



# CWEA Committee Know-How Book

What you need to know to be a successful  
CWEA Committee Leader



**California Water Environment Association**

Protecting our water environment through education and training.

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Your ***CWEA Committee Know-How Book 2018*** has information, contacts, and resources to help you be a successful CWEA Committee leader. Since many items link to web-based material, your ***Committee Know-How Book*** is best viewed online so you can click away. If you need a print version please contact [vtThornton@cwea.org](mailto:vtThornton@cwea.org).

Your ***CWEA Committee Know-How Book 2018*** has five key knowledge areas so you can:

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# 1. Know the People

These links to [mycwea.org](http://mycwea.org) give you the most current list of CWEA people you need to know and their contact info.

- [CWEA State Board](#)
- [CWEA Committees Chairs](#)
- [CWEA Local Section Leaders](#)
- [CWEA Professional Staff](#)



## 2. Know the Responsibilities

### Three Duties of Board Leadership

#### 1. **Duty of Care** (Also known as Standard of Care)

- a. Board members are legally required to “act in good faith, in the best interests of the corporation” which includes making “reasonable inquiry” to be reasonably informed and to participate in decisions.
- b. Board members may “rely on the information, opinions, reports, or statements prepared and presented by competent employees or professional experts” such as Legal counsel, independent accountants, or other persons acting within their professional or expert competence.
- c. Board members who do not act in accordance with the terms of paragraphs A and B shall have personal liability if they are found to have failed to meet the “standard of care.”

#### 2. **Duty of Loyalty**

The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.

#### 3. **Duty of Obedience**

The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

Here are some ways in which a director (volunteer leader) shows that he/she is following the three leadership standards:

#### 1. Attend Meetings.

Regular attendance at meetings of the Board (local section, state, or committee) is a basic element of prudent performance.

#### 2. Exercise Independent Judgment.

“The law conceives of a board of directors as an entity... each member is accountable to the same constituency... Even if other parties may regard the director as representing a particular group or interest...his/her duties as a director...are to the entire organization and the responsibilities will be the same as those of any other director.” (*Guidebook for*

*Directors of Non-Profit Corporations, 1993 American Bar Association pg. 22)*

3. Obtain Information.

A leader needs to have adequate information. Information provided should be read before board meetings to allow follow-up questions before the meeting. Leaders are expected to be familiar with corporate documents, including the Constitution, Bylaws, Mission, and policies.

4. Rely on Experts.

A leader may rely on the information and reports received from reliable, competent staff or professional experts. A leader relying on such sources is deemed to be acting in good faith.

5. Delegate.

A board must set policies and oversee the day-to-day business, but not necessarily do the day-to-day activities themselves. However, individual responsibilities of a leader cannot be delegated – for example, he/she cannot vote by proxy; deputize an alternate; or allow himself/herself to be directed to vote in a manner not in the best interests of the association as a whole.

6. Establish Rules of Procedure.

Rules of procedure appropriate for the size and complexity of the organization and its parts should be adopted, regarding such things as the submittal of motions, amendments, and the recording of minutes.

7. Conform to the Duty of Loyalty.

Leaders must exercise their powers in the interests of the association, not in their own interests, or that of another entity or person. There shall be no conflict of interest, no corporate opportunity, and no breach of confidentiality.

### **Knowledge-Based Decision Making**

The CWEA State Board of Directors uses a decision-making principle that many associations and not-for-profits use successfully. Many Local Sections find it useful as well. At the center of this approach are four questions to answer before any decision is made:

1. What do we know about the needs, wants, and preferences of our members, prospective members, and stakeholders that are relevant to this decision?
2. What do we know about the current realities and evolving dynamics of our members' profession and the marketplace that is relevant to this decision?
3. What do we know about the capacity and strategic position of our organization that is relevant to this decision?
4. What are the ethical implications of our choices?

## Typical Committee Officer Roles & Responsibilities

Be sure to check your Committee Standing Rules! Need a copy? Contact [vthornton@cwea.org](mailto:vthornton@cwea.org). And, you can find them [here](#).

Roles and responsibilities may vary slightly by Committee; however, these descriptions provide the main responsibilities for the positions listed.

### Chair

- Appointed annually by CWEA's President
- Annually review CWEA Constitution, your Committee's Standing Rules, CWEA policies
- Set Meeting Dates and Locations and Agendas, and with Secretary:
  - Notify Committee
  - Notify CWEA State Board Liaison
  - Notify CWEA office
- Open and close the Committee nomination process
- Ensure the CWEA office is kept up-to-date on all positions and contact information for each Committee member
- Preside over Committee meetings and provide general supervision of the affairs of the Committee, ensuring the Committee's mission is fulfilled, goals are met, and annual work plan is achieved.
- Appoint sub-committees or special committees as needed to accomplish the committee's objectives.
- Along with one other committee officer, approve all financial transactions of the committee.
- Send a quarterly report to the Executive Director for presentation to the Board summarizing activities and recommendations.
- Attend meetings of the Board with full privilege of discussion on matters involving the work of their committee.
- Prepare the Committee Report for the Bulletin.
- Prepare the Committee's annual budget request.
- Attend Regional Committee Meetings for the Northern or Southern Regional Committee, dependent upon whether the chair is from the north or the south.
- Attend CWEA's Leadership Meeting and encourage other Committee members to attend.

### Vice-Chair

- Appointed annually by CWEA's President
- Many Committees appointed two Vice-Chairs, one from the north, and one from the south, and split duties.
- Assist the Chair in the performance of his/her duties, and act in his/her absence or as directed.

- Attend Sub-Committee meetings as directed.

### Treasurer

- Read and follow Committee Financial Policy [FP-101](#).
- Annually:
  - Send in the Committee's proposed annual program of work and proposed Annual Budget to CWEA office – due April 30<sup>th</sup>. Use the budget template provided annually by CWEA. Contact [rpal@cwea.org](mailto:rpal@cwea.org) if you need a budget template or have questions about it. The CWEA State Board reviews and must approve all Committee budgets before expenditures may be made.
- Send check requests (using form provided by CWEA) with appropriate back-up documentation to CWEA office as needed for payment of expenditures based on the approved budget.

### Secretary

- Distribute minutes of meeting, and agenda for next meeting to:
  - Each committee member,
  - CWEA Office, and
  - CWEA State Board liaison
  - Should be done no more than 30 days after meeting, and no less than 2 weeks prior to next meeting
- Update [CWEA events calendar](#)
- Submit articles for E-Bulletin, Wastewater Professional, and Leader Link

### Past Chair / Awards Chair

- Review annual Awards Forms (in June/July)
- Distribute awards criteria and links to applications to agencies and other interested parties and manage the Committee's awards process

### Director

- Attend all meetings
- Assist President as required

### Webmaster

- Ask CWEA Marketing Department to set up new Wordpress template.
- Schedule web training session with CWEA's Marketing Department
- Keep Committee's website updated.



### Checklist Calendar for Committees

#### Monthly

- Send changes in your Committee members to [vthornton@cwea.org](mailto:vthornton@cwea.org)
- Send in your Committee agendas & minutes to [vthornton@cwea.org](mailto:vthornton@cwea.org)
- Send your Meeting Notices to [vthornton@cwea.org](mailto:vthornton@cwea.org)
- Send your Newsletter to [vthornton@cwea.org](mailto:vthornton@cwea.org)
- Add your Committee events to the CWEA [event calendar](#)
- Submit stories for *e-Bulletin*
- Submit stories for *Wastewater Professional*
- Encourage donations to CWEA's Kirt Brooks Memorial Water Environment Scholarship Fund
- Reach out to your State Board Liaison assigned to your section. Invite them to your Committee meetings.

#### Quarterly

- Submit quarterly Committee Report to the Board prior to each state Board meeting to [vthornton@cwea.org](mailto:vthornton@cwea.org) who will send reminders and form to use

#### January

- Attend Southern Regional Committee (SRC) and/or Northern Regional Committee (NRC) Meetings
- Review State Award Nominations (available second Friday)
- Encourage applications for Kirt Brooks Memorial Water Environment Scholarship Fund grants by January deadline (1/15)

#### March

- Submit names of incoming Committee Chair and other Committee officers to [vthornton@cwea.org](mailto:vthornton@cwea.org) who send reminder and form to use
- Decide on final State Award winners

#### April

- Submit Annual Budget to [rpal@cwea.org](mailto:rpal@cwea.org) by April 30th
- Attend the Annual Conference
- Attend the Annual Business Meeting and elect the State Board of Directors
- Attend NRC, SRC, and Joint Regional Committee Meeting (determines LS Dues)

#### May

- Check to see who your State Board Liaison is for the coming year.

#### June

- Attend SRC and/or NRC Meetings
- Get ready for the next Awards season (new Awards forms are posted online July/August)

#### July

- Start the new Fiscal Year
- Send in CWEA State Board Nominations (deadline in December)

#### September

- Attend NRC and SRC Meeting
- Encourage applicants for Kirt Brooks Memorial Water Environment Scholarship Fund

#### November

- Attend CWEA's Leadership Meeting for current & future CWEA volunteers & leaders, generally held in November.
- Send new LS Officer lists to [vthornton@cwea.org](mailto:vthornton@cwea.org)

#### December

- Attend NRC



## 3. Know the Legal Framework

### Overview of nonprofits

CWEA's Local Sections and Committees are not separate organizations; we are all part of one organization - CWEA. CWEA is a California nonprofit public benefit corporation, tax-exempt under section 501(c)(3) of the Internal Revenue Code and its California counterpart, and incorporated in the State of California. CWEA was established in 1928 and incorporated in 1953. We have articles of incorporation, approved by the California Secretary of State, which spell out our mission.

To be tax-exempt under section 501(c)(3) of the Internal Revenue Code, an organization must be organized and operated exclusively for exempt purposes set forth in section 501(c)(3), and none of its earnings may inure to any private shareholder, individual, or member. The organization must not be organized or operated for the benefit of private interests, and no part of its net earnings may inure to the benefit of any private shareholder, individual, or member. In addition, the organization may not attempt to influence legislation as a substantial part of its activities and it may not participate in any campaign activity for or against political candidates. CWEA may lobby regarding legislation within limits and may provide comment letters on regulations and educate regulators, legislators, and politicians.

CWEA is tax-exempt meaning it does not pay federal or state income tax; however, CWEA does need to file annual tax returns, which include the financial activities of our Local Sections and Committees. CWEA does pay other taxes (e.g. payroll tax, sales tax) and tax on any income that is determined to be Unrelated Business Income (i.e. income generated by activities that are unrelated to CWEA's purpose; examples include advertising, merchandise revenue).

One of the biggest myths about nonprofits is that we are not allowed to make a profit. Nonprofits are permitted to generate surplus revenues, but those surplus revenues must be retained by the organization for its self-preservation, expansion, or plans or used to fulfill its mission. Designation as a nonprofit does not mean that the organization does not intend to make a profit. It means that the funds realized in the operation of the organization will not be used to benefit any individuals. Occasionally, Local Section leaders believe they must "spend down" any revenue earned during the year. That's just not true. Like any other type of organization, nonprofits must have reserves for emergencies and to invest in opportunities that further its mission. We must be able to demonstrate that we are putting our money where our mission is...so we can keep our 501c3 tax-exempt status.

Take time to review CWEA's governing documents to ensure you and your Local Section Board members and volunteers are informed and fulfilling your fiduciary duties (duty of care, duty of obedience, duty of loyalty). Directors' exposure arises from corporate liability, but may also arise if a director is charged with a breach of duty. An outside party may sue, a member may sue, a staff member may sue, and the association itself may sue the individual director. The

director may be held individually liable under various statutory provisions, such as environmental claims, tax delinquencies, and antitrust claims.

“Volunteers are agents of the corporation in the eyes of the law. That is to say, their acts of omission, their care, or negligence in their activities are, within limits, the acts of omissions of the corporation. The corporation, as a general rule, will **not** be exonerated from liability arising from the negligence of the agent simply because the agent was uncompensated or a volunteer.” (*Guidebook for Directors of Non-Profit Corporations*, 1993, American Bar Association pg. 93)

CWEA state, local section, and committee leaders have an indemnification clause in the CWEA State Constitution and Bylaws, that affords some protection, and are covered through Directors’ and Officers’ Liability Insurance, purchased by CWEA. The best protection is fulfilling your fiduciary duties (duty of care, duty of obedience, duty of loyalty) and acting as a prudent person would in similar circumstances.

### [CWEA State Constitution](#) (Includes CWEA’s mission and objectives)

Please review.

### [CWEA State Bylaws](#)

Please review.

### [CWEA Non-Financial Policies](#)

Please review all the policies and pay close attention to those highlighted

93-1	Sexual Harassment	02-02	Raffle Policy
93-2	Booth Activities Guidelines for Exhibitors at CWEA Conferences	02-03	TCP Continuing Education for Recertification
96-1	Standards for Presentations & Entertainment	05-01	TCP Code of Professional Ethics
96-3	CWEA Purchasing & Disposal	05-02	Emergency Transition Plan – Executive Director
96-5	Guidelines for CWEA WEB Site & Email and Local Sections WEB Sites & Email	07-01	Disability Accommodation
97-2	Records Management Policy	09-01	ED Compensation Policy
97-3	Surplus Property Disposal Policy	09-02	Officer, Key Employee, and Staff Compensation Policy
97-4	Site Selection & Hotel Negotiation Policy	09-03	Whistleblower Policy
97-5	Exhibitor Registration Policy	09-04	Public Disclosure of Documents Policy
<b>98-1</b>	<b>Code of Conduct</b>	09-05	Form 990 Review Policy
99-1	Proxy Procedures	09-06	Joint Venture Policy
00-01	Advertising	09-07	Local Section Policy
01-01	Awards	16-01	Tri-State Seminar, LLC Policy
02-01	Local Section Member Billing		

### **CWEA Financial Policies**

Please review all the policies and pay close attention to those highlighted.

#### **FP-101 Committee Finances**

FP-102 Conference Speaker's Expenses  
FP-104 Local Section Finances  
FP-105 WEF Conference Expenses  
FP-106 Physical Property Controls  
FP-107 Checking and Credit Card Accounts

#### **FP-108 Conflict of Interest**

FP-109 Finance, Budget, and Accounting Schedule  
FP-110 Financial Administration of Conferences and Seminars

FP-111 Financial Investment Policy  
FP-112 Petty Cash Fund  
FP-113 Reserve Policy  
FP-114 Differential Prices of Products and Services  
FP-115 Student Conference Registration Fees  
FP-116 Kirt Brooks Memorial Water Environment Scholarship Fund Annual Grant Appropriation

### **Local Section Constitutions & Bylaws**

Changes to Local Section constitutions and bylaws must be proposed to the Membership and External Relations Committee of the CWEA State Board for review and approval, then voted on by local section membership.

### **CWEA State Committee Standing Rules**

Changes to Committee Standing Rules must be proposed to the Membership and External Relations Committee of the CWEA State Board for review and approval, then voted on by the Committee.

### **Other legal issues to keep in mind**

#### **Advertising:**

Business card and other types of advertising in Local Section publications are permitted, as is sponsorship for Local Section and Committee activities. However, in order to protect our nonprofit status, it must be reported with our other financial information. Also, because of strict Anti-trust and other laws, CWEA has a policy setting guidelines for advertising (Policy 00-01).

#### **Anti-Trust Law Compliance:**

Aware of the Hydrolevel precedent established in 1982, the CWEA State Board has a policy requiring that all activities comply with Federal Anti-Trust Law. The exhibitor role in CWEA conferences is an area of particular attention.

#### **California Nonprofit Integrity Act of 2004:**

Requires CWEA to have an independent audit of annual financial statements, establish and maintain an Audit Committee, review and approve executive compensation, plus follow other provisions around fund-raising.

#### **CAN-SPAM Act of 2003:**

The law, entitled Controlling the Assault of Non-Solicited Pornography and Marketing Act (CAN SPAM) of 2003, regulates the email promotion and advertising and went into effect on January

1, 2004. All businesses that market their products and services via emails are affected. Non-profits are affected the same as for-profit businesses. The term “commercial” was used very broadly. The law focuses on “commercial electronic mail.” Legal authorities have defined this as any email promoting a product or service that has a fee attached to it. CWEA and its local sections and its committees are required to adhere to this law. For more detail and sample email language see: <http://www.cwea.org/pdf/leadership/canspam2003.pdf>

**Copyrighted Music:**

CWEA has entered into blanket agreement relationship with ASCAP and BMI, and pays a base annual fee to protect CWEA from liability that is incurred when copyrighted music is played at a CWEA-sponsored function or event. However, Local Sections and Committees are still asked to let CWEA staff know that music will be played at events so to ensure proper insurance coverage.

**Logos:**

Local Sections and Committees may use the State logo on flyers, publications, and other material. A guide for logo use and e-version of the logo is available through staff at [ebulletin@cwea.org](mailto:ebulletin@cwea.org).

**Raffles:**

The Board approved a policy officially prohibiting raffles after July 1, 2002 to comply with State law. Door prizes, where no tickets are sold and all participants have an equal chance to win, are still permitted. Review [Policy 02-02 Raffle Policy](#).



## 4. Know the Organization

### CWEA Strategic Plan, Strategy Map, and Dashboards

[http://www.cwea.org/mlr\\_leader\\_strategicplan.shtml](http://www.cwea.org/mlr_leader_strategicplan.shtml)

### CWEA Programs and Services

[http://www.cwea.org/cwq\\_cweaglance\\_desc\\_programwork.shtml](http://www.cwea.org/cwq_cweaglance_desc_programwork.shtml)

*CWEA's purpose is to enhance the education and effectiveness of California water environment professionals through training, certification, dissemination of technical information, and promotion of sound policies to benefit society through protection and enhancement of the water environment. We accomplish these goals through:*

#### **Awards:**

To recognize outstanding professional achievements within the water environment field. More information is available in the Awards & Scholarships Section and at

[http://www.cwea.org/mlr\\_member\\_awards.shtml](http://www.cwea.org/mlr_member_awards.shtml).

- **Local Section Awards**  
Local Sections solicit applications via the [cwea.org/awards](http://www.cwea.org/awards) online format. Local Sections receive the digital applications from CWEA to review, make selections of winners, who receive their Local Section Awards at the Local Section Award Banquets, which occur from November through the end of February. Local Sections may have awards that are not part of the State competition cycle, but have been approved by the CWEA State Board. The process and with updated forms are available to local sections and committees each year by the beginning of July/August.
- **State Awards**  
The winners of each Local Section award are submitted to the CWEA State Award Competition, with the deadline for submittal being the second Friday in January. The new online award software allows the Local Section to select the winner online to advance to the next round which is the State competition. Local Sections do not need to fill out new applications. CWEA committees review the online submissions and select a State winner by the February 15<sup>th</sup>, and review the applications for the following year by June 1. State awards also include special recognition awards such as 5S, PICKS, Crystal Crucibles, Gimmicks and Gadgets and Golden Manholes.

State Awards, and automatic WEF Awards are presented at the CWEA Annual Conference.

- **WEF Awards**  
Some WEF Awards are automatic and are conferred after selection by the MER Committee,

Hatfield and Bedell are examples. Others are selected by the WEF Awards Committee, as part of a national competition. These nominations for WEF Awards are reviewed by the MER Committee, and the CWEA recommended nominees are forwarded to WEF by April 1.

- **P3S Awards**  
The Pretreatment, Pollution Prevention, and Stormwater presents its Facility of the Year and Silver Manhole awards at its annual conference. These awards are intended to recognize industrial user sites for their outstanding and innovative solutions in multimedia waste management.

### **Conferences:**

To provide training and educational opportunities for water environment professionals in California of a general and specific nature. Types of Conferences and Training events offered by CWEA include:

- Annual Conferences
- Specialty and Committee Conferences
- Northern Regional Conferences
- Pretreatment Pollution Prevention & Stormwater Conferences (P3S)
- SSS-WDR Electronic Reporting & SSMP Workshops
- Tri-State Seminar (with AZ Water Association and Nevada Water Environment Association)
- Local Section Training Events
- Support for WEF specialty events and WEFTEC in California as needed

See [upcoming events](#).

### **Jobs Available:**

CWEA provides professionals seeking work a place to see what jobs are available. This is posted on the website [www.CAWaterJobs.org](http://www.CAWaterJobs.org), and people can receive updates by email. [Post a job or check out job openings](#).

### **Member Directory:**

On-line Directory at [www.mycwea.org](http://www.mycwea.org) for members only (log-in required).

### **[mycwea.org](http://mycwea.org)**

An online portal for CWEA members to access services, renew their membership or certification, update their member record, add a photo and a bio, find other members, and more.

### **Publications:**

To disseminate information about the water environment profession, activities of interest to the water environment community, and the activities of the Association as a whole.

- [E-Bulletin Highlights](#)  
A 24/7 blog with information on our profession and our association.
- [The Wastewater Professional](#)

A print publication focusing on issues in the water environment field. Articles in this magazine are technical in nature, but are written in a variety of manners – ranging from technical papers to how-to instructions. Articles are submitted at-large, but committees are particularly encouraged to submit a minimum of one article each year.



- [Member Value Report](#)  
An annual print and electronic report on CWEA that is part of the *October Wastewater Professional Magazine*.
- *Leader Link*  
An electronic email newsletter sent several times each year addresses issues specific to CWEA Local Section and Committee leaders. This includes leadership topics, upcoming meeting information (and follow-up), deadline reminders, and more.
- *Board Insider*  
Published after each CWEA State Board meeting to recap Board action for CWEA Local Section and Committee leaders. Distributed to you by your Board Liaison.
- [Local Section Publications](#)
  - Local Section Newsletters:  
Local Section newsletters are a primary source of information about CWEA for our members. Depending on the Local Section, our members receive monthly or quarterly information about training and CWEA they don't get other places. Copies of newsletters are kept by the CWEA office (so don't forget to include a copy to the office on your distribution list).
  - [Local Section Websites:](#)  
Many local sections have developed their own websites that are hosted by CWEA's web provider and linked from the association's home site. While CWEA does have some rules about content, the character and culture of each local section can be uniquely expressed. CWEA recently created a new Wordpress template for Local Sections to move and refresh their old websites which also frees up space from the CWEA server. The Wordpress template is an easy site to manage and can be modified to each specific Local Section. Training is required with CWEA's marketing department once the new site is migrated. Contact Megan Barillo [mbarillo@cwea.org](mailto:mbarillo@cwea.org) or Alec Mackie [amackie@cwea.org](mailto:amackie@cwea.org) to get started.
  - Some Local Sections also have FaceBook pages
- Committee Publications  
Several CWEA Committees have FaceBook pages and/or list serves.

### [Registry of Certificate-holders:](#)

A list of current holders of CWEA certificates of technical competency.

### [Scholarship:](#)

The Kirt Brooks Memorial Water Environment Scholarship Fund was established in 1992 to

provide support to those pursuing academic work in the water environment profession. It is open to members and their families. Scholarships applications are available between September 1 and January 14 and due to the CWEA office by January 15. Applications are reviewed by the scholarship committee to determine recipients and amounts awarded. Notification is given to applicants in April/May, and awards are given after proof of enrollment is provided by scholarship recipients in the following fall.

### **Study Sessions & Cert Prep Sessions:**

The CWEA office offers a free Orientation Webinar several times throughout the year. The webinar helps prepare candidates for the certification process, covering basic program information like how to apply, how to develop a study plan, and what to expect on test day. Local Sections hold study session events throughout the state to help candidates bridge their knowledge gaps, focusing on technical training in the knowledge, skills and abilities applicable to CWEA certification exams. Sections have access to a cloud based toolkit containing resources to aid in planning and hosting study sessions. Sections commit to holding sessions in specific months, determined each year at the CWEA Annual Conference.

### **Study Guides:**

Free to CWEA members to help guide their preparation and study for CWEA certification of technical competency.

### **Technical Certification:**

To provide a mechanism for the certification of water environment professionals in order to give recognition of competency, show commitment to the profession, and help with job advancement. CWEA, then known as the California Sewage Works Association, first offered a certification program for operators of wastewater treatment plants in 1937. The program was administered by CWEA until 1973 when the State of California adopted and assumed responsibility for the program. During those 36 years CWEA awarded 3,915 operator certificates. In 1975 the first committees were formed to establish a new voluntary certification program for water environment professionals specializing in disciplines other than plant operation. The first of these certification exams was given in April 1976. CWEA's technical certification continues to be voluntary but is required by many employers for hiring and promotion and for incentives.

Today, there are approximately 6,000 CWEA certificate-holders with approximately 6,900 currently valid certificates in 8 disciplines:

- Biosolids (a single grade level);
- Collection Systems (4 grade levels);
- Environmental Compliance Inspector (4 grade levels);
- Industrial Waste Treatment Plant Operator (3 grade levels);
- Laboratory Analyst (4 grade levels);
- Plant Maintenance (2 grade levels – 1 and 4);
- Electrical/Instrumentation (4 grade levels);
- Mechanical Technology (4 grade levels)

Since 2009, certification tests have been administered through computer-based testing. We have over 2,600 test center locations across the nation. Test questions are written by vocational specialists. CWEA uses a process for validation of the testing, conforming with best practices, and State and Federal Employment law, including the use of psychometricians. Each vocation is revalidated on a repeating cycle.

Like most professional certification programs CWEA requires its certificate applicants, candidates, and holders to adhere to a [Code of Ethics](#). And, certificate-holders must provide proof of continuing education (contact hours) every two years to remain certified.

CWEA's Technical Certification Program does not issue contact hours, it just approves them to meet the recertification requirements for its certificate holders.

CWEA or Local Section training does not need to be pre-approved for contact hours. Local Sections and Committees of CWEA can approve their own events for Contact Hours. Tools for determining how many hours, and for which vocations, the event is qualified for are available at [http://www.cwea.org/cert\\_wte\\_cweatrainers.shtml](http://www.cwea.org/cert_wte_cweatrainers.shtml). Training will be accepted for recertification only if it is related to the vocation. To help you determine what will be accepted download the list of training subjects for each vocation. Although this page has tools to help CWEA trainers issue contact hours, it's left to the trainer or training organization to determine the best way to issue certificates of completion.

### Structure

#### [CWEA State Board](#)

Sixteen of the 17 CWEA State Board members serve a 3-year term of office. The Technical Certification Program (TCP) Chair serves a one-year term concurrent with his/her term as Chair of the Certification Program Committee. The VP serves a four-year term, as VP, then President-Elect, then President, and finally Past President.

The Board governance year runs begins when the Board is installed at the Annual Conference (typically in April) and runs to the next year's Board installation. Board members' terms are staggered so that four Board positions open each year (VP, Director-at-large, Director who will become Treasurer in third year of the term, and a WEF Delegate Director). Fourteen board positions are filled through elections held at the Annual Business meeting at which eligible members vote and which takes place during the Annual Conference in April. The other three positions are ex-officio (Chair of the Northern Regional Committee, Chair of the Southern Regional Committee, and the Technical Certification Program Committee Chair).

The Northern and Southern Regional Committee Chairs are elected to a two-year term as Chair of the Regional Committee by the delegates from the Northern and Southern LS, and serve a 3-year CWEA Board term, beginning with the first year as Regional Committee Chair. There is a

north/south-staggered rotation, with the first year of one Regional Committee Chair being the second year of the other Chair.

The incoming WEF Director is voted into office in April, but does not take office until the WEFTEC Conference in late September or early October. Therefore, the incoming WEF Director attends CWEA Board meetings in April, June and September, but cannot vote until he/she is sworn into office at the WEF Board meeting at WEFTEC.

The TCP Chair is selected by the TCP Executive Committee, and is appointed by the CWEA President, and serves a single year term concurrent with his/her term of office as TCP Chair.

There are four committees of the Board:

**Executive Committee** is responsible for:

- Agenda review
- Personnel
- Nominations
- Action between Board Meetings
- Crisis Management

**Planning and Program Development (PPD)** is responsible for:

- Budget Development
- Conference Steering – (i.e. planning future formats & venues for state or regional conferences)
- Design of the Annual Program of Work
- New Program Development
- Strategic Planning
- Ad Hoc, Special, and Task Force Committee Oversight

**Membership and External Relations (MER)** is responsible for:

- Awards
- Constitution, Bylaws, and Standing Rules
- Local Section, Regional, and Joint Committee activities coordination
- Marketing and Communications
- Membership
- WEF

**Operations (OPS)** is responsible for:

- Committee oversight (including the Training Coordination Committee)
- Conference oversight
- Financial operations, budget implementation
- Publications
- Operational Policy Development
- Certification

The CWEA Board typically meets four or five times annually, in April or May to start the Board governance year, June, September/October, and January, and once in April/May to close the Board governance year. Check [www.cwea.org/calendar](http://www.cwea.org/calendar) for meeting times. Board Committees typically meet monthly by conference call or online meeting.

Each Local Section and Committee has a Board liaison. Don't know who yours is? Please contact [ythornton@cwea.org](mailto:ythornton@cwea.org). Your liaison to the Board is a resource for both you and the Board of Directors, in addition to your regional committee chair and staff. Your Board liaison will provide you with information about Board activity and process; and will listen to your questions and concerns, to help you get them answered or resolved or take your comments and suggestions to the Board for any action that may be required. Please include your liaison on your distribution list for all of your Board meetings so that he/she can make arrangements to attend or follow-up with you after the meeting.

Members may nominate other members for open Board position. All Board members must be members of CWEA and WEF to serve. [Nominations](#) open in August for positions that will be vacant the following April. Deadline for submission material is typically December. The Executive Committee, which serves as the Nominating Committee, interviews Vice President candidates and recommends a slate for the open positions to the Board for approval in January. Members vote on the slate at the Annual Business meeting, held during the Annual Conference, and may submit a proxy (typically due in March) naming another member in good standing to vote on their behalf.

### **Membership**

CWEA currently has more than 10,000 members. Roughly 2,460 of our members belonged to WEF and 7,830 belonged to CWEA only. CWEA Membership Categories are detailed in Sections 7 & 8 of [CWEA's Constitution](#).

#### Membership dues:

WEF dues are set annually by the WEF Board in October. CWEA state dues are set annually by the state CWEA Board in June (for July). Local section dues are set in April at the joint regional committee meeting at the annual conference, and implemented with the CWEA dues change in July. CWEA-only members are billed by CWEA's office. WEF members are billed by WEF. Check CWEA's [membership application](#) for current dues by membership category.

#### Local Section Membership:

Local Section membership is contingent on CWEA membership. Members may join more than one Local Section by purchasing additional Local Section memberships. Local sections receive the local section portion of the membership dues monthly from the CWEA office, with a list of new members to their section. Full membership lists for each section can also be obtained through [mycwea.org](#) by designated Local Section officers at any time.

#### Non-member Differential:

Individuals can be involved in CWEA events and purchase services, publications, or merchandise at a state, local section, or committee level, without being a CWEA member. A non-member differential is applied to the cost of the service or product. This non-member differential is based on a percentage of the membership dues level, determined by the price of the service or product (per Financial Policy 114). Use the [differential calculator](#) to determine your Local Section pricing for nonmembers.

Nonmembers may join online at [mycwea.org](#) or by downloading a [membership application](#).

### **Local Sections**

Local Sections offer local training and education, provide an opportunity to network with professional peers, disseminate information within the water environment profession, support the technical certification and conference programs, increasing public awareness of CWEA and the water environment profession, and develop leaders in the profession and in CWEA.

CWEA currently has 17 Local Sections, each of which is responsible for determining its own products and services, and for creating and funding its own programs of work. Budgets, financial reports, agendas, minutes and publications are required to be sent to CWEA office.

The CWEA State Board sets Local Section [Boundaries](#). Check out the Local Section [Map](#).

Local Section Boards of Directors:

Each Local Section has a Board of Directors, elected by the members of the Local Section annually, and serving terms as determined by their own standing rules. The majority of Local Section Board members are installed at the Local Section Award Banquets held November through February. CWEA Officers travel to the Local Section Award Banquets and Installations, to conduct the swearing-in of Local Section Officers.

### **Committees**

Committees carry out training and education, provide an opportunity to network with professional peers, disseminate information to specific disciplines within the water environment profession, support the technical certification and conference programs, act as a knowledge base for people with questions regarding specific aspects of the water environment profession, increase public awareness of CWEA and the water environment profession, and serve to develop leaders in the profession and in CWEA.

### **Regional Committees**

There are two Regional Committees - the Northern Regional Committee comprising of two representatives from each of the 10 Northern Local Sections and each Standing Committee, and the Southern Regional Committee comprising of two representatives from each of the 7 Southern Local Sections (Standing Committee Chairs are also urged to attend SRC meetings). Current Northern Regional Standing Rules also provide the Committees with authorization to designate a representative, and empower that representative to vote. Regional Committees discuss local events, leadership issues, study session rotation and hosting, regional event coordination, and determine the local section portion of membership dues annually.

The Regional Committee Chairs are selected by the representatives of the Committee, and serve a two-year term as Chair of the Regional Committee, and automatically accede to the Board for a three-year term (to be served while chair or the regional committee and in their first year as past chair).

### **The Standing/Education Committees of CWEA include:**

- Biosolids
- Collection Systems
  - Southern Sections
- Engineering & Research
- Historical
- Laboratory
- Operator Training
- P3S (formerly I&HW)
- Safety
- Scholarship
- Students and Young Professionals Activities
- Technical Certification Program (TCP)

The Education Committees are responsible for providing support to the TCP committee in development of valid examination questions, and they provide support to the Conference Committees in the development of education programs and speakers for conferences. They are also asked to provide articles for the *Wastewater Professional*.

[Committee chairs](#) and Vice-Chairs are appointed annually by the CWEA President. Committee chair terms typically last one year, from Annual Conference to Annual Conference. Conference committee chairs are appointed by the President of the year for which the conference will take place.

### [Water Environment Federation](#)

Founded in 1928, the Water Environment Federation (WEF) is a not-for-profit technical and educational organization of 36,000 individual members and 75 affiliated Member Associations representing water quality professionals around the world. WEF members, Member Associations, and staff work to achieve WEF's mission to provide bold leadership, champion innovation, connect water professionals, and leverage knowledge to support clean and safe water worldwide. CWEA is a WEF Member Association, separately incorporated but affiliated with WEF.

## Budget & Finance

### Annual Program of Work & Budget

The Planning and Program Development Committee of the Board (PPD) works with staff to develop the annual program of work and budget that is reviewed by the full board in June, when a final budget is adopted for the next fiscal year (July 1 – June 30). Work on the program of work and the associated budget typically begins in January.

Local Sections and standing committees are required to provide their own individual budgets and annual programs of work for state Board approval. These are due to the CWEA office no later than in April 30<sup>th</sup> each year, using a budget template provided by CWEA.

### Annual Audit

CWEA is required by law to have an audit every year conducted by a CPA. Local section and committee accounts and financial practices are included as part of CWEA funds in the audit and financial review.

### Financial Policies

The Board has established financial policies that Committees must follow, particularly [Financial Policy 101](#).

### Financial Reports

Local sections are required to submit monthly financial reports to staff, using the CWEA budget and reporting template. These reports are tracked by the Operations Committee of the Board.

### **Revenue sources at the CWEA State level**

Membership dues (approximately 37% of CWEA's annual revenue)

Certification fees (approximately 19% of CWEA's annual revenue)

Conference fees (approximately 40% of CWEA's annual revenue)

Other revenue sources include: job posting fees, advertising in *Wastewater Professional*.

### **Sales Tax**

CWEA is not exempt from payment of sales tax. CWEA is also required to charge sales tax for publications and other merchandise. Staff prepares aggregate reports and payments for CWEA (including local sections) on a quarterly basis to the State Board of Equalization.

### **Unrelated Business Income Tax (UBIT)**

CWEA is required to report Unrelated Business Income (UBI) and if necessary, pay tax on UBI. CWEA receives advertising income, as do many Local Sections which publish their own newsletters. Other sources of UBI are sale of merchandise. With a single tax ID, all UBI is agglomerated, and declared on a single form. Local sections and committees are required to identify UBI.





# Know the Resources

## [Awards Tools](#)

[Committee Website Support](#) – email [mbarillo@cwea.org](mailto:mbarillo@cwea.org)

[Committee Email Support](#) – email [mbarillo@cwea.org](mailto:mbarillo@cwea.org)

Promoting/Posting events –email [amackie@cwea.org](mailto:amackie@cwea.org)

Posting articles – email [mbarillo@cwea.org](mailto:mbarillo@cwea.org)

Committee budget template (contact [rpal@cwea.org](mailto:rpal@cwea.org) )

[Guide to productive board or committee meetings](#)

[Taking good meeting minutes](#)

Your CWEA Board Liaison (contact [vthornton@cwea.org](mailto:vthornton@cwea.org) if you don't know who your liaison is)