



SOUTHEASTERN WISCONSIN WATERSHEDS TRUST POLICIES & PROCEDURES

I. PREAMBLE

The Southeastern Wisconsin Watersheds Trust (“SWWT”) is a collaborative effort to achieve healthy and sustainable water resources throughout the Greater Milwaukee Watersheds¹ and nearshore Lake Michigan. It is a new umbrella organization forming to improve our region’s water resources through trust-building and collaboration. SWWT is a non-governmental, non-taxing, voluntary partnership. With membership open to all, SWWT will become a regional force for stewardship of our water resources, advising and cooperatively implementing projects throughout the Greater Milwaukee Watersheds, simultaneously recognizing the autonomy of its members. Since decisions made in the name of SWWT will have the potential to significantly affect the programs of some of its members, it is necessary to have an effective vehicle for decision-making within the membership of SWWT. This set of Policies and Procedures is meant to provide that vehicle.

There have been many good efforts at improving our water resources throughout the Greater Milwaukee Watersheds in years past. According to the US Environmental Protection Agency, however, traditional approaches to water resource improvements have been subject to increasing criticism and calls for significant reform.² Reforms to traditional approaches necessarily focus on all sources of pollutants within watersheds, regardless of the types of sources and political boundaries from which they flow, and involve collaboration and consensual decision-making. SWWT’s value-added reform is to foster the necessary cohesion and efficiency among water resource projects and decision-making. Because money available to local governments, non-profit organizations, and household budgets is generally tight, SWWT provides an answer to a call for fiscal efficiency and effective actions, further enhancing this region’s strong tradition of water resource improvements.

To provide full opportunity for an informed public and to meet the desired outcomes above, meetings of SWWT and its subgroups will operate in the spirit of WI Open Meetings Law, Wis. Stat. § 19.81. While not a governmental body, SWWT is interested in providing to the public the fullest and most complete information regarding its affairs, and WI Open Meetings Law provides guidelines for doing so. Requirements that will help enable SWWT transparency include public notice of meetings, meeting conduct in open session, and adherence to closed meeting session procedures when necessary.

¹ The Greater Milwaukee Watersheds are defined as the watersheds of the Kinnickinnic River, Menomonee River, Milwaukee River, Root River, and Oak Creek; Lake Michigan direct drainage; the Milwaukee Harbor estuary; and nearshore Lake Michigan.

² *Swimming Upstream: Collaborative Approaches to Watershed Management*, edited by Paul A. Sabatier, Will Focht, Mark Lubell, Zev Trachtenberg, Arnold Vedlitz, and Marty Matlock, as part of the American and Comparative Environmental Policy series, MIT Press, 2005.

SWWT will be managed by an Executive Steering Council. Initial Executive Steering Council members will be appointed by the Organizing Committee. Subsequent Executive Steering Council members will be nominated as per § II.A of this document.

II. MEMBERSHIP ROLES/RESPONSIBILITIES

There are three roles for members in SWWT. They are: Executive Steering Council, Advisory Committee and General, with General membership being common to all who sign the MOU creating the partnership. All members will commit in the future to actively and publicly supporting the mission, goals, and objectives of SWWT as established by its members and approved and amended by the Executive Steering Council. All members will appropriately represent the full range of their stakeholders, fairly consider stakeholder concerns and genuinely consent to decisions under the terms established herein.

Members filling any of the roles may include independent units of government, special purpose districts, agencies, organizations, companies and members at large. Members should anticipate being asked to commit institutional resources to help fulfill the mission, goals and objectives adopted by SWWT. In return, members should expect collaborative actions that work toward achieving healthy and sustainable water resources that benefit them and any constituents they might represent.

A. Executive Steering Council Members: SWWT will be managed by a subset of its participant members on an executive council known as the Executive Steering Council. The Executive Steering Council will undertake the following activities:

1. Confirm, refine and ultimately implement SWWT policies and procedures.
2. Based on input from the Watershed Action Teams, review annual watershed priority lists of projects and programs supported by SWWT.
3. Recruit and train new Executive Steering Council members and leaders.
4. Schedule, conduct and attend Executive Steering Council meetings.
5. Approve use of the name Southeastern Wisconsin Watersheds Trust (SWWT) in promotional literature, grant proposals, fundraising activities, etc.
6. Create and authorize the annual budget.
7. Hire and fire key staff (if any) and change the organizational structure when warranted.
8. Consider and recommend projects to undertake and fund at the watershed or subwatershed level.
9. Monitor and report on project results.
10. Make other decisions with fiscal import, as necessary.
11. Vote at meetings of the Executive Steering Council on issues of policy and strategy.
12. Appoint four at-large Executive Steering Council members, ensuring fair geographic, racial diversity and special interest coverage of membership on the Executive Steering Council.
13. Direct an effort to brand, market and create overall PR communications related to the SWWT.
14. As needed, create, receive and act on advice from ad hoc committees.
15. Receive advice from the Technical/Scientific Advisory Committee pertaining to SWWT activities.

The Executive Steering Council nomination process will be guided by fair geographical and racial/ethnic representation. The initial membership vs. second full year membership processes for nomination will be different as outlined below.

The Executive Steering Council will exist in its first year through balanced and clear appointment by the SWWT's Organizing Committee and Water Policy group³. This will enable the Council to move forward with establishing and honing procedures and undertaking pilot work within the constraints of initial Policies and Procedures. Direct but balanced appointments will also allow leadership and membership to evolve, as needed. This initial Executive Steering Council will consider and, if necessary, realign the Executive Steering Council member selection process outlined below prior to September 30 of the first full year of operation.

In its second full year and beyond, the Executive Steering Council will be created through member appointment by selected nominating bodies. Selected nominating bodies will be contacted for their appointments on or around November 1 of an upcoming term-year, and will be given 60 days within which to make a nomination. If an appointment is not made, then the Executive Steering Council may instead decide to make any given appointment. The Executive Steering Council will ultimately consist of 15 members, including a Chair, Vice Chair, Secretary, Treasurer (as needed), and 11 other members. Chair, Vice Chair, Secretary, and Treasurer duties are listed in Appendix A of this document. In all cases, Executive Steering Council members will be SWWT members and will sign the MOU. Executive Steering Council members may include representatives from a variety of sectors and nominating bodies:

1. Agriculture – WI Farm Bureau
2. City of Milwaukee
3. Communities – WI League of Municipalities
4. Corporate Business – Milwaukee Metropolitan Association of Commerce
5. Counties – WI Counties Association
6. Development Industry – Metropolitan Builders Association
7. Milwaukee Metropolitan Sewerage District
8. Southeastern Wisconsin Regional Planning Commission
9. Towns – WI Towns Association
10. University -- by outside nomination and approval of the Executive Steering Council
11. Water-related Non-governmental Organizations (NGOs) – by outside nomination and approval of the Executive Steering Council
- 12-15. At-Large Individuals as described in §2.0, number 12, above.

In addition, the Wisconsin Department of Natural Resources is included on the Executive Steering Council, but at their request as a non-voting member.

Term Limits and Removal

In general, Executive Steering Council members will serve three-year terms. Term limits of two such consecutive terms (total six consecutive years) apply to **university and at-large water-related NGO members**. The term of an Executive Steering Council member will also expire by his or her death, resignation or removal in accordance with SWWT Policies and Procedures. Further, an Executive Council member may resign at any time by giving notice thereof in writing to the Chair or to the Secretary of the Executive Steering Council.

Initial terms of the Executive Steering Council will be *staggered* terms, with members divided into three classes: Class I, Class II and Class III. Each class will consist of five Executive Steering

³ The Organizing Committee was established in late 2007 by a Water Policy group, whose facilitated work was funded through a grant of the Brico Fund. The Organizing Committee met in late 2007 and first-quarter 2008 to establish draft policies and procedures to initiate the SWWT.

Council members, with a term of service of each class staggered to expire in successive years. Each member will be randomly assigned to a class at the time of their election. Initially, the Executive Steering Council members in Classes I and II will hold office for one- and two-year terms, respectively; upon the expiration of the initial term of the initial class of Directors in Classes I and II, the term of the members in both Classes I and II will be three years. If the number of Executive Steering Council members is changed, any increase or decrease in the number of directors will be apportioned among the three classes so as to make all classes as nearly equal in number as possible, and the Executive Steering Council will decide which class will contain an unequal number of members, as applicable.

B. Advisory Committee Members: General members of SWWT may be given the opportunity to participate on advisory committees that fill identified needs for policy direction, scientific/technical input to project selection and project progress, and watershed/subwatershed project implementation.

Policy Advisory Committee: Will advise the SWWT Executive Steering Council on important public policy and legal issues pertaining to its activities. In fulfilling its roles, the committee will:

1. Ensure that a wide range of interests are considered in all public policy and legal discussions
2. Focus on issues that cut across existing lines of authority to achieve watershed objectives
3. Identify and make recommendations on public policy and legal issues
4. Record Policy Advisory Committee meeting notes and report out to the Executive Steering Council

Technical/Scientific Advisory Committee: Will advise the SWWT Executive Steering Council on important science and technical issues pertaining to its activities. In fulfilling its roles, the committee will:

1. Ensure that a wide range of interests are considered in all scientific discussions
2. Focus on issues of a scientific and technical nature to achieve watershed objectives
3. Identify and make recommendations on scientific and technical issues
4. Identify areas where further study is necessary
5. Record Technical/Scientific Advisory Committee meeting notes and report out to the Executive Steering Council

Watershed Action Teams: Will advise the SWWT Executive Steering Council on important watershed-specific issues pertaining to its activities *and implement projects either as a body or by enabling its member organizations*. In fulfilling its roles, the Watershed Action Teams will:

1. Ensure that a wide range of interests are considered in all watershed discussions
2. Focus on issues that cut across existing lines of authority to achieve watershed objectives
3. Work with SEWRPC to develop a Watershed Action Plan
4. Based on the Watershed Action Plan, annually prepare and identify issues in a priority list of watershed-specific projects and programs to be supported by SWWT. Recommend this list to the Executive Steering Council for their review and approval
5. Identify and make recommendations on watershed-specific issues
6. Undertake projects or offer to advise on member projects that have been awarded by the Executive Steering Council
7. Record Action Team meeting notes and report out to the Executive Steering Council

C. General Members: The universe of MOU signatories will necessarily be involved in SWWT, helping to shape and staff its efforts, implement projects of its members, and measure and report

progress. General members may include independent units of government, special purpose districts, agencies, organizations, companies and members at large.

In all cases, general members will comprise the universe of SWWT members and as such will be required to sign the MOU. General members will:

1. Represent and share interests in appropriate forums for doing so in ways that are transparent, accountable, fair and responsible.
2. Attend meetings and special events, and otherwise remain informed about SWWT, serving as an ambassador to their respective constituencies (see meeting attendance policy in SWWT Policies and Procedures).
3. Review meeting materials before meetings, prepare and actively participate.
4. Serve on advisory committees as appropriate.
5. Assist the Executive Steering Council in carrying out its roles and responsibilities as described in job descriptions, as requested.
6. Nominate watershed/subwatershed projects for Executive Steering Council consideration.
7. Attend Executive Steering Council meetings as observers, if desired.
8. Implement or support watershed/subwatershed implementation of projects.
9. Share data and information as per the MOU.

III. ORGANIZATION

The Southeastern Wisconsin Watersheds Trust will be organized as follows:

A. Executive Steering Council. A subset of SWWT, the 15-member Executive Steering Council will be appointed to provide the watershed and interest representation outlined in Section II above.

The Executive Steering Council will convene at least quarterly each year. Regular and annual meeting/summit agendas will be different. Regular meetings will be noticed at least two weeks prior to quarterly meetings, and will follow WI Open Meetings Law, Wis. Stat. § 19.81. as per the Preamble to this document.

At regular meetings, the Executive Steering Council will:

- Consider and approve use of the name Southeastern Wisconsin Watersheds Trust in promotional literature, grant proposals, fundraising activities, etc.
- Hire and fire key staff (if any) and change the organizational structure when warranted
- Monitor and report on project results
- Make decisions with fiscal import, as necessary, that are not related to creating and authorizing the annual budget
- Vote on issues of policy and strategy
- Oversee branding, marketing and overall PR communications related to SWWT
- As needed, create, receive and act on advice from ad hoc committees

Annually, the Executive Steering Council, in addition to the above, will:

- Select up to four new Executive Steering Council members (appointing four at-large members at term ends, ensuring fair geographic, racial diversity, and special interest coverage of membership) and/or confirm continuing members of the Executive Steering Council
- Review watershed priority lists of projects and programs supported by SWWT

- Consider and recommend projects to undertake and fund at the watershed or subwatershed level
- Create and authorize the annual budget

At all meetings of the Executive Steering Council, 50 percent plus 1 of the Executive Steering Council members will constitute a quorum for the transaction of regular business (with the exception of passage of the annual budget, when 2/3 of the Executive Steering Council members will constitute a quorum). A quorum is based on the number of seated Executive Steering Council members at the time of the vote. The act of a majority of the Executive Steering Council members present at any meeting of the Executive Steering Council at which there is a quorum will be the act of SWWT (with the exception of passage of the annual budget as noted above).

Notice of meetings of the Executive Council will be posted on the on-line member calendar (www.SWWTwater.org) and advertised in the member e-bulletin. Special arrangements will be accommodated for non-electronic communication, if necessary. Meeting dates will generally be set at the last meeting of the preceding year for the following year.

All meetings of the Executive Steering Council established under SWWT will operate under Robert's Rules of Order unless modified by a majority vote of Executive Steering Council members. The meetings of the Executive Steering Council will be rotated to locations throughout the Greater Milwaukee Watersheds allowing any member community or organization to host a meeting. Electronic collaboration will be explored as available to increase participation as well.

The Executive Steering Council may modify or amend the partnership's Policies and Procedures by a vote of a majority of all Executive Steering Council members. Changes must be ratified by a 2/3 majority of all Southeastern Wisconsin Watershed Trust members at the following annual summit. The vote will be counted by voice.

Advisory Committee Members. General members of SWWT will be given the opportunity to participate on advisory committees that fill identified needs for policy direction, scientific/technical input to project selection and project progress, and watershed/subwatershed project implementation. As stated above, those committees include a Policy Advisory Committee, a Technical/Scientific Advisory Committee and up to six Watershed Action Teams. Roles and duties of advisory committees are described in Section II of these Policies and Procedures. Appointments to the Policy and Technical/Scientific Advisory Committees will be made by vote of the Executive Steering Council. Watershed Action Team appointments will be made through self-identification, will not include term limits, and will not be subject to committee size limitations.

Meeting frequencies will be no less frequent than annually, as determined by each committee. Advisory committees will prepare a short written report of meeting activities to the Executive Steering Council within one month of each advisory committee meeting.

C. SWWT General Members. SWWT will be comprised of all interested independent units of government, special purpose districts, agencies, organizations, companies and members at large able to meet the terms of these Policies and Procedures and who have signed the MOU.

Meetings of SWWT general members: All current and active SWWT general members in good standing are eligible to attend an annual SWWT summit. The annual summit is further outlined in Section IV of these Policies and Procedures.

Categories D and E below do not currently exist but are provided as placeholders:

D. The SWWT 501(c)3: In the event that SWWT is established as an independent 501(c)3 and operating under its own by-laws, a SWWT 501(c)3 may be put in place ultimately to manage funds on behalf of SWWT. If that were to occur, a 501(c)3 Board of Directors would be established.

E. Other Administrative Groups: The Executive Steering Council may set up various ad hoc groups and committees to make recommendations in areas of operations. These committees, responsibilities and composition will be listed on the member website (www.SWWTwater.org), if applicable.

IV. THE SWWT ANNUAL SUMMIT

Composition

In order to permit active participation in direction-setting and the sharing of progress reports by **all** members of SWWT, an annual SWWT summit will be established. The annual summit invitation list will consist of all members of SWWT.

Functions

The Functions of the annual summit will be:

1. to share information about the activities of all members relating to achievement of the mission, goals and objectives of SWWT;
2. to hear reports from the Executive Steering Council and Advisory Committees about activities since the last annual summit;
3. to discuss and recommend activities for SWWT and its Advisory Committees for the coming two years; and
4. to propose, discuss, and adopt recommendations in the form of non-binding resolutions about issues relating to the purposes of SWWT. All official members of SWWT in good standing will participate equally in discussions and votes (if any) on resolutions during the annual summit.

Rules of Procedure

The Chair of the Executive Steering Council will oversee the development of the annual summit agenda. At least six months prior to the annual summit, the Executive Steering Council will appoint a sub-committee, drawn from all categories of members, to develop the program for the annual summit. The program for the annual summit will be developed over the ensuing three-month period. The Executive Steering Council will adopt or amend the program as a first order of business at the Executive Steering Council meeting immediately following program development.

Location and Timing of the Annual Summit

Simultaneous to the appointment of an annual summit subcommittee, the Executive Steering Council will select a date and a location for the annual summit at least six months prior to the scheduled meeting. The date of the annual summit may coincide with a scheduled date for a meeting of the Executive Steering Council.

V. GENERAL POLICIES

Letters of Support. To request a letter of support for use of the Southeastern Wisconsin Watersheds Trust and/or for SWWT support of a grant application ⁴ from SWWT on an issue, send the information, including a brief description of the request, its relationship to the mission and goals of SWWT, and your contact information to the Chair of the Executive Steering Council. A checklist form and contact information is provided as Appendix B to this document, and mission, goals, and recommendations are provided in Appendices C and D.

Advocacy Policy: SWWT facilitates the sharing of information on technical, policy and legislative matters affecting the water resources of the Greater Milwaukee Watersheds. While SWWT does not as a matter of course take a position on specific technical, policy and legislative matters and issues, SWWT does invite any of its members to do so if they choose. However, SWWT as an entity may choose upon a unanimous vote of the Executive Steering Council to render an opinion and take a position on technical, policy and legislative matters and issues if matters and issues will positively or adversely impact SWWT objectives or implementation plans. In this case, SWWT resources may not be used for advocacy purposes, such as email and mailing lists. Executive Steering Council members unavoidably absent from the vote will have one week after distribution of the minutes within which to respond to the Chair of the Executive Steering Council. An abstention from the vote will not be counted as a “no.” The procedure for soliciting an opinion and advocating for a position on a technical, policy or legislative matter is as per soliciting a letter of support, above.

Data Sharing Policy: SWWT members will cooperate with one another to share environmental data or other data related to the biological, chemical and physical condition of the Greater Milwaukee Watersheds for decision-making purposes designed to improve water quality. Such data includes geo-spatial data as well as data resulting from monitoring, research, and other management, conservation, or educational activities. All contracts or awards made under the auspices of SWWT that generate data will include a provision that data will be made available to SWWT membership.

Data developed by SWWT and its partners can be shared with the WDNR's "Wisconsin Watershed Planning Network" to promote watershed work and encourage collaboration on research, planning, and projects. The Network provides access to interconnected databases for watershed planning information and activities. The website is <http://dnr.wi.gov/org/water/watersheds/planning/>. Communities, citizens, and other agencies can use this water quality information to make decisions that affect the management of streams throughout the Greater Milwaukee Watersheds (and beyond).

VI. APPLICATION PROCEDURES

Groups seeking membership to SWWT will read the MOU, pass a resolution in support of the MOU as appropriate, designate an individual to represent the group, and an authorized agent of the individual or group will sign the MOU and return an original copy to the Chair of the Executive Steering Council. The Executive Steering Council will acknowledge receipt of a signed MOU within 90 days. A current membership list will be maintained and posted to the SWWT website (www.SWWTwater.org).

Unincorporated organizations who wish to be considered as SWWT members must be formally sponsored by a current Executive Steering Council member and must demonstrate their legitimacy

⁴ Grant application must be in line SWWT mission and goals.

and stability as an organization by submitting with their application copies of their organizational charter, bylaws or other defining instrument. Individual SWWT members need only provide proof of their identity.

VII. ANNUAL MEMBERSHIP CONTRIBUTIONS

Annual Membership Contributions Program: At this time, it is unknown whether sustenance of SWWT will require annual membership contributions. This section, including direct payment if dues and payment of dues in kind, will be addressed at the time this information becomes known.

VIII. REVOCATION OR WITHDRAWAL OF MEMBERSHIP

Should any member act persistently in a manner seriously inconsistent with the mission, goals and/or objectives of SWWT, a revocation of membership may be proposed to the Executive Steering Council by any other member. The Executive Steering Council, after hearing the reasons for which revocation is being proposed may, by a majority of votes of the Executive Steering Council members present at a meeting at which there is a quorum, request the member in question to present to the next meeting of the Executive Steering Council the reason why revocation of membership is not justified. The member in question will notify the Chair of the Executive Steering Council if s/he wishes to present a case against revocation of membership. If not, then the member will be considered to have withdrawn from membership. If the member elects to argue for maintenance of membership, s/he will do so at the next meeting of the Executive Steering Council. After considering the response from the member, the Executive Steering Council may vote to revoke membership by a two-thirds majority of votes of the Executive Council members present at a meeting at which there is a quorum. If the member in question is an Executive Steering Council member, s/he is not eligible to participate in the vote to revoke membership.

Any member may withdraw from SWWT at any time by providing written notice of the party's intent to withdraw to the Chair of Steering Committee.

IX. INDEMNIFICATION

To the extent permitted by law, SWWT may hold any officer, committee chair, executive director, agent or employee and their respective designees harmless from personal liability for claims made or civil actions commenced against the officer, committee chair, executive director, agent, employee or designee when: acting in good faith within the scope of his/her authority; while discharging his/her official duties on behalf of SWWT; for acts in or not opposed to the best interest of SWWT or on account of liability of SWWT only if their actions do not amount to gross negligence and are not contrary to the law. SWWT, pursuant to bylaw or resolution of its Steering Committee, may obligate itself in advance to defend and hold harmless persons.

SWWT may purchase and maintain insurance on behalf of any officer, committee chair, potential future executive director, agent or employee and their designees against any liability asserted against the person and incurred by the person in any capacity or arising out of the status of the person as an officer, committee chair, executive director, agent or employee of SWWT.

6/9/08

The amount of fees and costs which SWWT will pay for on behalf of any officer, committee chair, executive director, agent, employee or designee's defense will be limited to and will not exceed insurance limits of the policy, if any, covering the claim or action.

The decision to defend and represent any individual, officer, committee chair, executive director, agent, employee or designee will be made in the sole discretion of the SWWT Executive Steering Council, acting on advice from its legal counsel as to whether said individual, officer, committee chair, executive director, agent, employee or designee was acting while in the scope of his/her authority, was discharging his/her official duties on behalf of SWWT and if the acts were in or not opposed to the best interest of SWWT.

X. AMENDMENTS TO THIS POLICIES AND PROCEDURES DOCUMENT

Any amendments proposed to this Policies and Procedures Document will be first reviewed by the Executive Steering Council who will, after consideration of proposed amendments, make recommendations to SWWT at their annual summit. To be formally recommended, any amendment(s) to these Policies and Procedures will be: 1) noticed to all SWWT members at least 30 days prior to the SWWT meeting at which they are to be voted upon; and 2) approved by majority (voice vote) of all members present at the annual meeting.

Adopted by the Executive Steering Council of SWWT on <date>.

Appendix A:

Executive Steering Council Chair, Vice Chair, Secretary, and Treasurer Duties

SWWT: Leader/Participant Job Descriptions

4/30/08

1.0 Introduction

This document is intended to provide concepts and text in support of initial Policies and Procedures for the Southeastern Wisconsin Watersheds Trust (SWWT). SWWT is a non-governmental, non-taxing, voluntary partnership. As such, it is a collaborative regional effort to achieve healthy and sustainable water resources throughout our Greater Milwaukee Watersheds and nearshore Lake Michigan.

As currently envisioned by a newly formed Organizing Committee, SWWT will initially include an Executive Steering Council, two advisory committees, six individual Watershed Action Teams (with time), and a universe of general members. Advisory committees include a Policy/Legal Advisory Committee and a Technical/Scientific Advisory Committee. Six individual Watershed Action Teams include those covering the watersheds of the Kinnickinnic River, Menomonee River, Milwaukee River, Root River, and Oak Creek, and the Lake Michigan direct drainage area. SWWT actions will focus on implementing the Southeastern Wisconsin Regional Planning Commission's Regional Water Quality Management Plan Update completed and approved in 2007.

The organizational structure will be supported from the ground up by its general membership. To empower and strengthen member support, job descriptions were drafted for all the envisioned levels of participation. These job descriptions that list specific activities of each position are intended to provide overall legitimacy to SWWT. According to *Swimming Upstream*⁵, this legitimacy is crucial to the organizational success of watershed partnerships. Legitimacy is defined by:

- Participants who must...

⁵ *Swimming Upstream: Collaborative Approaches to Watershed Management* (American and Comparative Environmental Policy) (Paperback) by [Paul A. Sabatier](#) (Editor), [Will Focht](#) (Editor), [Mark Lubell](#) (Editor), [Zev Trachtenberg](#) (Editor), [Arnold Vedlitz](#) (Editor), [Marty Matlock](#) (Editor), MIT Press, 2005.

- Appropriately represent the full range of stakeholders
- Fairly consider the concerns of the full range of stakeholders
- Genuinely consent to policy decisions
- Outcomes that must...
 - Be an improvement in the welfare of at least some stakeholders
 - Respect individual stakeholders' rights
 - Be a fair distribution of welfare among all stakeholders

To provide full opportunity for an informed public and to meet the desired outcomes above, meetings of SWWT and its subgroups will adhere to WI Open Meetings Law, Wis. Stat. § 19.81. While not a governmental body, SWWT is interested in providing to the public the fullest and most complete information regarding its affairs, and feels following the WI Open Meetings Law is the best way to ensure this. Requirements that will help enable SWWT transparency include public notice of meetings, meeting conduct in open session, and adherence to closed meeting session procedures.

This definition of legitimacy and its implementation through WI Open Meetings Law underpins all SWWT job descriptions to ensure the initial organization of the group embraces these conditions of institutional survival. With that in mind, descriptions of each SWWT job are provided below.

2.0 Executive Steering Council

SWWT will be managed by a subset of its general members on an executive council known as the Executive Steering Council. The Executive Steering Council will undertake the following activities:

1. Confirm, refine and ultimately implement SWWT policies and procedures.
2. Based on input from the Watershed Action Teams, review annual watershed priority lists of projects and programs supported by SWWT.
3. Recruit and train new Executive Steering Council members and leaders.
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5. Approve usage of the name SWWT in promotional literature, grant proposals, fundraising activities, etc.
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9. Monitor and report on project results.
10. Make other decisions with fiscal import, as necessary.
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12. Appoint four at-large members, ensuring fair geographic, racial diversity, and special interest coverage of membership on the Executive Steering Council.
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2.1 Executive Steering Council Members

The Executive Steering Council nomination process will be guided by fair geographical and racial/ethnic representation. The initial membership vs. second full year membership processes for nomination will be different as outlined below.

The Executive Steering Council will exist in its first year through balanced and clear appointment by SWWT's Organizing Committee and Water Policy group⁶. This will enable the Council to move forward with establishing and honing procedures and undertaking pilot work within the constraints of initial Policies and Procedures. Direct but balanced appointments will also allow leadership and membership to evolve, as needed. This initial Executive Steering Council will consider, and if necessary, realign the Executive Steering Council member selection process outlined below prior to September 30 of the first full year of operation.

In its second full year and beyond, the Executive Steering Council will be created through member appointment by selected nominating bodies. Selected nominating bodies will be contacted for their appointments on or around November 1 of an upcoming term-year, and will be given 60 days within which to make a nomination. If an appointment is not made, then the Executive Steering Council may instead make any given appointment. The Executive Steering Council will ultimately consist of 15 members, including a Chair, Vice Chair, Secretary, Treasurer, and 11 other members. In all cases, Executive Steering Council members will be SWWT members and will sign the MOU. Members may include representatives from a variety of sectors and nominating bodies:

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⁶ The Organizing Committee was established in late 2007 by a Water Policy group, whose facilitated work was funded through a grant of the Brico Fund. The Organizing Committee met in late 2007 and first-quarter 2008 to establish draft policies and procedures to initiate SWWT.

notice thereof in writing to the Chair or to the Secretary of the Executive Steering Council.

Initial terms of the Executive Steering Council shall be *staggered* terms, with members divided into three classes: Class I, Class II and Class III. Each class shall consist of five members, with a term of service of each class staggered to expire in successive years. Each member shall be randomly assigned to a class at the time of their election. Initially, the members in Classes I and II will hold office for one- and two-year terms, respectively; upon the expiration of the initial term of the initial class of Directors in Classes I and II, the term of the members in both Classes I and II shall be three years. If the number of members is changed, any increase or decrease in the number of directors shall be apportioned among the three classes so as to make all classes as nearly equal in number as possible, and the Executive Steering Council shall decide which class shall contain an unequal number of members, as applicable.

2.1.1 Executive Steering Council Chair Duties

1. Serve as the Chief Volunteer of the organization.
2. Provide leadership to the SWWT Executive Steering Council.
3. Develop agendas and chair meetings of the Executive Steering Council and SWWT.
4. Encourage SWWT's role in strategic planning.
5. Nominate the chairpersons of advisory committees in consultation with other Executive Steering Council members who will ultimately vote on other advisory committee chairs.
6. Serve *ex officio* as a member of advisory committees and attend their meetings when invited.
7. Help guide and mediate SWWT actions with respect to organizational priorities and governance concerns.
8. Monitor financial planning and financial reports.
9. Play a leading role in fundraising activities.
10. Evaluate annually the performance of the organization in achieving its mission.
11. Perform other responsibilities assigned by SWWT.

2.1.2 Executive Steering Council Vice Chair Duties

This position is typically a successor to the Chair position. In addition to the responsibilities outlined in the Committee Member job description below in this document, this position will:

1. Perform Chair responsibilities when the Chair cannot be available (see Chair Job Description) and otherwise report to the Chair.
2. Work closely with the Chair and other staff.
3. Participate closely with the Chair to develop and implement officer transition plans.
4. Perform other responsibilities as assigned by the Executive Steering Council.

2.1.3 Executive Steering Council Secretary Duties

1. Maintain records of SWWT and ensure effective management of SWWT's records.
2. Manage minutes of Executive Steering Council and SWWT meetings.
3. Ensure minutes are distributed to SWWT members shortly after each meeting.

4. Remain familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings.

2.1.4 Executive Steering Council Treasurer Duties

1. Manage finances of SWWT.
2. Administrate fiscal matters of SWWT.
3. Preside over the annual budget of SWWT for members' approval.
4. Ensure development and review of financial policies and procedures.

2.1.5 Executive Steering Council SWWT Member Duties

1. Regularly attend SWWT meetings and important related meetings.
2. Commit to participating actively in committee work, as applicable.
3. Volunteer for and willingly accept assignments and complete them thoroughly, on time.
4. Stay informed about committee matters, prepare for meetings, and review and comment on minutes and reports.
5. Get to know other Executive Steering Council members and build collegial working relationships that contribute to consensus.
6. Be an active participant in the Executive Steering Council's annual evaluation and planning efforts.
7. Participate in fundraising for SWWT.

3.0 Advisory Committee Member Duties

General members of SWWT (see section 4.0) will be given the opportunity to participate on advisory committees that fill identified needs for policy direction, scientific/technical input to project selection and project progress, and watershed/subwatershed project implementation.

Policy Advisory Committee: Advise the SWWT Executive Steering Council on important public policy and legal issues pertaining to its activities. In fulfilling its roles, the committee will:

- Ensure that a wide range of interests are considered in all public policy and legal discussions
- Focus on issues that cut across existing lines of authority to achieve watershed objectives
- Identify and make recommendations on public policy and legal issues
- Record Policy Advisory Committee meeting notes and report out to the Executive Steering Council

Technical/Scientific Advisory Committee: Advise the SWWT Executive Steering Council on important science and technical issues pertaining to its activities. In fulfilling its roles, the committee will:

- Ensure that a wide range of interests are considered in all scientific discussions
- Focus on issues of a scientific and technical nature to achieve watershed objectives
- Identify and make recommendations on scientific and technical issues
- Identify areas where further study is necessary
- Record Technical/Scientific Advisory Committee meeting notes and report out to the Executive Steering Council

Watershed Action Teams: Advise the SWWT Executive Steering Council on important watershed-specific issues pertaining to its activities *and implement projects either as a body or by enabling its member organizations*. In fulfilling its roles, the committee will:

- Ensure that a wide range of interests are considered in all watershed discussions
- Focus on issues that cut across existing lines of authority to achieve watershed objectives
- Work with SEWRPC to develop a Watershed Action Plan
- Based on the Watershed Action Plan, annually prepare and identify issues in a priority list of watershed-specific projects and programs to be supported by SWWT. Recommend this list to the Executive Steering Council for their review and approval
- Identify and make recommendations on watershed-specific issues
- Undertake projects or offer to advise on member projects that have been awarded by the Executive Steering Council
- Record Action Team meeting notes and report out to the Executive Steering Council

4.0 General Member Duties

The universe of MOU signatories will necessarily be involved in SWWT, helping to shape and staff its efforts, implement projects of its general members, and measure and report progress. General members may include independent units of government, special purpose districts, agencies, organizations, companies and members at large.

In all cases, general members will comprise the universe of SWWT general members and as such will be required to sign the MOU. General members will:

1. Represent and share interests in appropriate forums for doing so in ways that are transparent, accountable, fair and responsible.
2. Attend meetings and special events, and otherwise remain informed about SWWT, serving as an ambassador to their respective constituencies (see meeting attendance policy in SWWT Policies and Procedures).
3. Review meeting materials before meetings, prepare to participate and actually participate.
4. Serve on advisory committees as appropriate.
5. Assist the Executive Steering Council in carrying out its roles and responsibilities as described in job descriptions, as requested.
6. Nominate watershed/subwatershed projects for Executive Steering Council consideration.
7. Attend Executive Steering Council meetings as observers, if desired.
8. Implement or support watershed/subwatershed implementation of projects.
9. Share data and information as per the MOU.

Functions and related job descriptions should be revisited as the organization grows and matures.

Additional Sources:

Chicago Wilderness: *Chicago Wilderness Policies and Procedures*.

Free Management Library: <http://www.managementhelp.org/boards/brdjobs.htm> .

Minnesota Council of Nonprofits: http://www.mncn.org/info/template_gov.htm .

Organisation for Economic Co-Operation and Development:

http://www.oecd.org/home/0,2987,en_2649_201185_1_1_1_1_1,00.html .

Swimming Upstream: Collaborative Approaches to Watershed Management (American and Comparative Environmental Policy) (Paperback) by [Paul A. Sabatier](#) (Editor), [Will Focht](#) (Editor), [Mark Lubell](#) (Editor), [Zev Trachtenberg](#) (Editor), [Arnold Vedlitz](#) (Editor), [Marty Matlock](#) (Editor), MIT Press, 2005.

Appendix B:

Checklist Form for Soliciting Support from Southeastern Wisconsin Watersheds Trust

- Applicant Name
- Applicant Organization
- Applicant Contact Information (mailing address, email address, phone number)
- Specific Request (letter of support for grant application or letter of support for position)
- Request Description/Details
- Response Deadline
- Desired Response Format
- Response Relationship to SWWT Mission (see Appendix C)
- Response Relationship to SWWT Goals (see Appendix C)
- Response Relationship to Regional Water Quality Management Plan Update Strategy or Strategies (see Appendix D)
- Suggested Support Language
- Other Supporting Documentation

Please return all inquiries to the Chair of the Executive Steering Council as follows:

<name>
<address>
<email address>

Appendix C:

Southeastern Wisconsin Watersheds Trust Mission Statement, Goals and Linkages to SEWRPC's RWQMPU⁷

Southeastern Wisconsin Watersheds Trust Mission Statement: The Southeastern Wisconsin Watersheds Trust (SWWT) is a collaborative effort to achieve healthy and sustainable water resources throughout the Greater Milwaukee Watersheds⁸ and nearshore Lake Michigan.

SWWT Goals:

1. Make measurable progress toward improving the water resources in the region.
2. Identify/support land use practices and designs that enhance/improve water resources and promote and restore ecological benefits.
3. Forge and strengthen relationships to leverage funding and recommend policies to assist in the implementation of projects to produce lasting water resource benefits and cost savings throughout the Greater Milwaukee Watersheds and nearshore Lake Michigan.

⁷ RWQMPU is the Southeastern Wisconsin's Regional Water Quality Management Plan Update completed in 2007 for the Greater Milwaukee Watersheds.

⁸ The Greater Milwaukee Watersheds are defined as the watersheds of the Kinnickinnic River, Menomonee River, Milwaukee River, Root River, and Oak Creek watersheds; the Milwaukee Harbor estuary; and the adjacent Lake Michigan direct drainage area.

SWWT Goals*	RWQMPU Objective Categories
<p>Make measurable progress toward improving the water resources in the region.</p>	<ul style="list-style-type: none"> • Water quality management Objective 3: Enhancement of the quality of the natural and man-made environments • Outdoor recreation and open space preservation Objective 1: Provision of outdoor recreation sites • Water quality management: <ul style="list-style-type: none"> • Objective 1: Development of facilities, programs and policies to serve the regional development pattern • Objective 2: Development of policies and practices to meet water use objectives • Objective 4: Reduction of sedimentation, other water pollution, and eutrophication • Plan structure and monitoring Objective 5: Improvement of assessment and management • Land use development <ul style="list-style-type: none"> • Objective 2: Protection and wise use of natural resources • Objective 4: Preservation of land for agriculture, habitat, and orderly development • Outdoor recreation and open space preservation Objective 2: Preservation of open space • Water control facility development Objective 1: Development of a system to reduce flood damage • Plan structure and monitoring Objective 3: Support of economic development and job creation • Plan structure and monitoring Objective 2: Development of strong institutions for plan implementation • Water quality management Objective 1: Development of facilities and policies to serve the regional development pattern • Water control facility development Objective 1: Development of a system to reduce flood damage
<p>Identify/support land use practices and designs that enhance/improve water resources and promote and restore ecological benefits.</p>	<ul style="list-style-type: none"> • Educational & informational programming Objective 1: Support of an informed and educated public • Land use development Objective 3: Land use compatible with economical provision of public services • Plan structure and monitoring Objective 2: Development of strong institutions for plan implementation • Plan structure and monitoring Objective 6: Support of a collaborative approach to water quality management • Land use development: <ul style="list-style-type: none"> • Objective 1: Achievement of a balanced land use allocation • Objective 2: Protection and wise use of natural resources • Plan structure & monitoring Objective 5: Improvement of assessment & management • Plan structure & monitoring Objective 4: Response to adaptive & flexible plans
<p>Forge and strengthen relationships to leverage funding and recommend policies to assist in the implementation of projects to produce lasting water resource benefits and cost savings throughout the Greater Milwaukee Watersheds and nearshore Lake MI.</p>	<ul style="list-style-type: none"> • Plan structure and monitoring Objective 5: Improvement of assessment and management • Plan structure and monitoring Objective 1: Development of economical and efficient programs • Plan structure and monitoring Objective 4: Responsiveness to adaptive and flexible plans

*Goals from October 9, 2007 meeting.

**Original draft source-data from SEWRPC's RWQMPU, 2007.

6/9/08

Appendix D:

SEWRPC's Regional Water Quality Management Plan Update