local planning community for the WEFTEC conference.
- Update members on WEF activities.
- Provide input on and recommendation for WEFTEC Conference Exhibit Hall and Hours. Also, make recommendation on programs to enhance the experience for all attendees and exhibitors.

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- Bi-annually host the E2P2 Value Based Procurement Technical Session at WEFTEC.
- Annually, present awards for the Innovative Technology Awards for manufacturers.
- Manufacturers and Manufacturer Representatives participate in the planning of technical session focused on manufacturer's presentation of innovation and technical capabilities changing the industry
- Submit an annual report to WEF on activities.

LIAISONS WITH OTHERS

The MARC Community liaisons with the following WEF communities:

- CLC Community
- Program Community
- Planning of technical sessions with a focus on manufacturer involvement
- Students and Young Professionals Community
- Support to students and young professionals community activities by manufacturers and representatives
- Government Affairs Community
- Provide input to Government Affairs community on issues that manufacturers are seeing in the market such as Buy American requirements, regulatory and legislative items, funding, etc.
- WWEMA
- Team with WWEMA on initiatives such as Buy American, regulatory and legislative items and funding.
- Lift Program
- Promotion of the program to member manufacturers
- AWWA MAC Community
- Liaison with MAC Community to report on activities in the MARC community and issues that are common between the organizations.

ORGANIZATION

The MARC Community is organized as follows:

Note: The community structure will add or delete focus groups as determined necessary if additional focus groups are needed to support activities. If special or additional technical sessions are planned, focus groups will be formed to support these technical sessions.

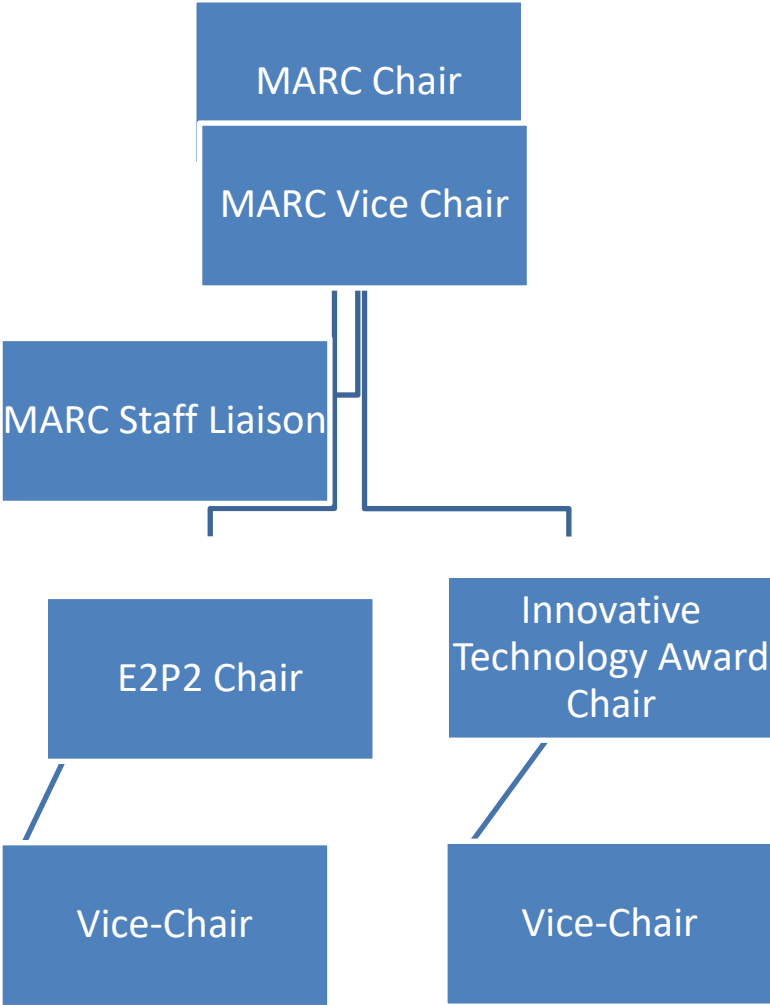


Figure 9 Manufacturers & Reps Community Organization

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13. MEMBERSHIP COMMUNITY

MEMBERSHIP COMMUNITY OVERVIEW

The Membership Community develops and assists in implementing effective membership recruitment programs and works with Member Associations to promote and enhance WEF membership. The Membership Community was established in 1961; revised in 2003 and 2010.

MISSION AND OVERALL CHARGE

The community shall advise the Board of Trustees on strategies, programs, and services to enhance the value of WEF membership; work with Member Associations (MA) to develop programs to promote and enhance WEF membership; and work with staff to develop and implement approved membership value programs.

COMMUNITY ACTIVITIES AND TASKS

- Community works solely on behalf of WEF member interests
- Policy matters – such as...
 - MA only memberships
 - E-memberships
 - Young/New Professionals
- Board requested activities/programs
- Membership value programs
- Programs that provide leadership learning and development opportunities
- Membership engagement programs
- The community will receive regular reports on WEF member recruitment and retention results.

Membership Recruitment, Retention, and Data:

- The business of membership recruitment and retention is a business function and is not reflected in the proposed community scope of work.
- Membership recruitment and retention education and training will be provided for MA leaders annually.
- The membership database is a staff function.

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LIAISONS WITH OTHERS

Liaisons with other communities include the Program Community, Utility Management Community, Stormwater Community, Student & Young Professional Community, the communities in the Technical Group and other related communities, as appropriate.

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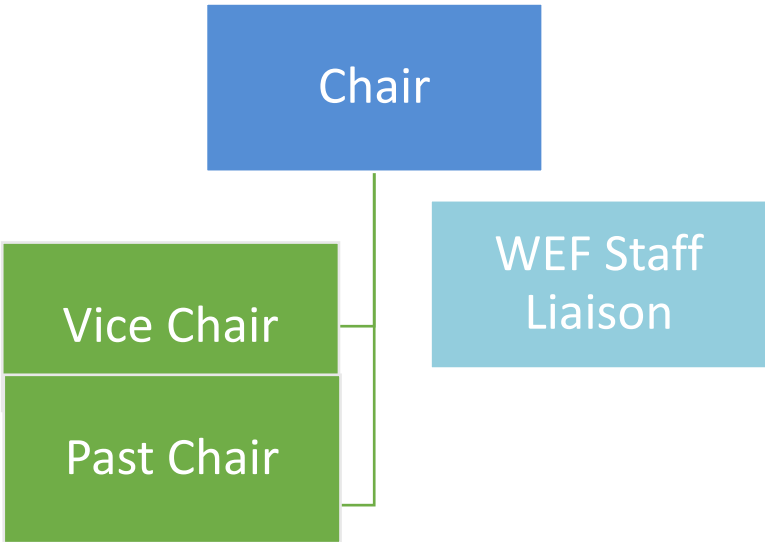


Figure 10 Membership Community Organizational Chart

14. MUNICIPAL RESOURCE RECOVERY DESIGN COMMUNITY

MRRD COMMUNITY OVERVIEW

The Municipal Resource Recovery Design Community (MRRDC) develops, recommends, supports, and conducts programs of general and technical information relating to the advancement of municipal wastewater treatment design practices. The MRRDC community was established in 2004 and changed its name from Municipal Wastewater Treatment Design to *Municipal Resource Recovery Design* in 2014.

MISSION AND OVERALL CHARGE

MRRDC focus on elements of design processes treating municipal wastewaters for public health and environmental protection, and for the recovery of embedded resources for beneficial reclamation and reuse. As such, the objective of MRRDC is to share and transfer knowledge and expertise to WEF membership and beyond on best practices for design, emerging treatment technology and research, regulatory trends and systems sustainability.

COMMUNITY ACTIVITIES AND TASKS

The community is further divided into three focus areas, as shown below. As such, activities of the community vary, and are based on the objectives and focus of each focus area. It is intended that these focus areas align with the WEF Strategic Plan, implemented in 2014.

Focus Area 1 - Outreach and Delivery

There are three focus groups under Outreach and Delivery:

- **Fundamental Outreach Focus Group (FOS)** - Identifies and develops programming focused on the education of wastewater treatment design fundamentals (“101”).
- **Leading Edge Outreach Focus Group (LEOS)** - Identifies and develops programming focused on the education of leading-edge practices (“R&D”, “grad class”) in municipal wastewater treatment design; this programming involves facilitating the compilation and dissemination of technical information developed from within the activities of the MRRDC at large to the broader WEF membership in collaboration with WEF Staff.
- **Publications Focus Group** - Coordinates the development and review of all design-related technical publication materials through active involvement with WEF’s Technical Practice Community; the Chair serves as liaison to the TPC.

Anticipated activities/deliverables for **Outreach and Delivery** include:

- Planning and organizing for webinars
- Planning and organizing for Special Technical Sessions/Mobile Sessions at WEFTEC

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- Planning and organizing for WEFTEC workshops
- Collaborating with other technical WEF communities
- White papers
- Technical publications (MOP 8?)
- Specialty publications such as Nutrient Roadmap?

Focus Area 2 – WEFTEC Program

WEFTEC Program consists of two focus groups:

- **Program Symposia** - Arranges and manages the WEFTEC technical program; the Chair serves on the WEF Program Community
- **Workshop** - Reviews and sponsors pre-conference workshops for WEFTEC; the Chair serves on the WEF Program Community's Workshop Review Group

Anticipated activities/deliverables for **WEFTEC Program** include:

- Abstracts and workshop proposal review; planning for technical program at WEFTEC
- Moderates' sessions at WEFTEC
- Collaborates with other technical WEF communities for specific WEFTEC activities

Focus Area 3 – Knowledge Management

Knowledge management consists of multiple focus groups the MRRDC identifies as "Work Groups":

Work Groups - convert research and/or a "knowledge practice gaps" into a peer-reviewed deliverable useful for practitioners. Currently there are nine work groups established. Work Groups are intended to have a "life span" that reflects the relevance to industry practices. They may be "sunsetting" when deliverables are completed and/or if it is determined that the primary drivers for the Work Group's topics are deemed no longer of high priority in the advancement of the industry. These Work Groups are made up of professional practitioners, academicians, industry experts in equipment and systems, regulatory specialists, and others who promote the knowledge development of particular municipal wastewater treatment practices. It is noted that in addition to the technical function, the Work Groups are charged with mentoring the development of young professionals through the Work Group activities.

Work Group 1: Preliminary Treatment

Work Group 5: Primary Treatment

Work Group 2: Nutrient Removal and Recovery

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Work Group 3: Phosphorus Removal

Work Group 4: Instrumentation & Control

Work Group 6: Wet Weather Treatment

Work Group 7: Models for Operations

Work Group 8: Modeling Experts Group of the Americas (MEGA)

Work Group 9: Biofilms Interest Group (BIG)

Anticipated activities/deliverables for **Knowledge Management** include, but are not limited to:

- Technical publications
- White papers
- Webinars/Webcasts
- WEFTEC Special Sessions
- WEFTEC Technical Workshops
- WEF Specialty Conferences (collaboration)
- Collaborates with other technical WEF communities

LIAISONS WITH OTHERS

The Municipal Water Resources Recovery Design Community has standing liaisons and working relationships with multiple other WEF Communities, currently including:

- Collection Systems Community
- Government Affairs Community
- Plant Operations and Maintenance Community
- Program Community
- Research and Innovation Community
- Residuals and Biosolids Community
- Disinfection & Public Health Community
- Stormwater Community
- Students and Young Professionals Community
- Technical Practice and Publication Advisory Panel
- Utility Management Community

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- Water Reuse Community
- Watershed Management Community

ORGANIZATION

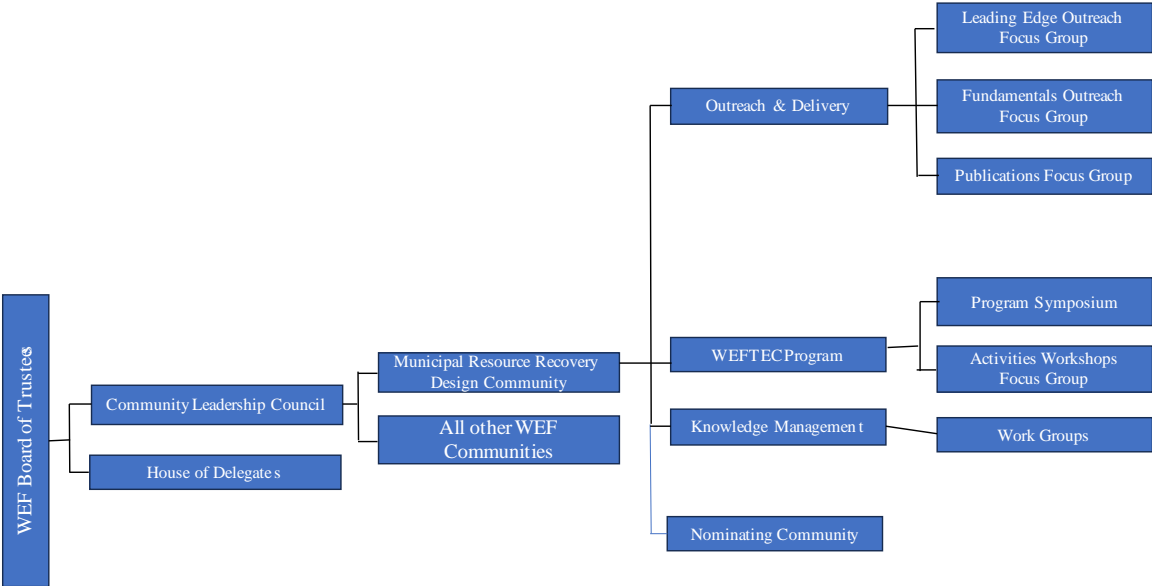


Figure 11 Municipal Resource Recovery Community Organization

15. OPERATIONS CHALLENGE COMMUNITY

OPERATIONS CHALLENGE COMMUNITY OVERVIEW

The Operations Challenge Community was established as an Ad Hoc community in 1988 and updated to community in 1990 and revised in 1997, 2004 and 2016.

MISSION AND OVERALL CHARGE

The community shall develop, promote, and conduct activities demonstrating skills and knowledge of water professionals. The community is responsible for coordinating the competition activities at the Annual Conference.

COMMUNITY ACTIVITIES AND TASKS

The Operations Challenge Community coordinates the industry's premier professional skills competition. Held annually at WEFTEC, the event recognizes excellence in wastewater operations. The community develops and revises the competition protocols that demonstrate the span of skills necessary for contemporary water quality professionals. The event exposes participants to emerging practices and products in a competitive, educational, and social atmosphere. One of the five events is revised each year, making the event dynamic and always exposing the teams to new concepts, products and procedures. Operations Challenge provides a venue that cultivates leadership qualities, for a group that may lack access to more traditional networking and professional development opportunities, and it engages this audience more effectively than any other program in the sector.

Participating teams must be endorsed by their Member Association. Most member associations have a qualifying event to determine their representatives at WEFTEC. The community facilitates these events by arranging equipment procurement with our corporate partners, volunteer recruitment, and administrative assistance.

Annual milestone events:

- 11 months prior to WEFTEC – Revised event equipment partners determined
- 8 months prior to WEFTEC – Preliminary event protocols released
- 6 months prior to WEFTEC – Support Member Association qualifying events
- 5 months prior to WEFTEC – Community mid-year meeting
- 4 months prior to WEFTEC – Operations Challenge registration opens
- 1 month prior to WEFTEC – Final event protocols released

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- WEFTEC – Competition and Community meeting

LIAISONS WITH OTHERS

Operations Challenge works with a number of other WEF communities in order to create the competition and to stage it successfully at WEFTEC. The following groups are those in which Operations Challenge is in regular contact:

- Collections Systems Community (event support)
- Laboratory Practices (event support)
- Plant Operations and Maintenance (event support)
- Safety and Security (event support)
- Manufacturers and Representative (volunteer support)
- WEF Staff (logistics)

ORGANIZATION

Operations Challenge has a very engaged and dedicated volunteer base. This enables community leadership to evaluate many contributors as potential successors. Community leaders typically serve first as coordinators for one of the competition's five events. Prior to being event coordinators volunteers have typically participated in the event for several years. Terms for the chair and vice-chair are typically two (2) years and candidates are selected by Nomination community consisting of the chair, vice-chair, and staff liaison.

The Operations Challenge Community is organized in a manner that provides for participation and flexibility. The community is managed by the officers and a leadership team. The leadership team consists of the community officers and coordinators for each of the five events.

Operations Challenge Organizational Chart

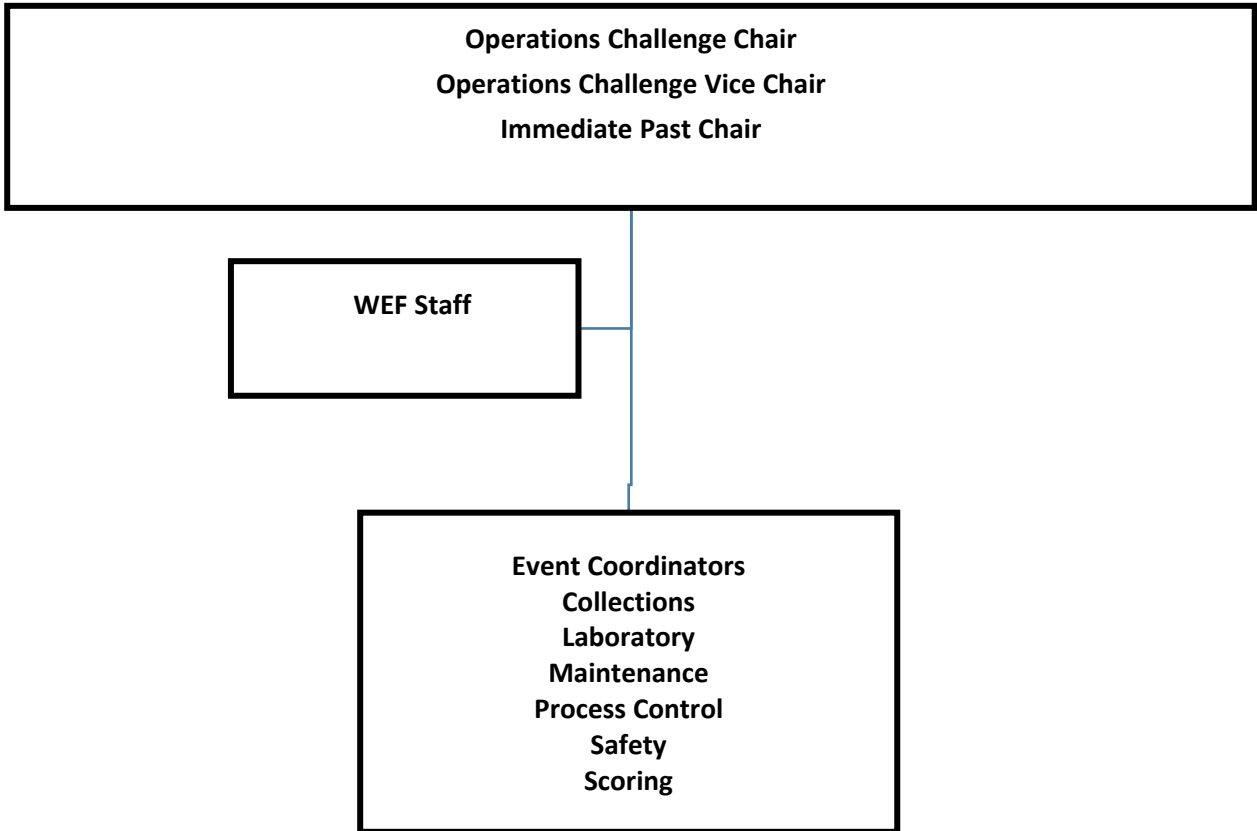


Figure 12 Operations Challenge Community Organization

16. PLANT OPERATIONS & MAINTENANCE COMMUNITY

POMC OVERVIEW

The Plant Operations and Maintenance Community (POMC) develops and supports programs to enhance the overall understanding of operations, maintenance, and management of water quality facilities. The POMC was established in 1977; revised in 1997, 2003 and 2009.

MISSION AND OVERALL CHARGE

The community shall develop, recommend, support, and conduct programs to enhance the overall understanding of operation, maintenance, and management practices of water quality improvement facilities.

COMMUNITY ACTIVITIES AND TASKS

General activities of the Plant Operations and Maintenance Community include, but are not limited to:

- Provide a forum for plant operation and maintenance issues through:
 - Workshops
 - Conferences
 - Publications
 - Various on-line media
- Provide technical assistance and serve as advisors to policy makers on plant operation and maintenance issues.
- Develop and assist others in the development of plant operation and maintenance educational materials and opinion surveys.
- Assist in developing specific operations and maintenance practice guides.
- Serve as a clearinghouse for technical and educational information which promotes the understanding of operations and maintenance related issues of water quality improvement facilities.
- Plant Operations and Maintenance Community Projects are currently tracked through SignUp Genius. You can view current projects and volunteer opportunities here: <http://www.signupgenius.com/go/20f0c4baea723a4fb6-pomc>

LIAISONS WITH OTHERS

Participation and cooperation among communities is encouraged on issues of mutual concern. The Plant Operations and Maintenance Community (POMC) have representatives serving as liaisons to the following WEF communities:

- Government Affairs Community
- Technical Practice and Publication Advisory Panel

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- Operations Challenge
- Program Community
- Awards & Recognition Community
- Students and Young Professionals Community

The POMC also has liaisons with other industry groups such as:

- The Association of Boards of Certification

ORGANIZATION

The Plant Operations and Maintenance Community is organized in a manner that provides for participation and flexibility. The community is managed by officers and a WEF staff liaison. The POMC Steering Community consists of community officers as well as community members who are interested in contributing to the direction of the community. In addition, there are opportunities for members to be involved in groups responsible for organizing the Facility Operations Symposia, providing opportunities for online learning, and participating in Project Teams with specific objectives to enhance the overall understanding of operations and maintenance. The community organization chart is shown in Figure 16-18 below. A list of all the community chairs and vice chairs can be found at [WEF.org](http://www.wef.org).

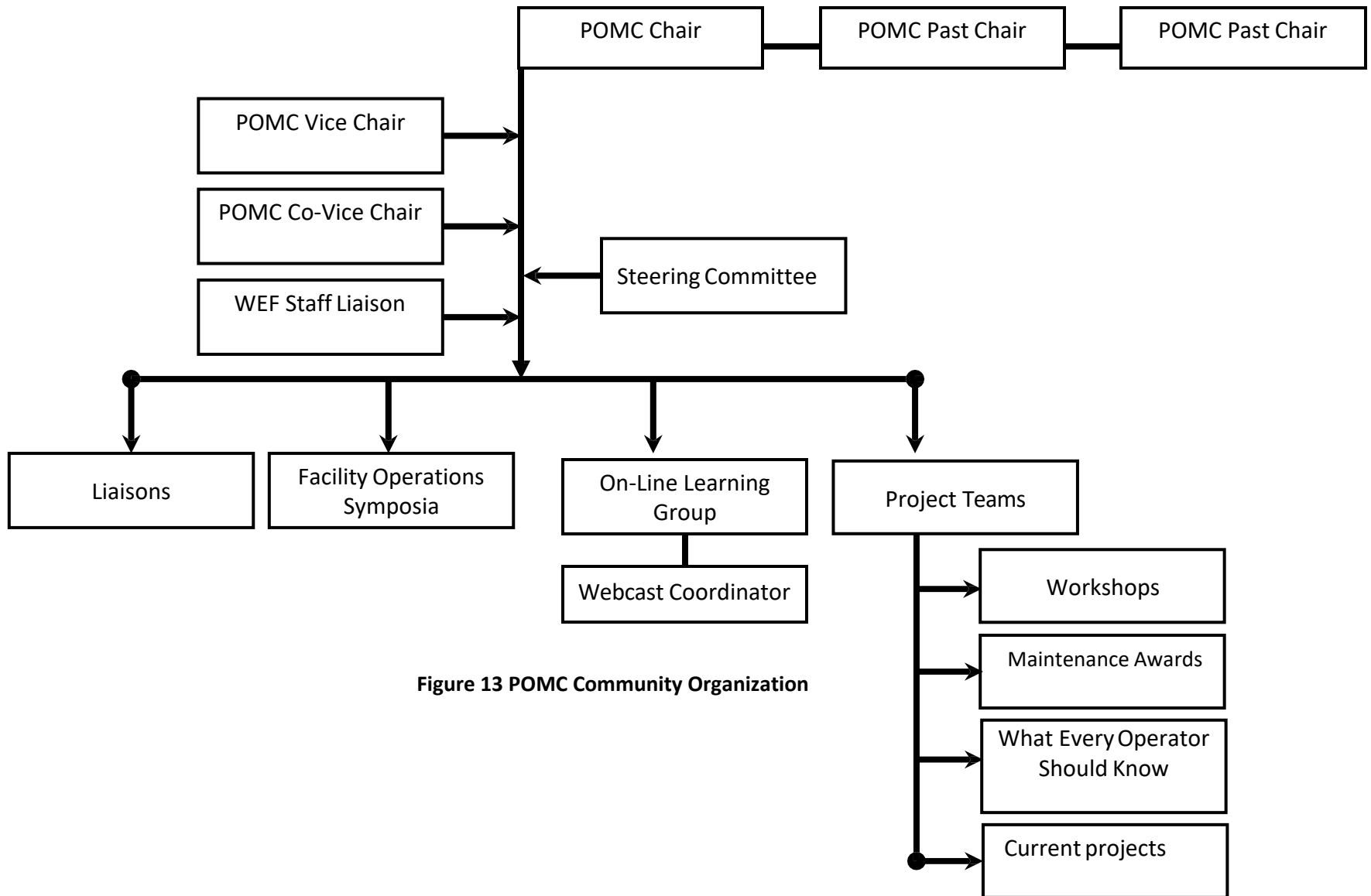


Figure 13 POMC Community Organization

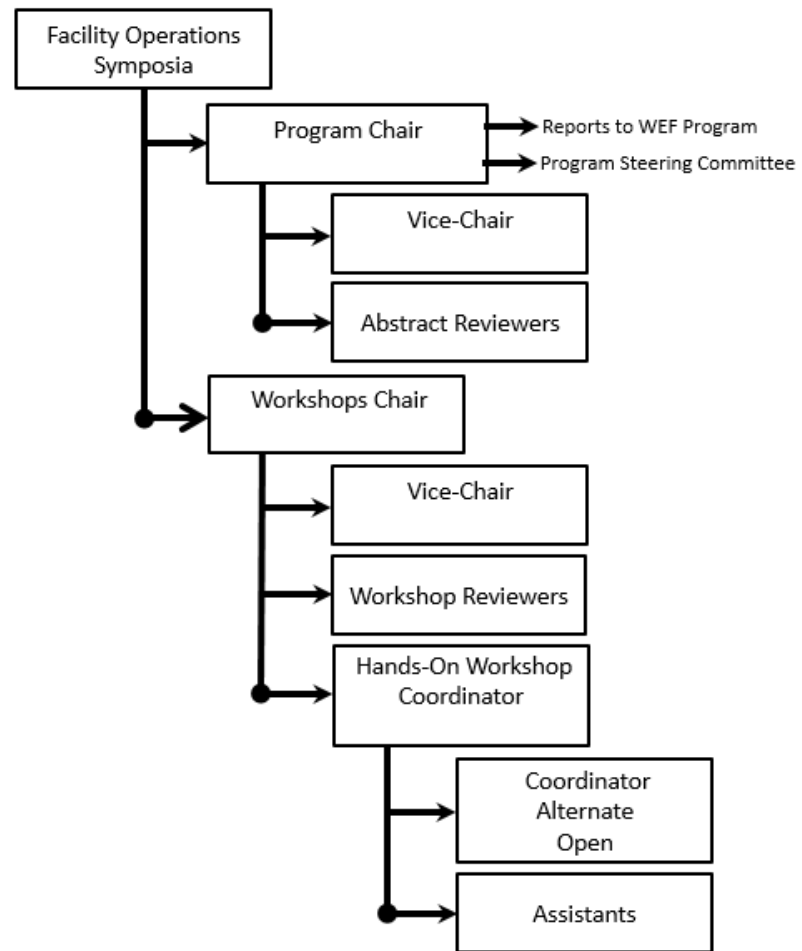


Figure 13 POMC Community Organization

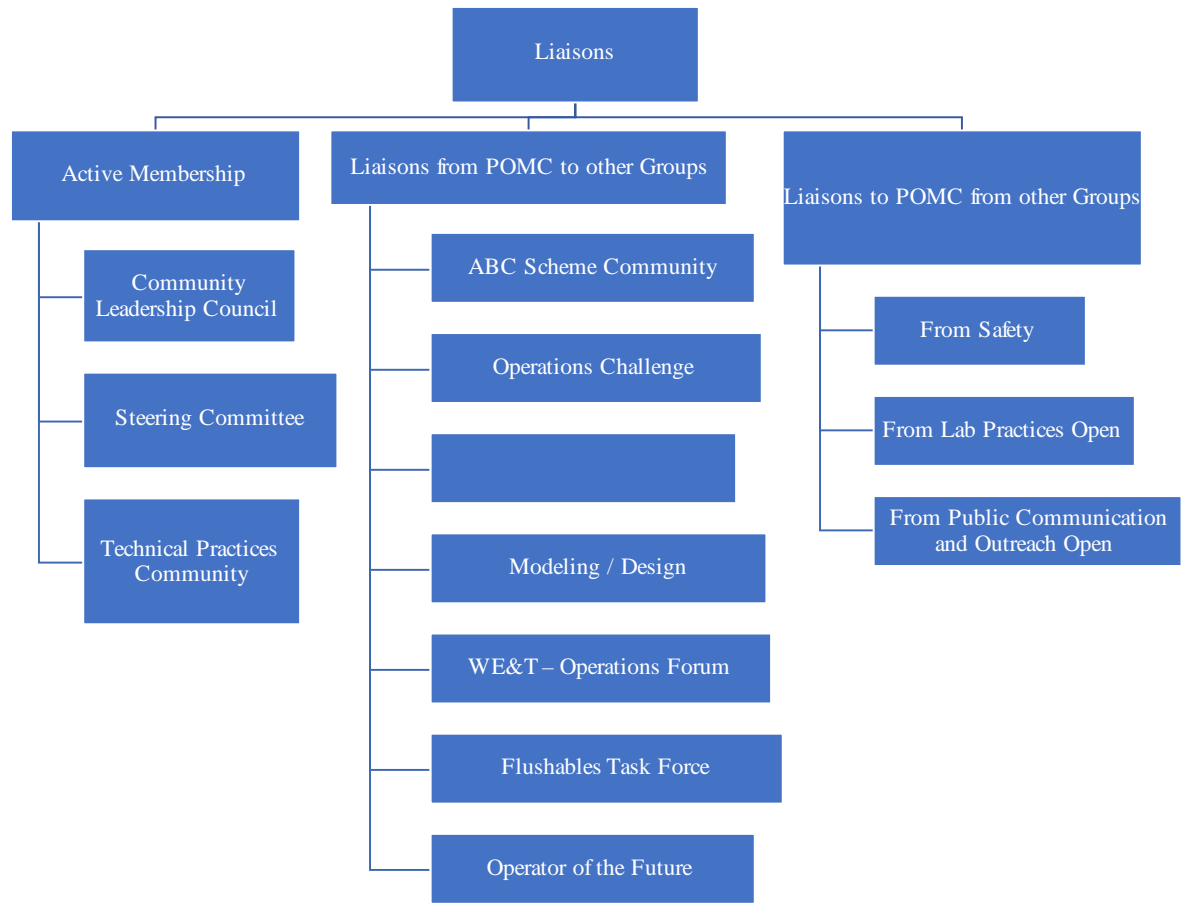


Figure 13 POMC Community Organization

Roles & Responsibility Matrix

Role	General Responsibilities	Specific Leadership Responsibilities	Communications & Deliverables
Chair (2-Year Term)	<ul style="list-style-type: none"> Alignment of POMC Charge, Vision, Mission, and Objectives with WEF Strategic Plan Mentor Vice-Chair, Liaisons, and Focus Group Chairs Confirm Incoming Vice Chair, Focus Group Chairs and Liaisons and Back-up/Vice Chairs Community Membership Recruiting and POMC Listing Facilitate Community Meetings Monitor Community Activities (Deliverables) 	<ul style="list-style-type: none"> Preside over all POMC Meetings Serve as liaison to WEF HOD “Operator” Workgroups Coordinate w/ Workshop, Symposia and Webcast Chairs, Liaisons and Hands-on Workshop Coordinator Participate in all CLC meetings Attend other community meetings as POMC contact Identify members for community outreach (e.g. YP Job Fair, WEFMAX, etc.) 	<ul style="list-style-type: none"> Coordinate and communicate with WEF Staff Define deliverables for POMC to WEF/CLC Prepare community reports and list of activities Communicate on behalf of POMC to members, focus group leaders, liaisons and CLC. Manage POMC membership listing Prepare POMC agendas, minutes & documents Communicate for POMC to other communities
Vice Chair and Incoming VC (2-Year Term)	<ul style="list-style-type: none"> Assist Chair with Alignment and Deliverables Mentor Focus Group Vice Chairs and Liaison Back-ups Serve as back-up liaison where needed Assist with membership recruiting and leader selection Facilitate Community Meetings as needed Monitor WEF/COM discussions and develop MA contacts 	<ul style="list-style-type: none"> Participate in POMC Meetings and preside as needed Serve as liaison/contact in Chair’s absence as needed Assist Coordination w/ Focus Group Chairs and other Liaisons Participate in all CLC meetings Contact with at least one MA each year (POMC links) 	<ul style="list-style-type: none"> Participate in POMC teleconference calls and meetings; also participate in CLC meetings Monitor POMC activities as requested by Chair Prepare/Review POMC documents Coordinate and communicate with WEF Staff in Chair’s absence
Past Chair (1-Year Term)	<ul style="list-style-type: none"> Assist Chair with Alignment and Deliverables Mentor Chair and Vice Chairs Assist with membership recruiting and leader selection 	<ul style="list-style-type: none"> Participate in POMC Meeting at WEFTEC and Mid-year Attend other community's meetings as requested Participate in POMC Focus Groups (as advisor) 	<ul style="list-style-type: none"> Participate in POMC meetings; also participate in other community’s meetings as requested Monitor POMC activities as requested by Chair
Liaison & Back-up (3-Year Term)	<ul style="list-style-type: none"> Inform Chair of Other Community’s Requests, Needs Mentor Back-up Liaison to preside when absent Attend both POMC and other community meetings and provide feedback to and from POMC as directed Assist with membership and leader recruiting 	<ul style="list-style-type: none"> Participate in POMC Meeting at WEFTEC and Mid-year Attend other community’s meetings as POMC liaison Participate as applicable (workshop, task force, etc.) Assist in Coordinating joint activities Provide Communication to and from POMC 	<ul style="list-style-type: none"> Participate in POMC meetings; also participate in other community’s meetings as liaison Prepare/Post Liaison reports for POMC Communicate to other communities as directed by POMC Chair (Vice Chairs in Chair’s absence)

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<p>Focus Group Chair (3-Year Term)</p>	<ul style="list-style-type: none"> • Develop POMC Objectives in alignment with WEF Strategic Plan including list of activities and members responsible • Preside over Focus Group meetings and provide report at POMC meetings/teleconference calls • Assist with membership and leader recruiting 	<ul style="list-style-type: none"> • Participate in POMC Meeting at WEFTEC and Mid-year • Attend other meetings as requested by POMC Chair • Coordinate focus group meetings and activities with POMC Chair • Recruit symposia/workshop/webcast/poster reviewers 	<ul style="list-style-type: none"> • Participate in POMC meetings; also preside over focus group meetings • Provide focus group reports for POMC • Communicate to other communities as directed by POMC Chair (Vice Chairs in Chair’s absence)
<p>Focus Group Vice-Chair (3-Year Term)</p>	<ul style="list-style-type: none"> • Assist with POMC Objectives and WEF Strategic Plan • Participate in any focus group meetings • Preside at meetings and report in Sub Chair’s absence • Assist with membership and leader recruiting 	<ul style="list-style-type: none"> • Participate in POMC Meeting at WEFTEC and Mid-year • Attend other meetings as requested by POMC Chair • Assist Focus Group Chair as needed • Recruit symposia/workshop/webcast/poster reviewers 	<ul style="list-style-type: none"> • Participate in POMC meetings • Preside over focus group meetings and report at POMC in sub chair’s absence • Prepare/Post focus group reports for POMC • Communicate to focus group members
<p>Community Member (1-Year, Unlimited Renewals)</p>	<ul style="list-style-type: none"> • Support WEF Mission and Objectives • Support POMC Charge, Vision, Mission and Objectives • Actively serve on at least one POMC Focus Group • Assist with membership recruiting • Provide feedback in meetings or on WEFCOM 	<ul style="list-style-type: none"> • Participate annually in at least one POMC Meeting (teleconference call, focus group activity, WEFTEC or Mid-Year) • Serve on a POMC Focus Group (phone calls, reports, WEFCOM discussion, activity acknowledged by Chair) 	<ul style="list-style-type: none"> • Review POMC meeting minutes • Communicate/Participate in POMC meeting • If unable to attend meeting, notify Chair or Vice Chair or WEF Staff Liaison • Recruit a new member or help w/ activity

Table 3 PMOC Roles and Responsibilities

WEF COMMUNITY MANUAL

17. PROGRAM COMMUNITY

PROGRAM COMMUNITY OVERVIEW

The Program Community develops, arranges, and manages the technical content and education for the annual WEFTEC conference. The Program community was established in 1963; revised in 1996, 2004 and 2012.

MISSION AND OVERALL CHARGE

The Program Community oversees the education and networking at the Water Environment Federation's Annual Technical Exhibition and Conference (WEFTEC). This includes arranging and managing the technical program and conference workshops, and the associated networking that happens within the content. The community ensures that the WEFTEC technical program and conference workshops appropriately represent the scope of the WEF vision and mission and change or add to the WEFTEC program as needed.

COMMUNITY ACTIVITIES AND TASKS

The Program Community's activities include the following:

- Call for content and develop the technical program (including all formats of sessions and workshops). This is accomplished through a screening and ranking process, with the final program being compiled at the Planning Meeting.
- As appropriate, recruit content to meet industry education needs.
- Through strategic planning, improve and evolve the content and delivery to meet the changing needs of WEF members and the industry.
- Serve as moderators and facilitators for the WEFTEC program.

LIAISONS WITH OTHERS

The Program Community liaisons with the following:

- Manufacturers and Representatives Community
- Relevant topical technical communities
- WEF Member Associations

WEF COMMUNITY MANUAL

The Program Community partners with outside organizations to do cooperative programming such as:

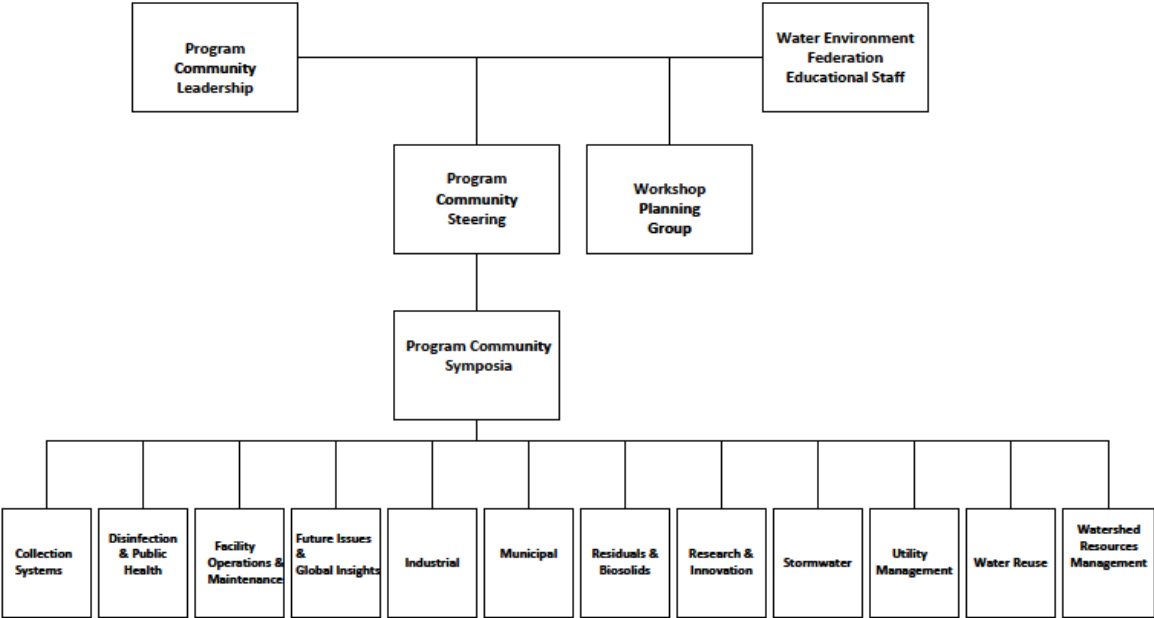
- U.S. Environmental Protection Agency
- U.S. Department of Energy
- U.S. Department of Agriculture
- U.S. Department of Commerce
- American Boards of Certification
- American Academy of Environmental Engineers and Scientists
- Association of Environmental Engineering and Science Professors
- Water Environment Research Foundation
- Water Professionals International (formerly Association of Boards of Certification)
- International Erosion Control Association
- National Association of Sewer Service Companies
- The Water Council
- BlueTech Research

IMAGINE H2OORGANIZATION

The Program Community is organized into topical focus groups known as symposia, but they work very much in a collaborative way so that the topics presented in sessions reflect the collective needs of the different participants and disciplines. Each of these symposia has a chair and vice chair and between 10 and 20 members, with a total of approximately 250 members in the community.

The symposia chairs and vice chairs together form the Steering Group. The members of the community review the abstracts, form sessions, and manage/facilitate the sessions. The symposia chair and vice chair work with other chairs to resolve overlap of topic or audience. The Steering Group coordinates the placement of sessions to minimize overlap and make the best possible experience for participants. The Steering Group also examines data from WEFTEC to continually improve the experience, stay on the cutting edge, and provide an outstanding educational event. The community organization chart is shown in **Figure 14**.

WEF COMMUNITY MANUAL



WEFTEC Program Community Organization Structure

WEF COMMUNITY MANUAL

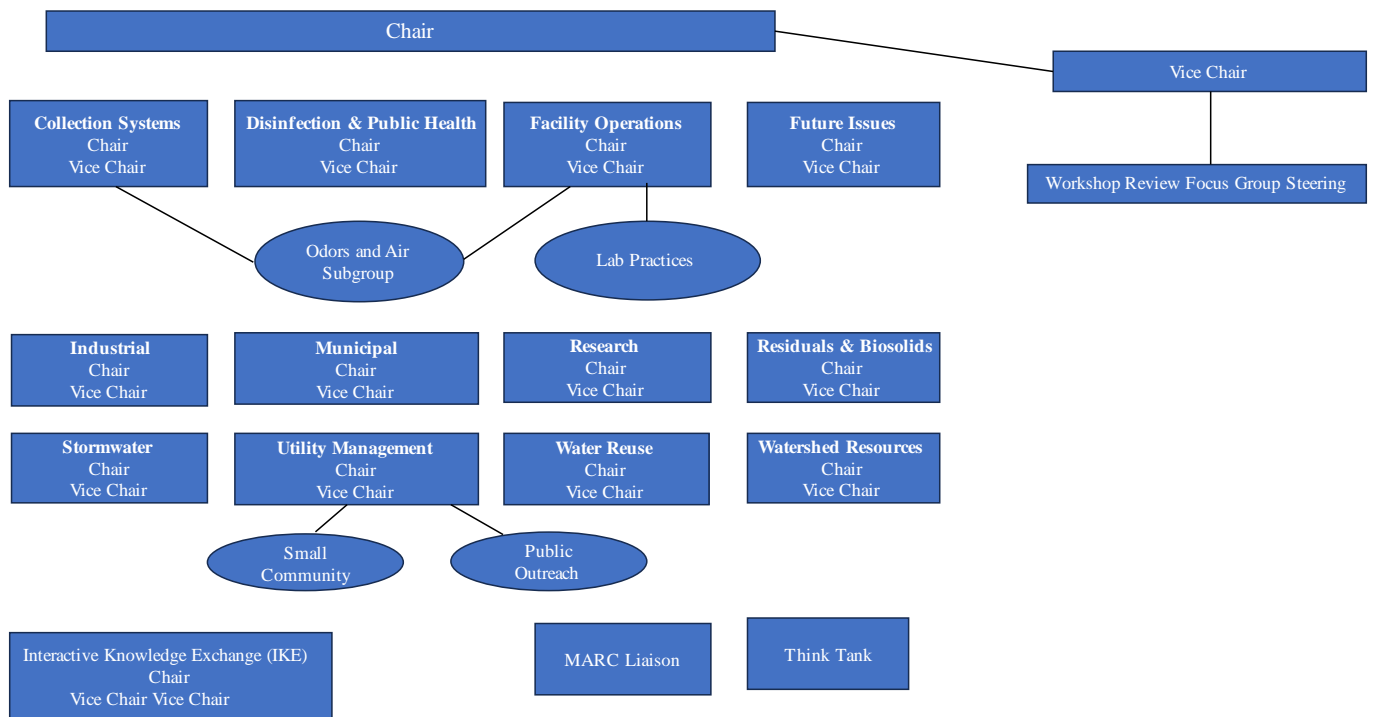


Figure 14 Program Community Organization

18. PUBLIC COMMUNICATIONS AND OUTREACH COMMUNITY

PCOC OVERVIEW

The Public Communication & Outreach Community (PCOC) develops and supports comprehensive education and outreach directed at WEF members and the general public. The PCOC was established in 1957; revised in 1996, 2004 and 2007.

MISSION AND OVERALL CHARGE

The WEF Public Communication & Outreach Community (PCOC) is charged to develop/support education and outreach for WEF members, the public, media, and public policy makers to encourage informed decision-making on economic, environmental, public health, operating, and social policy issues associated with the water environment.

COMMUNITY ACTIVITIES AND TASKS

- Evaluate abstracts and develop WEFTEC sessions for utility managers and public officials.
- Provide feedback, recommendations, and support for national public education programs.
- Define tools or methods to assist Member Associations in their communications and outreach efforts.
- Develop and support the development of educational materials for diverse audiences.
- Review websites, online educational resources and provide recommendations for improvement; examples include Work for Water and WEF online resources for the general public.
- Provide input for WEF Public Education award.
- Promote growth and support of the Stockholm Junior Water Prize Community programs and working toward greater involvement in Water Advocates.
- Co-sponsor events or webcasts.
- Participate in bi-monthly PCOC conference calls.

LIAISONS WITH OTHERS

There are PCOC liaisons for several WEF communities and task forces that bring a public relations perspective to technical issues and offer assistance in terms of message development. These WEF communities include:

- Stormwater
- Residuals & Biosolids

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- Nondispersibles Task Force

ORGANIZATION

PCOC’s leadership including Chair, Vice Chair plus staff meet informally as needed, and the entire PCOC is invited to attend bimonthly planning meetings. Focus Groups are defined and activated or deactivated as needed depending on WEF strategic direction, volunteer interest, and available resources. Current focus groups include:

- WEFTEC Sessions
- Public Education Awards
- Publications
- Webcasts

The community organization chart is shown in Figure 20. A list of all the community chairs and vice chairs can be found at WEF.org.

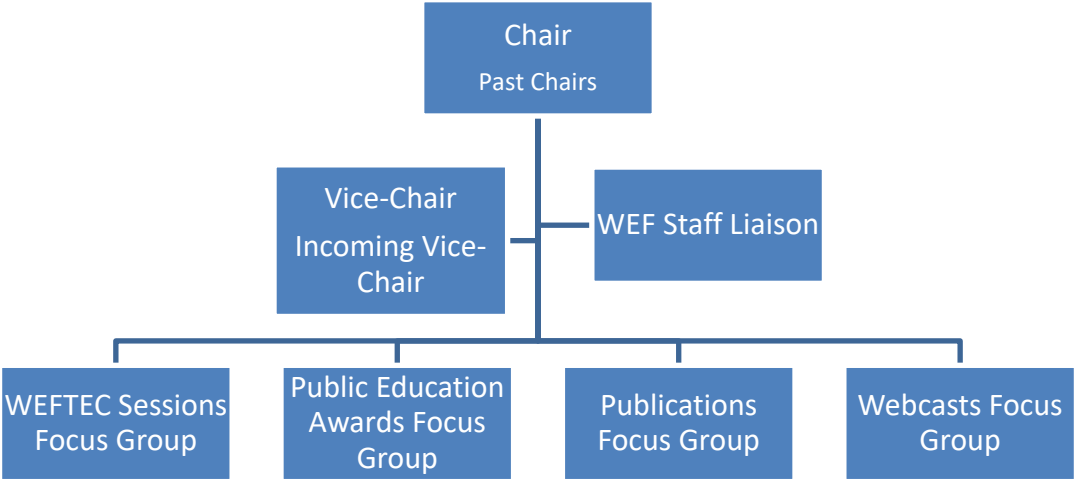


Figure 16 Public Communications and Outreach Community Organization

19. RESEARCH & INNOVATION COMMUNITY

RIC OVERVIEW

The Research and Innovation Community supports WEF's development of programs for academics and other researchers to promote collaboration among them and to meet the needs of these professionals. The Research and Innovation Community was established in 2007 and formerly called the Academic Committee. The committee reorganized their structure and changed the name in August of 2012.

MISSION AND OVERALL CHARGE

The WEF Research and Innovation Community will support the execution of WEF's programs for academics and other researchers and WEF's efforts to foster collaboration between and to meet the needs of these professionals. Specifically, the community will:

- Improve communication between researchers working in academic and other research settings and coordinate input to WEF's efforts to understand and address priorities such as knowledge development and transfer, research funding, and so forth.
- Support and foster the participation of members from the academic and research communities in WEF's critical objective of driving innovation.
- Lead and support efforts to increase the participation of academics and other researchers in WEF programs.
- Provide leadership and coordination for WEF's research-related conferences, including event and meeting proposals.

COMMUNITY ACTIVITIES AND TASKS

- Engage literature review community to include a summary of research direction or research needs in the literature review and market openings to the academic community.
- Communicate needs of industry and academics to Water Environment Research Foundation (WERF).
 - Ask for the academic member of WERF to be liaison to community.
- Provide direction for researchers to solicit and receive funding from WERF.
 - Cohost a web seminar for researchers interested in applying for WERF funding.
 - Provide examples of successful partnerships between utilities and universities.

Provide a road map for utilities partnering with universities.

Advertise the six WEF-WERF seminars to academia.

Continue to engage the Association of Environmental Engineering & Science Professors (AEESP).

Provide guidance on the most recent innovations and research in the profession.

Facilitate research opportunities for members.

WEF COMMUNITY MANUAL

Engage Water Environment Research Journal staff and editors to improve the accessibility and impact factor of the journal and encourage WEF members to publish in the journal to increase member engagement.

LIAISONS WITH OTHERS

- WERF
- Literature Review
- WERF & LIFT
- AEESP

ORGANIZATION

The community organization chart is shown in Figure 17.

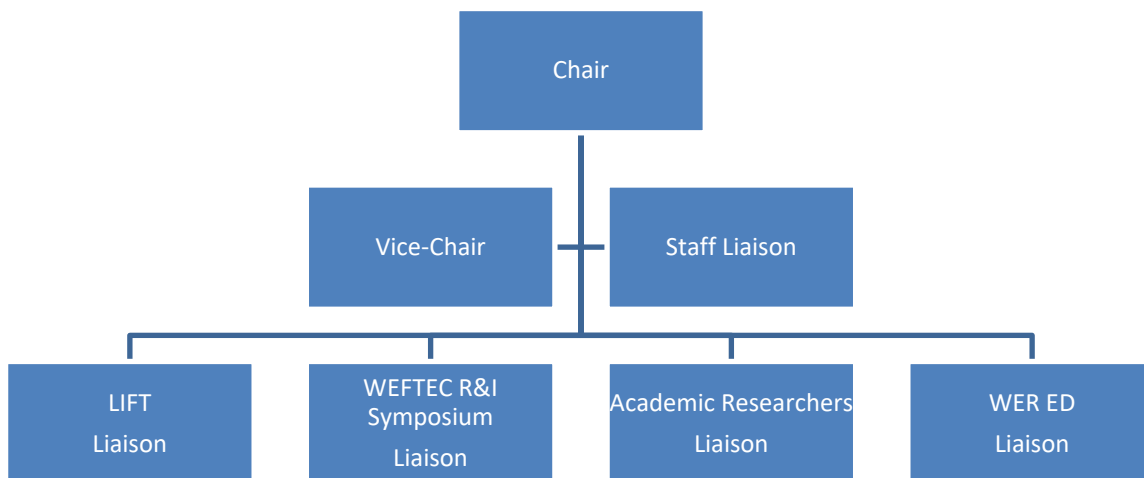


Figure 17 Research & Innovation Community Organization

20. RESIDUALS & BIOSOLIDS COMMUNITY

RBC OVERVIEW

The Residuals & Biosolids Community (RBC) develops, recommends, and assists in conducting programs to provide information regarding practices for Residuals and Biosolids. The RBC community was established in 1979; revised in 1994, 1998 and 2002.

MISSION AND OVERALL CHARGE

The Residuals and Biosolids Community (RBC) shall develop, recommend, and assist in conducting programs to provide information regarding management options, regulatory compliance, and current practices for residuals and biosolids.

- Develop and promote cost-effective practices and policies in biosolids and energy technologies associated with municipal, agricultural, and industrial wastewater residuals for the protection of the environment.
- Support scientifically sound and environmentally friendly regulatory practices and policies to improve and standardize carbon emission accounting and tracking practices while promoting cooperation between government agencies, associations, corporations and the public.
- Advance the industry through recruiting, mentoring, and developing the residuals and biosolids profession.
- Educate the members, public and policy makers on residuals and biosolids issues through the development of practices and services that assist WEF members in serving the public interest regarding scientifically sound residuals and biosolids environmental practices and regulation.
- Identify and acknowledge effective tools and materials, emerging technologies, and products impacting residuals and biosolids
- Promote collaboration within WEF and related organizations through the planning and implementation of the annual Residuals Management Conference, including the review of conference abstracts and pre-conference workshops and overall specialty conference program development. This WEF specialty conference is one of the most well-attended specialty conferences.
- Promote the beneficial reuse of municipal, agricultural, and industrial residuals through environmentally sound management and leveraging synergies between the municipal, agricultural and industrial sectors specifically focused on land application and the marketing of value-added products.

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COMMUNITY ACTIVITIES AND TASKS

The Community and its six focus groups meet twice during the year at the Annual RBC Specialty Conference in the spring and WEFTEC in the fall. The Community and its focus groups routinely post meeting agendas and minutes prior to these meetings. Regular communication among the members takes place via WEFCOM, and on the Biosolids Access Water Knowledge site on www.wef.org, as well as on www.biosolids.org. The RBC Leadership Team holds monthly conference calls to discuss community activities, updates, and plan future activities. The focus groups are as followed:

- The ABBA (Association of Biosolids and By-products Associations) Focus Group.
- The Bioenergy Technology Focus Group
- The Biosolids Product Use and Communication Focus Group
- The Greenhouse Gas Focus Group
- The NBP (National Biosolids Partnership) Focus Group
- The Specialty Conference Focus Group
- The Solids Separation Focus Group
- The Young Professionals Focus Group
 - Liaisons with Others

The Residuals and Biosolids Community has standing liaisons and working relationships with other WEF communities, including Air Quality and Odor Control, Disinfection and Public Health, Government Affairs, Plant Operations and Maintenance, Safety and Security, Technical Practice, and Utility Management. The RBC has continual liaisons and working relationships with external groups, such as WERF and others. Integral to the RBC are the additional activities of the National Biosolids Partnership (NBP) whose core mission is championing organics management at the national level to enable municipal agencies and the broader biosolids management community to better anticipate and respond to emerging developments and issues, adopt and maintain effective management practices, and maximize the resource recovery opportunities presented by sustainably managing organics.

Other residuals and biosolids resources available to RBC and WEF members include:

- Biosolids Access Water Knowledge www.wef.org
- National Biosolids Partnership (NBP) resources at www.biosolids.org
- NBP e-newsletter and RBC fact sheets on www.biosolids.org
- RBC WEFUnity communication tools for its members (<https://community.wef.org/>)

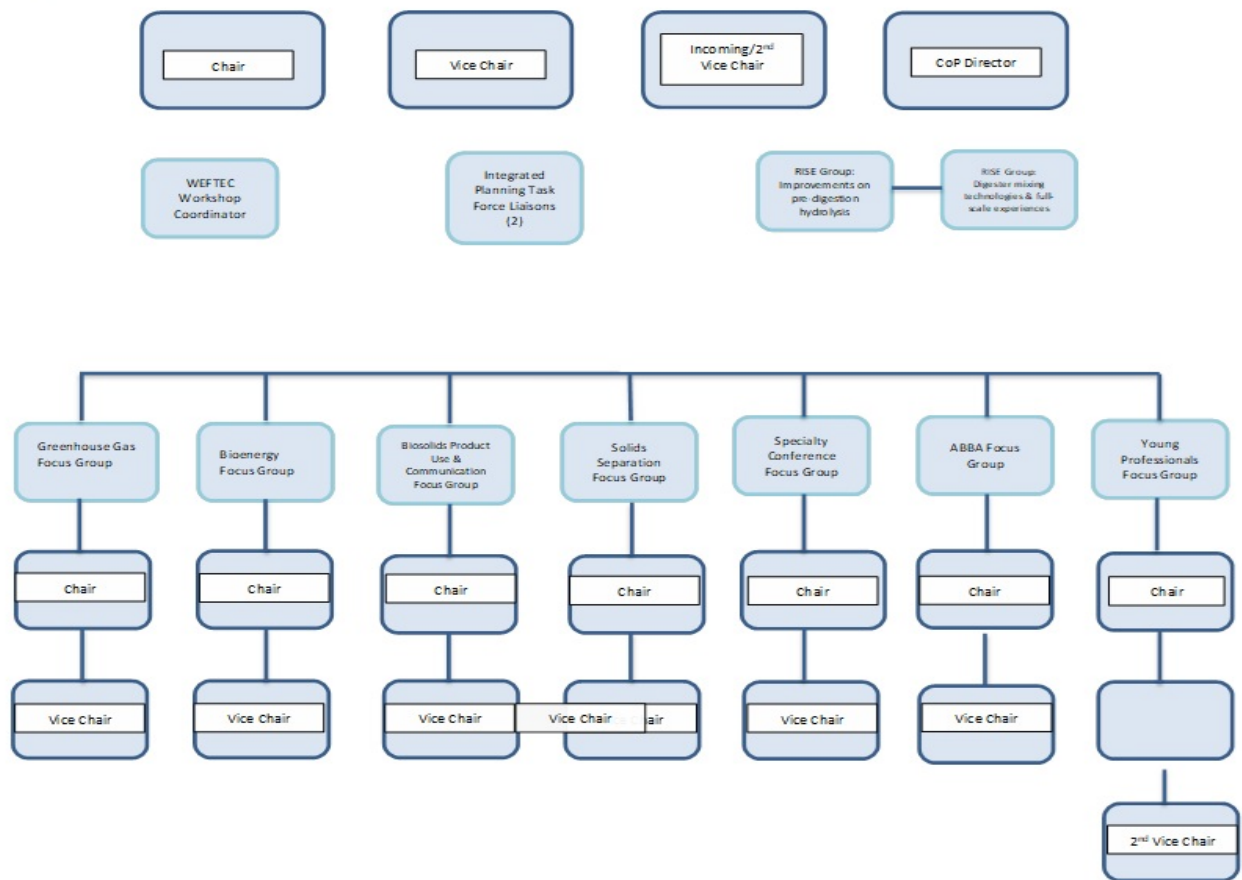
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- Annual Residuals & Biosolids Specialty Conference (<http://www.wef.org/ResidualsBiosolids/>)
- Biogas Data www.biogasdata.org

The community organization chart, as well as responsibility matrix is provided below.

ORGANIZATION

Residuals and Biosolids Community Organization Chart



WEF Staff Support

- **Director, Sustainable Biosolids Programs:** Maile Lono-Batura, Mono-batura@wef.org
- **Manager, Water Science & Engineering Center (WS&EC):** Victoria Weitekamp, vweitekamp@wef.org

Figure 18 Residuals & Biosolids Community Organization

WEF COMMUNITY MANUAL

RBC Leadership Responsibility Matrix

Role	General Responsibilities	Conference Responsibilities	Communication & Deliverables
Chair (2 Year Term)	<ul style="list-style-type: none"> Alignment of Vision, Mission, and Objectives of RBC with WEF Strategic Plan Mentor Vice Chairs, Ad-hoc YP, and Focus Group Chairs Selecting Incoming Vice Chair Membership recruiting and promotion of specialty conference Update Community Membership List Annually Appoint RBC Workshop Advisory Group Chair 	<ul style="list-style-type: none"> Preside over RBC Meeting at WEFTEC and RBC Attend half of RBC focus group meetings Coordinate w/Workshop Advisory Group Participate in CLC at WEFTEC and Midyear Participate in at least two MA's each year 	<ul style="list-style-type: none"> Coordinate and communicate with WEF liaison Define annual deliverables for RBC to WEF Lead Community communication and ~monthly RBC calls Prepare ~monthly news letter
Vice Chair (2 Year Term)	<ul style="list-style-type: none"> Assist Chair with Alignment and Deliverables Mentor Focus Group Chairs Serve as TPC liaison Assist with membership recruiting and promotion of specialty conference 	<ul style="list-style-type: none"> Participate in RBC Meeting at WEFTEC and RBC and preside in Chairs absence Attend half of RBC focus group meetings Participate in Workshop Advisory Group Participate in TPC at WEFTEC and Midyear Participate in CLC at WEFTEC and Midyear Participate in at least one MA each year 	<ul style="list-style-type: none"> Participate in ~monthly RBC calls Lead activities as requested by Chair
Incoming/2 nd Vice Chair (2 Year Term)	<ul style="list-style-type: none"> Assist Chair with Alignment and Deliverables Mentor Focus Group Chairs Service as TPC liaison alternate Assist with membership recruiting and promotion of specialty conference 	<ul style="list-style-type: none"> Participate in RBC Meeting at WEFTEC and RBC and preside in Chair and Vice Chair Elect absence Attend half of RBC focus group meetings Participate in Workshop Advisory Group Participate in TPC at WEFTEC and Midyear (if available) Participate in CLC at WEFTEC and Midyear (if available) Participate in at least one MA each year 	<ul style="list-style-type: none"> Participate in ~monthly RBC calls Lead activities as requested by Chair
Past Chair (2 Year Term)	<ul style="list-style-type: none"> Advise on next Incoming Vice Chair Participate in Review of RBC Conference Abstracts Assist with membership recruiting Serve as WEF liaison 	<ul style="list-style-type: none"> Attend RBC Meeting at WEFTEC and RBC Participate in at least on MA each year 	<ul style="list-style-type: none"> Lead activities as requested by Chair
Focus Group Chair (3 Year Term – renew at discretion of RBC chair)	<ul style="list-style-type: none"> Develop Focus Group Vision, Mission, and Objectives in alignment with RBC Preside at all Focus Group meetings and provide report out at RBC meetings Assist with membership recruiting 	<ul style="list-style-type: none"> Participate in RBC Meeting at WEFTEC and RBC Participate in at least one other focus group meeting each conference Participate in at least one MA each year 	<ul style="list-style-type: none"> Participate in ~monthly RBC calls Other as requested by Chair Provide topics and potential presenters for WEF webinar series
Focus Group Vice Chair (3 Year Term – renew at discretion of RBC chair)	<ul style="list-style-type: none"> Assist w/development of Focus Group Vision, Mission, and Objectives in alignment with RBC Participate in all Focus Group meetings and provide report out at RBC meetings Assist with membership recruiting 	<ul style="list-style-type: none"> Attend RBC Meeting at WEFTEC and RBC Participate in at least one other focus group meeting each conference Participate in at least one MA each year 	<ul style="list-style-type: none"> Participate in ~monthly RBC calls Other as requested by Chair
Committee Member (3 Year Term, Unlimited Renewals)	<ul style="list-style-type: none"> Support Vision, Mission, and Objectives of RBC Actively serve on at least one RBC Focus Group Assist with membership recruiting 	<ul style="list-style-type: none"> Attend at least one RBC Focus Group Meeting at WEFTEC/RBC Conferences Attend at least one RBC Meeting at WEFTEC or RBC Conference annually 	<ul style="list-style-type: none"> Review RBC meeting minutes if unable to attend meeting

21. SAFETY, CYBER AND INFRASTRUCTURE SECURITY COMMUNITY

SCISC OVERVIEW

Safety, Cyber and Infrastructure Security Community develops, recommends, and conducts programs to promote general understanding of safety and security issues in the Water and Wastewater Systems Sector. The Safety and Security Community was established in 1954; revised in 1997 and 2001. In 2007 the community changed their name to Safety, Security and Occupational Health Committee and renamed the community to Safety and Security in 2013 and again in 2021 to Safety, Cyber and Infrastructure Security Community.

MISSION AND OVERALL CHARGE

The Community develops, recommends, and conducts programs to promote a general understanding of safety and security issues, and aids in developing and implementing programs to improve the safety, cyber and infrastructure security record in the Water and Wastewater Systems Sector.

COMMUNITY ACTIVITIES AND TASKS

The Community meets during the year at WEFTEC. Regular communication among the members takes place via WEFUnity, and on Teams calls to discuss community activities, updates, and plan future activities.

The community provides a forum for safety and security issues for Federation and Member Association members through:

- webcasts,
- workshops,
- specialty conference presentations,
- publications

The community also works with other Federation communities to ensure that safety, cyber and infrastructure security issues and concerns are properly addressed in all Federation programs. The community provides technical assistance and serves as advisors to policy makers on safety and security issues. The community develops and assists others in the development of safety and security educational materials and safety practices surveys.

LIAISONS WITH OTHERS

The Safety, Cyber and Infrastructure Security Community has standing liaisons and working relationships with other WEF communities, including Air Quality and Odor Control, Collection

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Systems, Disinfection and Public Health, Government Affairs, Laboratory Practices, Plant Operations and Maintenance, Technical Practice, and Utility Management. The Safety, Cyber and Infrastructure Security Community also has continual liaisons and working relationships with external groups, such as U.S. EPA, U.S. DHS, U.S. DOE, U.S. DOD and others. The Community plays an integral role in WEF's participation on the Water Sector Coordinating Council (WSCC). The member organizations of the WSCC are American Water Works Association (AWWA), Association of Metropolitan Water Agencies (AMWA), National Association of Clean Water Agencies (NACWA), National Association of Water Companies (NAWC), National Rural Water Association (NRWA), Water Environment Federation (WEF), WaterISAC, and The Water Research Foundation. The WSCC is composed of water utility managers appointed by the associations and a staff member of each of the associations. As a member of the WSCC, WEF maintains representation for the Water and Wastewater Systems Sector that allows for collaboration and communication with federal agencies regarding security issues. The WSCC serves as a policy, strategy, and coordination mechanism and recommends actions to reduce and eliminate significant homeland security vulnerabilities to the Water Sector through interaction with the Federal government and other critical infrastructure sectors.

Working under a voluntary framework resulting from the National Infrastructure Protection Plan, the Water Sector has been proactive in advancing its security posture in collaboration with other critical infrastructure sectors. To that end, the WEF Safety, Cyber and Infrastructure Security Community develops, recommends, and conducts programs to promote a general understanding of safety and security issues.

ORGANIZATION

The Safety, Cyber and Infrastructure Security Community is made up of a large cross-section of professionals with interests in safety and security. The community has a Chair and a Vice Chair that provide overall management, along with the WEF Manager.

A work plan defining the community's activities for the ensuing year is produced annually. The workplan is the annual operational guide that integrates all the community's activities to align with WEF goals.

The community organization chart is provided below. A current list of the names and contact information for all the community chairs and vice chairs can be found on [WEF.org](http://www.wef.org).

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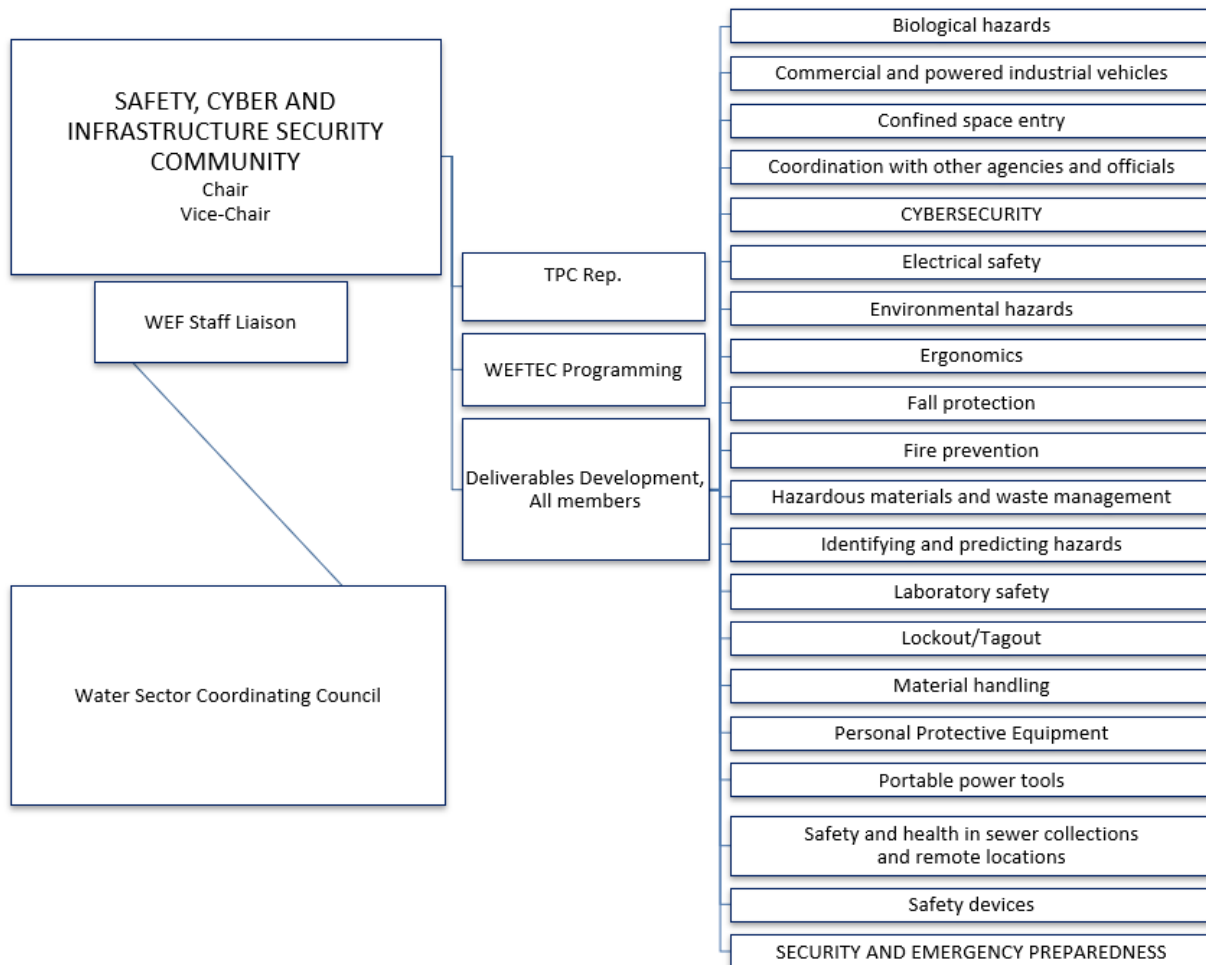


Figure 19 Safety, Cyber and Infrastructure Security Community Organization

22. SMALL SYSTEMS COMMUNITY

SSC OVERVIEW

The Small Systems Community provides a forum for the transfer of technology and training between local decision-makers and operators of small community facilities. The Small Community Committee was established in 1991; renamed in 1993; revised charge/name in 1997 and revised activities in 2001 and renamed to the Small Systems Community in 2023.

MISSION AND OVERALL CHARGE

The Small Systems Community supports WEF membership to better assist small communities with sustainable solutions. The Small Systems Community vision is to seek out, assess, and promote those skills, technologies, processes, and structures that contribute to the sustainable preservation and enhancement of the water environment.

The guiding principles of the committee include:

- Integrate management of all water resources.
- Promote affordable and effective solutions and management for small communities.
- Facilitate sustainable practices in small community infrastructure.

COMMUNITY ACTIVITIES AND TASKS

The Small Systems Community is WEF's forum for all activities and projects related to water infrastructure for small communities. The focus of the committee is to assist communities in identifying and implementing the best approaches to achieving a community's goals related to watershed protection, economic growth, and planning. These methods include the proper management of a full spectrum of water and wastewater infrastructure options.

The Small Systems Community meets four times per year including at WEFTEC in October. The scope of community activities include:

- Sponsoring technical sessions at WEFTEC.
- Developing the technical content of WEF publications on topics related to small communities.
- Providing comments on draft position statements and government regulations and policies to the WEF Government Affairs Community.

The Small Systems Community updated its strategic plan in 2023 and has identified the following three strategic goals to guide its activities over the next 3 years.

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GOAL 1:

Be the WEF Champion for Small Communities

Be a driving force for WEF Small Community Membership. Create pathways and content to educate small community membership. Collaborate with others to educate our members on technical, operational and management aspects.

Goal 2:

Collaborate with WEF Communities, Member Associations, and Partner Organizations to Produce and Deliver Educational Programs For Small Communities

Be a resource for membership with content, idea sharing, training and resources to help them to grow and thrive.

Goal 3:

Be a Visionary and Advocate for Small Communities

Coordinate activities across WEF to create more alignment and collaboration, and to develop a diverse pipeline of members and leaders through recruitment and succession planning, not only for the committee, but also for Small Communities Water Sector.

To achieve those goals, the SSC has created the following three focus groups:

- Technical Support
- Internal Collaboration
- External Collaboration

The following 3 sections (goals from the previous strategic plan) should probably be deleted but let Uma, Blanca, and Vic make that call.] These goals involve Transfer of Knowledge, Advocacy, and Membership, and are described as follows:

- 1) Transfer of Knowledge – Information Outreach: Educate WEF Members and Community Decision Makers on the Unique Issues Associated with Providing Water and Wastewater Infrastructure and Services in Small Communities. Small communities have limited capacity to address their concerns and needs due to limited resources and reliance on volunteer or outside assistance. There is also a high demand placed on those limited resources from competing needs, and limited ability to compete for federal and state funding. These issues give rise to the need to provide sustainable solutions that are capable of realizing true watershed protection, which are not normally considered.

Planned Activities: This committee will issue publications, including manuals of practice, training materials, and materials on planning techniques that incorporate distributed systems approaches. These actions aim to educate professionals on ways to assist communities in developing their capacity to make better and more informed decisions on

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planning techniques to incorporate distributed systems approaches that are sustainable. They will also consist of web-based sustainable programs and contribute to WEF specialty conferences (e.g., WEF Sustainability Conference) as the opportunities arise.

Committee members will seek out authors to publish articles in the WE&T journal and other magazines and newsletters which address topics relevant to planning design, implementation, operation, and maintenance of infrastructure in small communities. They will also take advantage of other opportunities within the WEF system to explain and demonstrate successful distributed systems for water and wastewater projects. These might include fact sheets and tool kits. These efforts will include the engagement of other committees within WEF that have similar interests and can cooperate in meeting the identified needs.

During the annual WEFTEC conference, the committee will continue to sponsor topical technical sessions and workshops during the conference. Topics for sessions and workshops are identified in the annual workplan for upcoming years.

- 2) **Advocacy:** Be recognized as the Industry's Advocate for Sustainable Solutions for Small Communities. WEF committees and MAs need to recognize that appropriate and affordable infrastructure is critical to sustaining our nations' water infrastructure. There is a need to identify small infrastructure problems, present them in a cohesive manner, and work with WEF committees, the engineering community and legislative forums to address the prioritized topics.

Planned Activities: The committee will advocate management of distributed systems through continuing relationships, such as the existing Memorandum of Understanding (MOU) with USEPA and other advocacy-related organizations (NOWRA, NEHA, NAWT, RCAP, etc.). The committee will continually seek means to reach out to the WEF membership to make them aware of and consider appropriate approaches for small community wastewater solutions and the broader applications of the distributed systems approach for all sizes of cities and watersheds.

These efforts will be accompanied by synergistic endeavors to involve other committees within WEF that have similar interests and can cooperate in meeting identified needs. The committee will develop strategies and approaches to encourage additional decentralized technology industry members to exhibit during the annual WEFTEC conference.

- 3) **Membership:** Increase membership through outreach and involvement with member associations, non-profit organizations, local, state, tribal and federal agencies. Currently, a limited number of MAs have SCC Focus Groups. To gain support for SCC issues, the SCC will pursue initiatives to generate interest at the Member Association (MA) level and with the Student & Young Professionals Committee.

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Planned Activities:

Activities that would be undertaken by the committee include working with Member Associations that have an identifiable small community component. The committee will promote such components in those MA's that presently do not have them by ensuring small community issues are included on WEFMAX agendas, which provide a forum for leaders of MAs. The committee will network with other committees and organizations and foster active participation of the WEF Student & Young Professionals Committee members in SCC initiatives through mentoring and other outreach initiatives.

LIAISONS WITH OTHERS

The Small Systems Community has working relationships with other WEF communities, including:

- Air Quality and Odor Control
- Disinfection and Public Health
- Government Affairs
- Plant Operations and Maintenance
- Safety, Cyber and Infrastructure Security
- Technical Practice and Publication Advisory Panel
- Utility Management
- Distributed Water Infrastructure Task Force
- Water Reuse

The Small Systems Community also has continual liaisons and working relationships with external groups, such as the U.S. Environmental Protection Agency, National Onsite Wastewater Recycling Association (NOWRA) and others. The Community plays an integral role in WEF's partnership with the EPA as part of the Decentralized MOU Partnership. WEF is one of nineteen organizations (Association of Clean Water Administrators (ACWA), Association of State and Territorial Health Officials (ASTHO), Association of State Drinking Water Administrators (ASDWA), Centers for Disease Control (CDC), Groundwater Protection Council (GWPC), International Association of Plumbing and Mechanical Officials (IAPMO), National Association of Home Builders (NAHB), National Association of Towns and Townships (NATaT), National Association of Wastewater Technicians (NAWT), National Environmental Health Association (NEHA), National Environmental Services Center (NESC), National Onsite Wastewater Recycling Association (NOWRA), National Rural Water Association (NRWA), NSF International, Rural Community Assistance Partnership (RCAP), State Onsite Regulators

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Alliance (SORA), Agency for Toxic Substances and Disease Registry (ATSDR), Water Environment Federation (WEF), Water Environment Research Federation (WERF)) that make appointments to the Decentralized MOU Partnership, organized by US EPA. The partnership was formed in 2005 to address the environmental challenges facing the US in implementing decentralized wastewater treatment systems. The Partnership formalizes the collaboration between EPA and its partners to support state and local governments to improve communication about their decentralized wastewater programs. It focuses on the strategies needed among the partnering associations to implement effective communication with the public about the planning, design, and long-term operation and maintenance of decentralized systems. The MOU will be renewed in 2023.

ORGANIZATION

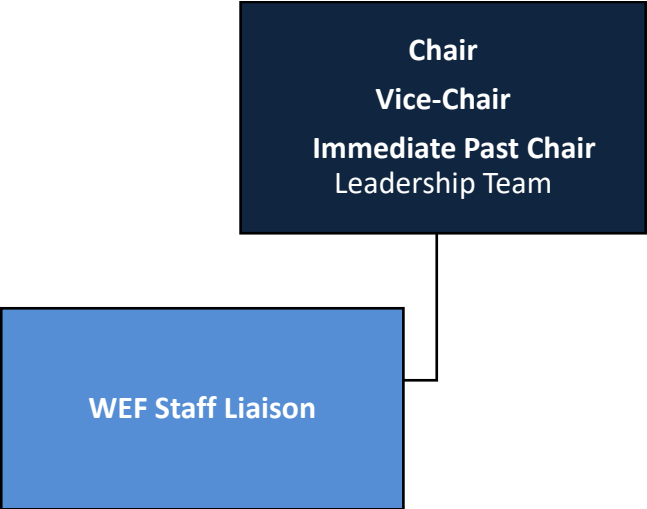
The Small Systems Community is made up of a large cross-section of professionals with interests in wastewater management for small community infrastructure. Design engineers, regulators, and resource providers comprise the largest segments, but the committee also includes educators, researchers, manufacturers, service providers, installers, owner/operators, realtors, financing institutions, and wastewater management consultants. To achieve a broad perspective, it is the goal of the leadership to keep the committee membership reasonably balanced between the public and private sectors.

The community is led by a Chair and a Vice Chair who provide overall management, along with the WEF staff liaison.

The community establishes its long-range goals in the formal development of its strategic plan produced every 3 years. These goals set the overall direction for the work in the committee's annual review of its strategic plan. A work plan defining its activities for the ensuing year is typically produced. The workplan is the annual operational guide that integrates all the community's activities with WEF's goals.

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The community organization chart is provided in Figure 20 below. A list of all the community chairs and vice chairs can be found at [WEF.org](http://www.wef.org).



23. STORMWATER COMMUNITY

STORMWATER OVERVIEW

The Stormwater Community provides leadership and a voice for effective stormwater management by developing high-quality technical products and programming to support stormwater professionals. The Stormwater Community was established in 2011 and evolved from the *Stormwater Coordinating Council*.

MISSION AND OVERALL CHARGE

The Mission Statement: Provide leadership and advocate for effective stormwater management by developing high-quality technical products and programming to support stormwater professionals, promote innovation in the field, support policies that recognize the importance of implementing sound management principles, encourage communication and outreach with the public and decision makers, and collaborate with organizations and groups to advance the field.

Our mission will be accomplished through the following focus groups:

- **Technical Excellence-** WEF will utilize its extensive network of professionals and experience in technical product and programming development to establish an environment that will provide state-of-the-art technical materials and developments in stormwater management to interested parties.
- **Focus on Innovation-** WEF will promote a collaborative, multidisciplinary and holistic approach to foster innovative stormwater management tools and technologies, while serving as a repository and learning center for stormwater professionals, providing support materials covering all facets of stormwater management.
- **Policy Engagement-** WEF will continue to engage with regulators, policy makers, legislators and decision-makers who impact the stormwater community to raise the profile of stormwater management and the role this field plays in improving the nation's waters. A focus on funding needs and opportunities will be made to meet the growing demand for financial support for entities charged with protecting stormwater. Support will be provided to Member Associates on policy engagement at the state and local level.
- **Public Outreach and Communication-** WEF will engage with elected officials, NGOs, and community organizations with an interest in stormwater management through a variety of avenues, including social media and public communications efforts.
- **Collaboration-** WEF will form and further existing partnerships through collaboration with USEPA, regional and local agencies, and other professional organizations in the stormwater arena. These collaborations will recognize the diversity of disciplines and groups involved in

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stormwater management. WEF will investigate/implement complementary roles with other organizations, as well as determine the unique role that WEF should play in the stormwater field.

COMMUNITY ACTIVITIES AND TASKS

- Support 1-2 webcasts per year
- Provide policy briefs on hot topics
- Provide collaborative review of pertinent documents as needed
- Support WEFTEC Stormwater Congress
- Develop blog content to provide exposure for the community
- Conduct activities specific to Mission Area (focus group) charges

LIAISONS WITH OTHERS

The Stormwater community develops purposeful relationships and engages with the other WEF communities in mutually beneficial ways. To that end, the Stormwater community has formed liaisons with specific communities. Stormwater community volunteers engage in these community activities. Each year, depending upon volunteer availability and planned activities, new groups may be identified with which to liaise. The current communities we liaise with are as follows:

- WEF Watershed Management Community
- WEF Government Affairs Community
- WEF Program Community – Stormwater Management Symposium
- WEF Technical Practice and Publication Advisory Panel
- American Public Works Association
- Member Association Stormwater Community Leads

ORGANIZATION

The community organization chart is shown in Figure 25. A list of all the community chairs and vice chairs can be found on the WEF website.

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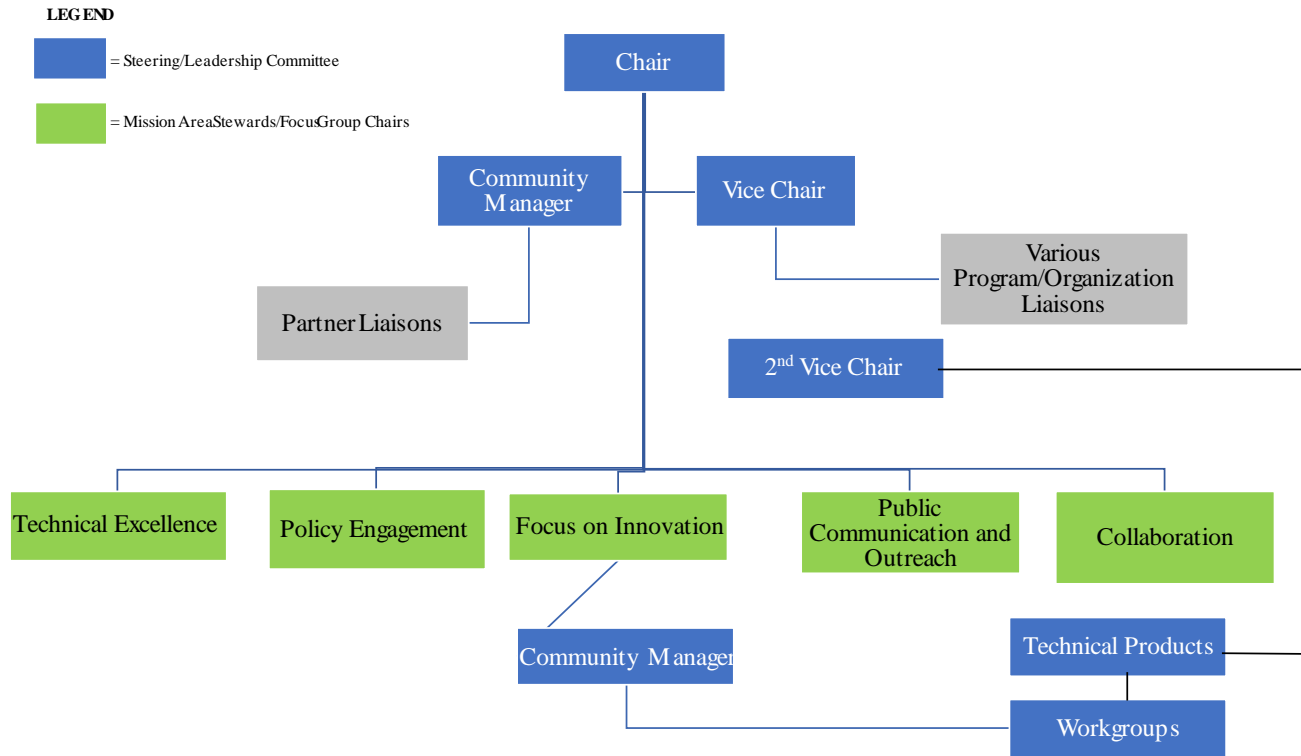


Figure 21 Stormwater Community Organization

24. STUDENTS & YOUNG PROFESSIONALS COMMUNITY

SYP OVERVIEW

The Students & Young Professionals Community (SYPC) develops and recommends programs for students and young professionals in WEF. The SYPC was established as Student Activities Community in 1973, revised in 1999 and changed their name in 2001.

MISSION AND OVERALL CHARGE

The mission of the WEF Students and Young Professionals Community (SYPC) is to encourage and facilitate student and young professional involvement in WEF and the Member Associations through professional development and leadership opportunities.

COMMUNITY ACTIVITIES AND TASKS

Most of these tasks are handled by focus groups and represent opportunities for involvement to interested members:

- WEFTEC Water Palooza – Annual event where the community provides a day of water education to the local community through water-related booths and activities.
- WEFTEC Service Project – Annual service project planned and implemented through the SYPC.
- WEFTEC University Student Networking and Career Fair – annual opportunity at WEFTEC to network with peers, join WEF communities, and interact with potential employers.
- WEFTEC Student Design Competition – annual competition held at WEFTEC where students can showcase their design problems from their MA competition through verbal and written submissions.
- Communications - publishes electronic newsletter three times/year communicating information from the SYPC leadership and showcasing student and YP groups from across the Federation. Focus Group is also responsible for other communications through blog posts, social media interactions, and other outlets available for students and YPs.
- YP Summit – event held in conjunction with the Utility Management Conference in coordination with AWWA and WEF. Every other year WEF takes the lead in planning this conference.
- Springboard Mid-Year Integration Program – program that funds a certain number of YPs to attend the WEF Mid-Year meeting held annually in the WEFTEC host City. As a number of communities have meetings at this event, this program helps YPs integrate into the technical communities, meeting industry leaders at a more personal level to foster engagement.

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- Student Activities – Focus Group that establishes communication with student chapters at the various universities within the Federation to provide support and assistance to help engage them in the professional setting. This year, this focus group has created five guidebooks for the student community to help them begin a student chapter, fundraise, communicate, attend WEFTEC, and network successfully with their local MA and peers.
- Workshops/Webcasts – focus group that helps to establish workshop topics and implement them through member engagement and support from other WEF communities. This focus group typically supports several workshops at the annual WEFTEC conference.
- Mentoring/Onboarding – focus group led by the Chair and Vice-chair of the community to work with new members on their volunteer needs and help integrate them into our community and other communities.

LIAISONS WITH OTHERS

The SYP community develops purposeful relationships and engages with the other WEF communities in mutually beneficial ways. To that end, the S&YP community has formed liaisons with specific communities. S&YP community volunteers engage in these community activities. Each year, depending upon volunteer availability and planned activities, new groups may be identified to liaise with. The current communities we liaise with are as follows:

- Collection Systems Community
- Laboratory Practices Community
- Plant Operations & Maintenance Community
- Public Communications and Outreach Community
- Industrial Water Community
- Water Reuse Community
- Stormwater Community

ORGANIZATION

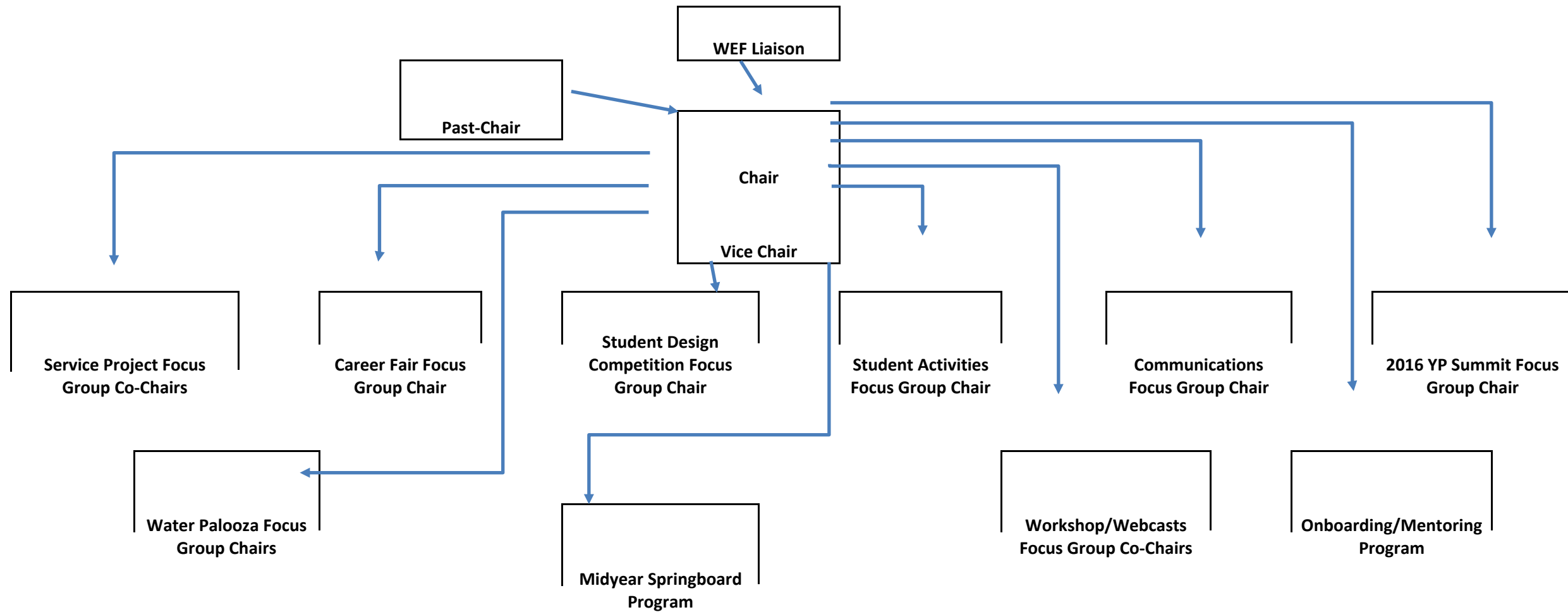


Figure 26 Student & Young Professional Organization

25. TECHNICAL PRACTICE AND PUBLICATION ADVISORY PANEL

TPP OVERVIEW

The Technical Practice and Publication Advisory Panel (TPP) uses a consensus review procedure to oversee development of “Manuals of Practice” and other technical publications that reflect industry practice. The TPP community was established in 1941; revised in 2010, 2016, and 2023.

MISSION AND OVERALL CHARGE

The Technical Practice and Publication Advisory Panel disseminates the state of practice to WEF members and the water-quality community. The Community shares this information through the following efforts:

- Quality assurance for the development of technical manuals of practice, special publications, and other technical documents.
- Joint participation with other Federation communities in issues concerning technical practice.
- The review of documents and publications that relate to matters of technical practice for the purpose of advising the WEF Board of Trustees, House of Delegates, and other Federation communities.

COMMUNITY ACTIVITIES AND TASKS

TPP activities include, but are not limited to:

- Provides quality assurance and implements processes for the continuous publication of appropriate technical documents.
- Encourages the development of technical documents in all areas of the water environment.
- Solicits and reviews proposals for the preparation of technical documents intended for publication by the Federation.
- Expands membership of the Technical Practice and Publications Advisory Panel to represent all areas of the water environment and the Federation membership.
- Develops technical documents using volunteer task forces within the Technical Practice and Publications Advisory Panel.
- Ensures a balance of technical resources in the focus group structure to respond to requests for technical information in a timely fashion.
- Establishes special task groups for review of technical documents and other Federation activities regarding matters of technical practice when requested by the Federation.

LIAISONS WITH OTHERS

The Community maintains liaison relationships with staff of the Federation Journals and Books/Creative Services/Marketing groups and other professional organizations concerned with protection of the water environment, such as AWWA, ASCE, IUVA, and IWA. The Community also

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maintains liaison relationships with the following technical and operations communities of the Federation:

- Air Quality and Odor Control
- Intelligent Water Technology
- Collection Systems
- Disinfection and Public Health
- Government Affairs
- Industrial Wastewater
- Laboratory Practices
- Municipal Resource Recovery Design
- Plant Operations and Maintenance
- Residuals & Biosolids
- Safety, Cyber & Infrastructure Security
- Small Systems
- Stormwater
- Utility Management
- Water Reuse
- Watershed Management

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ORGANIZATION

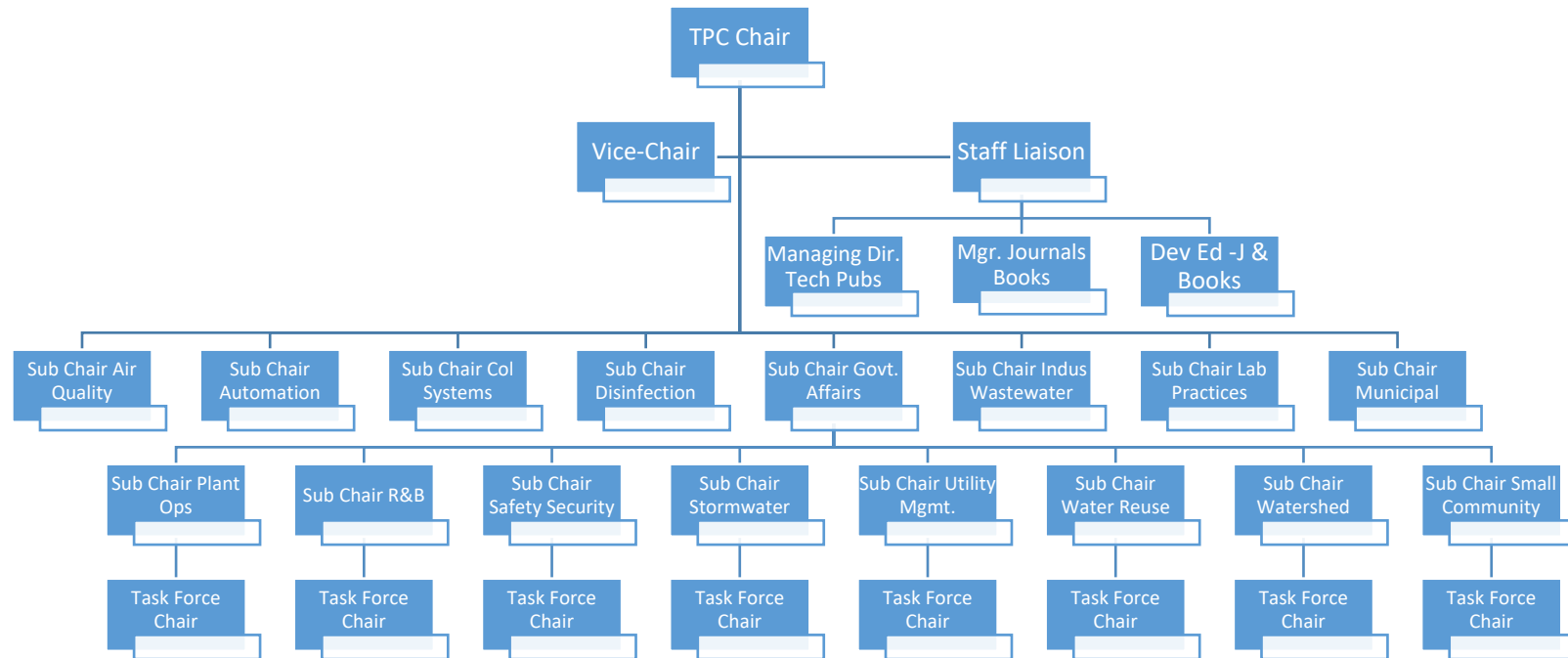


Figure 23 Technical Practice Control Group Organization

26. UTILITY MANAGEMENT COMMUNITY

UMC OVERVIEW

The WEF Utility Management Community (UMC) is the preeminent Community within WEF for educating and assisting utility managers on ways to make their operations and infrastructure more effective and sustainable. The main goal of the UMC is to promote the adoption of effective and sustainable management practices across all aspects of water and wastewater utility operations. The Utility Management Community was established in 1996 and its Charge was updated in 2014.

MISSION AND OVERALL CHARGE

The UMC shall review, analyze, and share the latest techniques and strategies for the best management of organizations and the successful operation of effective utilities, professional consulting practices, or any organization engaged in the management of water and wastewater operations. It shall endeavor to develop appropriate and timely educational and outreach tools and techniques (workshops, presentations, webinars, white papers, technical sessions at the annual conference, written manuals of practice) to educate and train utility managers at all levels to meet the ongoing mission, goals, and objectives of the Water Environment Federation. The UMC shall also provide input to management related initiatives and regulatory considerations that affect the membership of WEF. This work shall be accomplished through the direct annual activities of the UMC along with strong coordination with other WEF Community's, the Board of Trustees, the Community Leadership Council, WEF Member Associations and the Program Communities for WEFTEC and the Utility Management Conference.

COMMUNITY ACTIVITIES AND TASKS

The UMC meets twice per year to conduct the business of the Community, to receive updates on current WEF Management initiatives and to continue work on the annual action programs of each of the UMC Focus Groups. These meetings are typically held the Sunday preceding WEFTEC in the fall and during the Utility Management Conference generally in February of each year.

A typical agenda for these meetings is included in the Appendix as a reference of the typical activities at these semi-annual meetings. Each focus group is responsible for reviewing and revising (if necessary) its focus group's action plan and providing an update to the entire community. They also consider and suggest workshop proposals and session submittals for upcoming conferences. Finally, the focus groups identify new trends and strategies that are occurring in the industry and evaluate the need for new initiatives or action items to bring these concepts to the WEF membership.

Between these meetings, the Leadership Team meets by conference calls and email correspondence to conduct the ongoing business of the Community and to assure the timely completion of the action plan items throughout the year. Each focus group will also meet by teleconference call or email correspondence as necessary to move assignments and activities forward on the timelines identified in their individual work plans.

The UMC also surveys or requests input and comment from the entire UMC membership to address various issues and programs being developed by the Board of Trustees, the WEF House of

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delegates or other WEF Standing Communities, Task Forces, ad Hoc Communities, Community Leadership Council and/or Communities of Practice.

The UMC delivers numerous products to benefit WEF and its members. These products include;

- White papers on utility management topics of interest
- Workshops
- Seminars
- Webcasts/Webinars
- Articles for technical journals such as WE&T magazine

LIAISONS WITH OTHERS

To enhance communications between other WEF Communities, the UMC has established and identified certain Community Liaison positions that shall attend the meetings of other communities and report on the activities of those communities to the UMC. These liaisons are currently:

- Government Affairs Community
- Member Associations
- Students and Young Professionals Community
- Sustainability Community of Practice
- Technical Practice and Publication Advisory Panel
- Utility Management Conference Program Community
- Utility Management Symposia of the Program Community
- Design-Build Institute of America (DBIA) Working Group
- Envision Task Force
- ESG Task Force
- Integrated Planning Task Force

ORGANIZATION

The UMC operates with a traditional organizational structure as follows:

- The UMC Chair appoints two vice chairs from the active membership of the UMC who shall be submitted to the Community Leadership Council for approval and who shall assist the Chair with the work program and administration of the UMC.
- The Chair also appoints a Communications Manager to manage the UMC roster and coordinate with the staff liaison ongoing communications of information and opportunities for participation to the full UMC.
- The UMC operates with six focus groups. The focus groups include; CIP Planning and Delivery, Infrastructure Management, Finance, Strategic Organizational Practices, Workforce Sustainability, and WISE. Each focus group shall be chaired by a person appointed by the UMC Chair based upon their interest and involvement with the UMC. Each focus group chair shall appoint a vice chair to assist with the annual work program for each focus group.

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The above appointees shall serve as the UMC Leadership Team and shall coordinate the efforts of the UMC throughout the program year. The UMC shall be supported by a Staff Community Manager/Liaison appointed by WEF Sr. Director, Water Science and Engineering Center to provide staff level support to the UMC.

A description of the focus of each of UMC's six focus groups follows:

INFRASTRUCTURE MANAGEMENT FOCUS GROUP

This focus group focuses on operations and capital management issues of interest to utility managers including: plant operation management, environmental compliance, energy management, cost control, on-line O&M manuals, construction management and facility start-up, asset management, security management, capital program and project management, infrastructure renewal, alternative project delivery, odor control, contract operations, health and safety and maintenance management.

PRIMARY ATTRIBUTES/KEYS: Operational Optimization, Infrastructure Stability, Product Quality,

FINANCE FOCUS GROUP

This focus group focuses on finance and administration issues of interest to utility managers, including: financial management planning, rate-setting, budgeting, affordability of service funding of major capital programs, debt instruments, capital asset accounting, grant and low-interest loan funding, customer assistance programs, standardization of accounting procedures, insurance, risk management, salary and benefits administration, streamlining of purchasing/accounting functions, and information management.

PRIMARY ATTRIBUTES/KEYS: Financial Viability, Operational Optimization, Customer Satisfaction, Stakeholder Understanding and Support

CIP PLANNING AND DELIVERY FOCUS GROUP

This focus group focuses on best practices in emerging areas such as collaboration between utilities and communities in areas such as climate change and resiliency, energy and water efficiency, resource recovery, community sustainability, green infrastructure, and watershed protection. Many of these directions are set forth in the *Water Resources Utility of the Future; A Blueprint for Action* developed by NACWA, WEF and WERF.

PRIMARY ATTRIBUTES/KEYS: Community Sustainability, Continual Improvement Management Systems, Operational Resiliency, Water Resource Adequacy

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STRATEGIC ORGANIZATIONAL PRACTICES FOCUS GROUP

This focus group focuses on broad strategic issues of interest to utility managers including continuous improvement initiatives, reinventing government, privatization and outsourcing, cultural change and change management, strategic business planning, mission/vision, QualServe, benchmarking, and performance measurement.

PRIMARY ATTRIBUTES/KEYS: Strategic Planning, Performance Measurement

WORKFORCE SUSTAINABILITY FOCUS GROUP

This focus group focuses on identifying world-class strategies for proactive and effective workforce development and the building of resources and capability within the utility industry that will enable leaders, managers, and organizations to successfully attract, recruit, train and retain talented and skilled people. The focus group's focus covers all aspects of an organization's people resource including the development and training of leaders, managers and supervisors, team building, labor/management relations, self-directed work teams, ethics, diversity, staffing and retention, succession planning and employee development.

PRIMARY ATTRIBUTES/KEYS: Employee Leadership and Development

WATER INTRAPRENEURSHIP FOR STRATEGIC ENTERPRISES (WISE) FOCUS GROUP

This focus group works on effective change management, process development (or process improvement), and technology integration.

PRIMARY ATTRIBUTES/KEYS: People, Processes, and Technology

The community organization chart is shown in Figure 28. A list of all the community chairs and vice chairs can be found at [WEF.org](http://www.wef.org).

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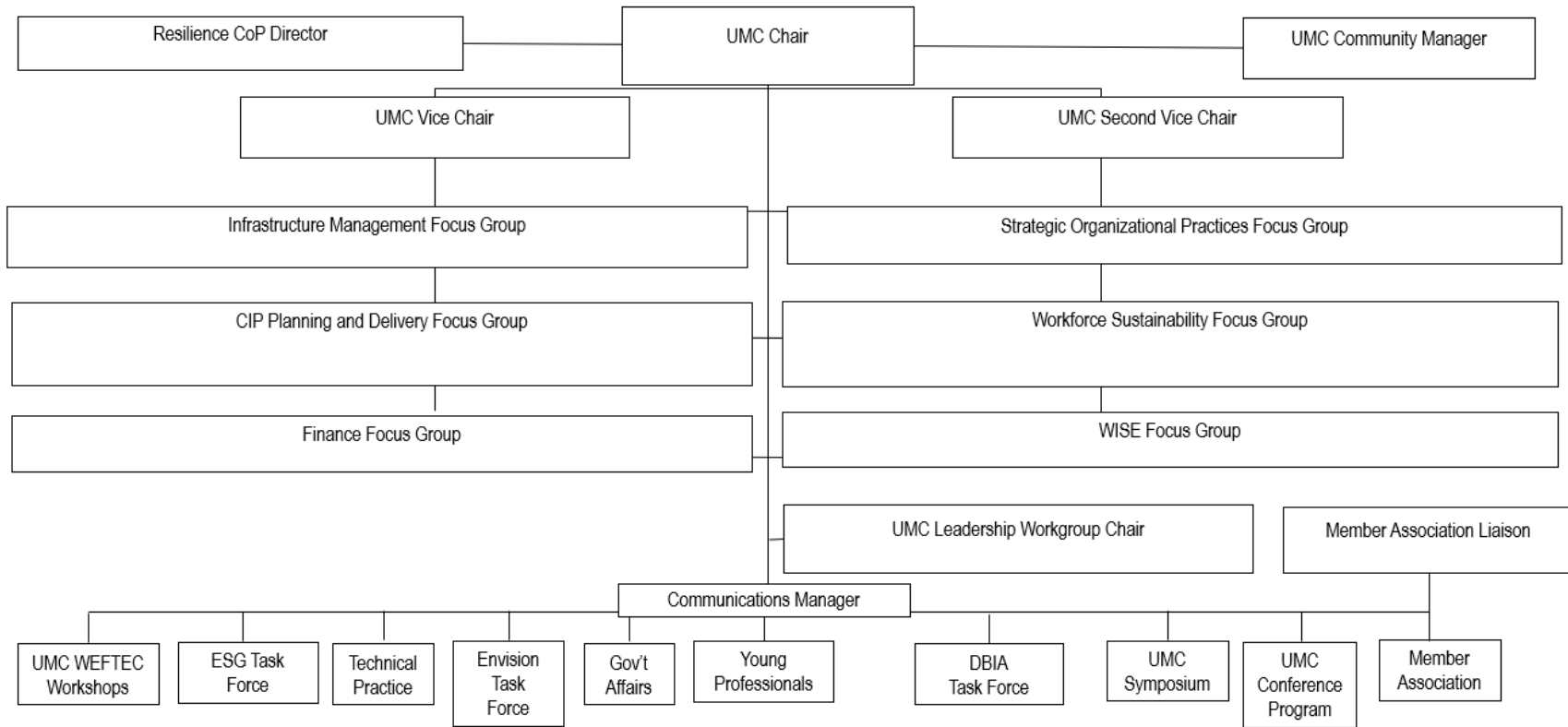


Figure 24 Utility Management Community

27. WATER REUSE COMMUNITY

WRC OVERVIEW

The Water Reuse Community (WRC) develops, recommends, and conducts programs to promote general understanding of water reuse for non-potable and potable uses. The Water Reuse community was established in 1997 and revised its Charge in 2010.

MISSION AND OVERALL CHARGE

With the Water Environment Federation (WEF) Board of Trustees adoption of the Water Reuse Policy in September of 2013 and launch of strategic initiatives including Water Resource Recovery Facilities, Volunteer of the Future, and Water-Energy Nexus, the Water Reuse Community needs to chart a course for the future development through the Community's first 3-year strategic plan. The 3-Year Strategic Plan aligns the Water Reuse Community with WEF Mission, Vision, Critical Objectives, and Guiding Principles, and strategic initiatives. Since the Water Reuse Community membership exceeded 100 members in 2013, the Community will be reorganized into smaller focus groups with the intent that the focus groups can act more quickly and commensurate with the Volunteer of the Future objectives than the Community as a whole – for most tasks. The focus groups will provide members with more opportunities for leadership roles and collaboration with other Communities with common objectives.

- Address Emerging Issues in Regulatory Affairs which focus on reuse water rights, discharge of undesirable materials into collection systems, resonance and constituents of emerging concern including pharmaceuticals and personal care products.
- Develop policies and procedures on Best Practices for water reuse in collaboration with the Industrial Wastewater Community.
- Increase awareness of the value of water and expand WEF's commitment to public advocacy for clean water, public health and funding for Water Reuse facilities.
- Develop grass roots water reuse publications in conjunction with the Industrial Wastewater Community.
- Leverage knowledge and advances the state of the science, regulation, funding models, operation, and maintenance to promote Water Reuse.
- Increase engagement of members through the focus groups, WEFUnity, and leadership opportunities.

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COMMUNITY ACTIVITIES AND TASKS

The Water Reuse Community has seventeen strategic goals and corresponding focus groups which drive the community's tasks and activities. The strategic goals, desired outcomes, and activities and tasks to support those outcomes are listed below. The goals and desired outcomes for each of the focus groups will drive its tasks and activities. Common goals between focus groups will allow for the development of task forces to address short term issues. Once the short-term issue is addressed, the task force can disband, and all team members return to their core focus group while maintaining Community integrity. Members may choose to belong to as many focus groups as they choose.

- **Strategic Goal 1-** Organize the Water Reuse Community into Focus Groups

One of WEF's most important assets is its volunteers. The WEF Volunteer of the Future initiative is based on optimizing the time of its volunteers. Since the Water Reuse Community approved its 100th member in 2013, organizing the membership into small focus groups will help the Community to respond more quickly to issues and operate more effectively. Breaking into smaller focus groups will also give more leadership opportunities to engage volunteers.

Goals

- Break the level of work down into smaller, manageable portions for volunteers by organizing/dividing work by focus group.

Desired Outcomes

- Provide more leadership opportunities to engage volunteers.
- Break volunteer time into a more manageable portion.
- Create a more agile community to quickly respond to issues.
- Existing Focus Groups are Program, Technical Practices, and Workshop.
- New focus groups include International, Reuse Water Rights, Resource Recovery, Supplier/Services, Innovation/Awards, Communications, Technology/Design, O&M, Webinar, Student, Source/Product Water Quality.
- **Strategic Goal 2-** Address Emerging Issues in Regulatory Affairs
- **Strategic Goal 3-** Work with Government Affairs Community to Establish Federal Grants and SRF Programs to Expand Water Reuse Facilities
- **Strategic Goal 4-** Collaborate with Industrial Wastewater Community on Water Reuse Publications

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- **Strategic Goal 5-** Create an International Focus Group to Expand Membership and Symposia
- **Strategic Goal 6-** Create an Innovation/Awards Focus Group to Recognize Bold Leadership and Innovation
- **Strategic Goal 7-** Create a Communications Focus Group to Expand Awareness of the Value of Water Reuse
- **Strategic Goal 8-** Create a Technology/Design Focus Group to Drive Innovation in the Water Reuse Sector
- **Strategic Goal 9-** Create an Operations and Maintenance Focus Group to Drive Innovation in the Water Reuse Sector
- **Strategic Goal 10 -** Create a Supplier/Services Focus Group to Drive Innovation in the Water Reuse Sector
 - Work with other Proponents of innovations
 - Work with Industrial Community on the Water-Energy Nexus.
- **Strategic Goal 11-** Create a Source/Product Water Quality Focus Group to Improve Water Services and Enhance Human Health
- **Strategic Goal 12-** Create a Students and Young Professionals Chapter to Expand Membership and Symposia
- **Strategic Goal 13-** Encourage Use of WEFCOM among Community Members
- **Strategic Goal 14-** Expand Water Reuse Community to 300 Members
- **Strategic Goal 15-** Develop an Agile Toolbox for Community Leadership Team
- **Strategic Goal 16-** Provide Training Opportunities for Community Leadership Team and Volunteers
- **Strategic Goal 17-** Explore the Value of Water Reuse with the Water Resiliency Initiative

LIAISONS WITH OTHERS

Water Reuse participates directly in the activities of the Community Leadership Council (CLC), Community of Practice Director (CoP), and the House of Delegates (HOD).

In addition, the Water Reuse Community collaborates with the following WEF technical communities for workshops and technical programs:

- Collection Systems

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- Government Affairs Community
- Plant Operations and Maintenance
- Program
- Research and Innovation
- Residuals and Biosolids
- Disinfection & Public Health
- Stormwater
- Students and Young Professionals
- Technical Practice and Publication Advisory Panel
- Utility Management
- Municipal Resource Recovery Design
- Watershed Management

In the development of the Water Reuse strategic plan the following are initiatives that will increase collaboration between Water Reuse and external organizations such as:

- Water Environment Research Foundation
- Water Reuse Research Foundation
- National Water Research Institute
- Universities

ORGANIZATION

The governance of the Water Reuse Community follows the requirements of the Community Leadership Council recommendations as follows:

- **STEERING COMMUNITY**

The Steering Community for the Water Reuse Community shall be comprised of the Chair and Vice-Chair, and Chairs of the Focus Groups, as described above with the 17 Strategic Goals. As a minimum, the Steering shall meet quarterly via conference to plan and review Water Reuse activities.

- **NOMINATING COMMUNITY**

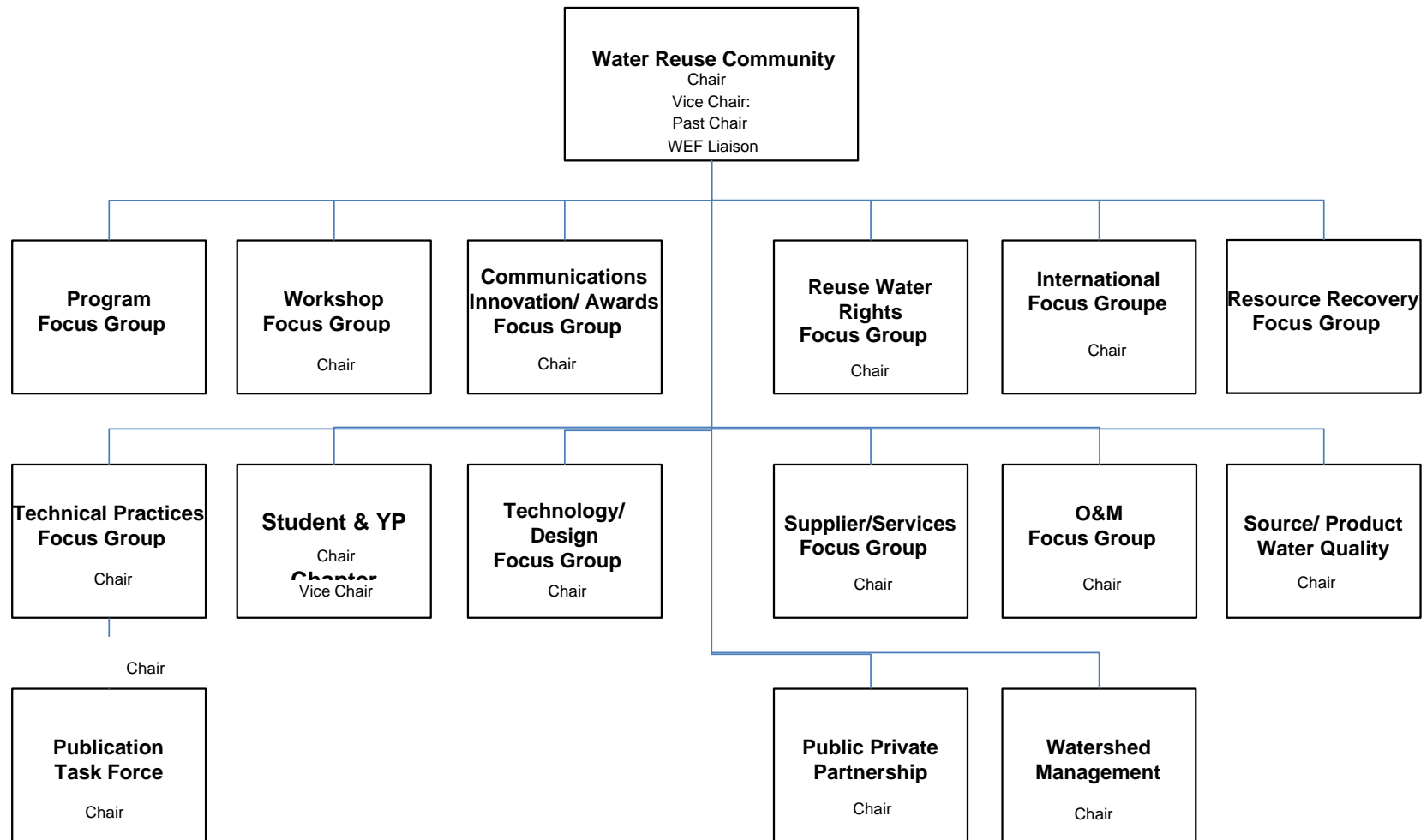
The Nominating Community shall consist of three members, selected from the Water Reuse Community at large. Volunteers are to be solicited from the Water Reuse active

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membership and approved by the Steering Community. If volunteers cannot be secured, the Water Reuse Chair and Vice-Chair shall have the liberty to specifically suggest members to fulfill the requirement of the Nominating Community.

Members may choose to belong to as many focus groups as they choose. The Water Reuse organization chart is shown in Figure 29 and roles and responsibilities for all the community chairs and vice chairs can be found in Table 5.

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Effective: 08/31/2015

Figure 25 Water Reuse Community Organization

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Position	General Responsibility	Conference Responsibility	Communications & Deliverables
Chair Term: 2 yrs.	<ul style="list-style-type: none"> Organization & Structure Visioning & Mission WEF Strategic Plan alignment Membership Recruitment Community Meeting scheduling and facilitation CLC Representative Mentoring Advisor to Focus Group Chairs Coordination with WEF Staff Update Community roster annually Attend Community meetings Review Water Reuse Community Technical Workshop Proposals 	<ul style="list-style-type: none"> Organize agenda for annual Midyear meeting Facilitate Midyear meeting Organize agenda for annual WEFTEC Community meeting Facilitate WEFTEC meeting Attend annual CLC meeting at WEFTEC Attend Water Reuse community sponsored specialty WEF conferences 	<ul style="list-style-type: none"> Quarterly Community conference calls Quarterly conference calls with Community of Practice Director Annual report to CLC (as required) Membership documentation to new Community members Endorsement documentation of Technical Workshop Proposals
Vice-Chair Term: 2 yrs.	<ul style="list-style-type: none"> Collaborate with Chair on Community Vision & Mission Collaborate with Focus Group Chairs on deliverables Membership recruitment Mentoring Coordination with WEF Staff Attend Community meetings Update Community manual annually Review Water Reuse Technical Workshop Proposals 	<ul style="list-style-type: none"> Attend annual Midyear meeting Attend annual WEFTEC meeting Attend annual CLC meeting (optional) Attend Water Reuse Community-sponsored specialty WEF conferences (optional) 	<ul style="list-style-type: none"> Assist Chair with annual report deliverables Facilitate quarterly community conference calls in Chair's absence Endorsement documentation of Technical Workshop Proposals
Incoming Vice-Chair Term: 1 yr.	<ul style="list-style-type: none"> Collaborate with Chair and Vice-Chair on community meetings and deliverables Membership recruitment Mentoring Attend Community meetings 	<ul style="list-style-type: none"> Attend annual Midyear meeting Attend annual WEFTEC meeting Attend Water Reuse-sponsored WEF Specialty Conferences (optional) 	<ul style="list-style-type: none"> Assist Chair and Vice-Chair on deliverables as needed
Past Chair Term: 1 yr.	<ul style="list-style-type: none"> Advise Chair on Vision & Mission Mentoring 	<ul style="list-style-type: none"> Attend annual WEFTEC meeting 	<ul style="list-style-type: none"> Review deliverable documentation upon request of Chair
Steering Community (Chair, Vice-Chair, Focus Group Chairs) Term: As per individual position	<ul style="list-style-type: none"> Provide overall governance for the Water Reuse Community operation and function 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> At minimum, quarterly conference calls

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Position	General Responsibility	Conference Responsibility	Communications & Deliverables
Nominating Community Term: 2 yrs.	<ul style="list-style-type: none"> Develops and prepares the slate of candidates for Water Reuse Community Chair, Vice-Chair, and Focus Group Chair positions Coordinates slates with Steering Community Issues approved slates for Water Reuse Community balloting Coordinates with WEF Staff on position updates for people and terms 	<ul style="list-style-type: none"> Attend annual Midyear meeting (optional) 	<ul style="list-style-type: none"> As needed to comply with the designated term timeframes for candidate selections for the various positions
Focus Group Chair and WORK GROUP Leader Term: 3 yrs.	<ul style="list-style-type: none"> Develop focus group vision Organize & execute focus group activities Review & approve activity proposals Attend Community meetings Recruit focus group members Mentoring Coordinate Focus Group deliverables with WEF Staff 	<ul style="list-style-type: none"> Attend annual Midyear meeting Attend annual WEFTEC meeting Attend Water Reuse Community-sponsored WEF Specialty Conferences (optional) 	<ul style="list-style-type: none"> Quarterly Focus Group conference calls Documentation of any/all technical deliverables including, but not limited to proposals for specialty publications, webinars, webcasts, proposals for WEFTEC technical Workshops, proposals for WEFTEC special sessions or forums
Focus Group Vice-Chair Term: 3 yrs.	<ul style="list-style-type: none"> Assist Focus Group Chair in coordination and execution of Focus Group activities Attend meetings 	<ul style="list-style-type: none"> Attend annual Midyear meeting Attend annual WEFTEC meeting Attend Water Reuse Community-sponsored WEF Specialty Conferences (optional) 	<ul style="list-style-type: none"> Assist Focus Group Chair in any/all deliverables Facilitate quarterly community conference calls in Focus Group Chair's absence
Member	<ul style="list-style-type: none"> Attend meetings Volunteer for Community and Focus Group assignments 	<ul style="list-style-type: none"> Attend annual Midyear meeting (optional) Attend annual WEFTEC meeting Attend Water Reuse Community-sponsored WEF Specialty Conferences (optional) 	<ul style="list-style-type: none"> Prepare documentation as requested

Table 4 WRC Roles & Responsibilities

28. WATERSHED MANAGEMENT COMMUNITY

WMC OVERVIEW

The Watershed Management Community (WMC) develops and conducts activities to advance the understanding, planning, implementation, and use of watershed management tools and techniques to more effectively enhance the global water environment. The community was established in 1997.

MISSION AND OVERALL CHARGE

The community shall recommend, develop, and conduct activities to advance the understanding, planning, implementation, and use of watershed management tools and techniques to more effectively preserve and enhance the global (one) water environment.

The WMC members consist of utility personnel, consultants, academia, manufacturers, and government (federal, state, local) employees. The role of watershed management is growing in the face of changing regulatory requirements, global climate change, and regional watershed needs. As such, the Community is looking to grow in terms of membership numbers as well as in diversity of member backgrounds and experience.

COMMUNITY ACTIVITIES AND TASKS

- Provide a forum for WEF members to share and learn concepts and technology related to watershed management.
- Coordinate, integrate, and leverage ongoing efforts in WEF related to watershed management and then initiate activities on important topics not being addressed, such as institutional, socioeconomic, intergovernmental, and policy issues.
- Use watershed management as a vehicle to promote partnerships with other organizations and agencies to further the mission of WEF.
- Promote public policies that encourage effective watershed management by providing WEF members, the public, and policy makers with technical information.
- Review, evaluate, and disseminate information on best practices in watershed management, based on actual agency experiences.
- Encourage adoption of new advances and applications for watershed management.
- Develop workshops and moderate technical sessions each year at WEFTEC.
- Sponsor or cosponsor specialty conferences or webcasts for watershed management issues and regulations such as stormwater and TMDLs.

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- Author articles for WEF's technical journals.
- Participate in the development of Manuals of Practice for watershed management related topics.

LIAISONS WITH OTHERS

To better accomplish its mission, the Community shall coordinate and integrate its activities with other WEF communities that consider science and technologies relevant to watershed management, currently including:

- WEF Stormwater Community
- WEF Technical Practice and Publication Advisory Panel
- WEF Program Community
- WEF Government Affairs Community
- The Community will also strive to partner with other Member Associations, such as:
 - The Water Environment Research Foundation
 - Organizations outside WEF that are active stakeholders in watershed management.

ORGANIZATION

The community organization chart is shown in Figure 30. A list of all the community chairs and vice chairs can be found on the WEF website.

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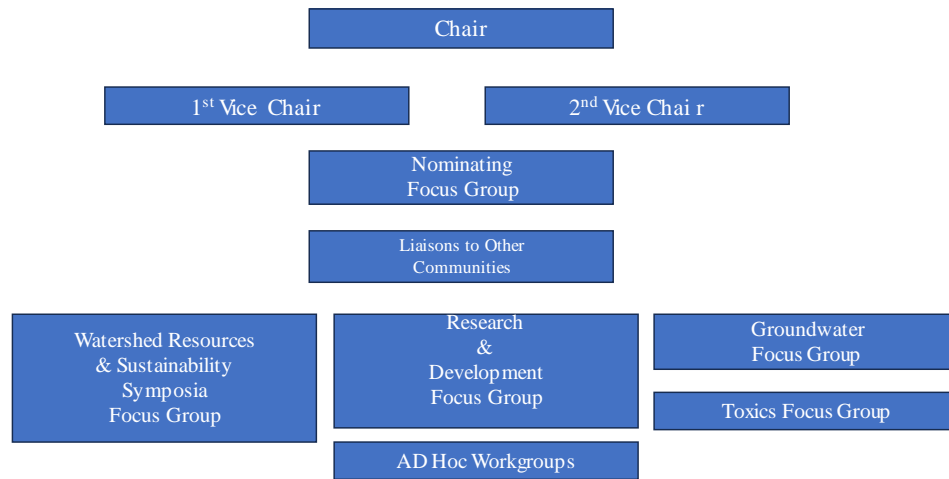


Figure 26 Watershed Community Organization

29. APPENDICES

Appendix A – Community Chair and Vice Chair Roster

The roster of the community leadership is on the WEF community webpage...

<https://www.wef.org/membership--community/communities/communities/...> Roster

Appendix B – ConcEPT Form

The ConcEPT form is a form used as a planning tool to evaluate, develop, and define potential projects. Located on the community webpage under Community Resources:

<https://www.wef.org/globalassets/assets-wef/3-membership/committees/committee-resources-pdfs/concept2017.pdf>

Appendix C – Volunteer Handbook

The Volunteer Handbook is a guide on WEF policies for volunteers – located on the community webpage under Community Resources: <https://www.wef.org/globalassets/assets-wef/3-membership/committees/committee-resources-pdfs/wef-volunteer-handbook-aug21.pdf>

Appendix D – Sunset Community Review

Sunset Review Policy documents the procedures for reviewing WEF standing communities – located on the community webpage under Community Resources:

<https://www.wef.org/globalassets/assets-wef/3-membership/committees/committee-resources-pdfs/wef-sunset-and-committee-review-guidelines.pdf>

Appendix E – Community Leadership Responsibilities & Leadership Matrix

Example (RBC)

Community Leadership Matrix – list the leadership responsibilities for chairs and vice-chairs – located on the community webpage under Community Resources:

<https://www.wef.org/globalassets/assets-wef/3-membership/committees/committee-resources-pdfs/staff-volunteer-roles-matrix.pdf>

Appendix F – Community Report Requirement

Community reports due annually in March.

Appendix G – Project Tracking

Software TBD.

REFERENCES

LIST REFERENCES