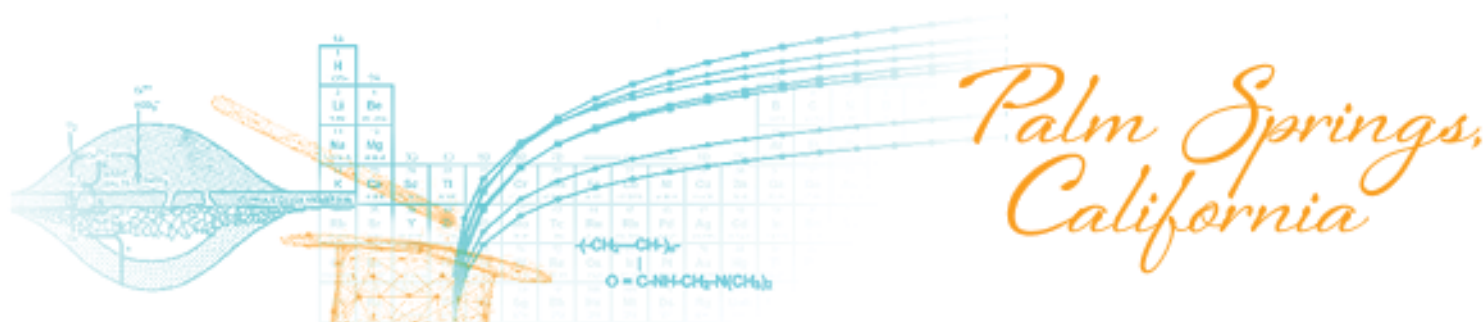




# Annual Convention & Exposition

September 11-14, 2019

Palm Springs Convention Center and  
Renaissance Palm Springs Hotel



## AWT Annual Membership Meeting

Thursday, September 12, 2019

8:20 am – 9:00 am

### Agenda

1. **Call to Order** David Wagenfuhr
2. **Determination of a Quorum** Michael Bourgeois, CWT
3. **Approval of Agenda** David Wagenfuhr
4. **Secretary's Report** Michael Bourgeois, CWT
  - a. Bylaws Vote
  - b. Approval of Minutes from September 27, 2018
5. **President's Report** David Wagenfuhr
6. **Q&A Period, Treasurer's Report** Matt Jensen, CWT
  - a. Review of written reports
  - b. Discussion period
7. **Q&A Period, Committee Reports** David Wagenfuhr
  - a. Review of written reports
  - b. Discussion period
8. **Q&A Period, Related Trade Organization (RTO) Reports** David Wagenfuhr
  - a. Review of written reports
  - b. Discussion period
9. **Next AWT Annual Membership Meeting** David Wagenfuhr
  - a. October 1, 2020 – Louisville, KY
10. **Adjournment** David Wagenfuhr



## Proposed Bylaws Changes

Dear AWT Member,

AWT internally reviews our bylaws every few years. During a recent review, questions were raised about the wording of the Water Treatment Supplier membership category. After member input and board approval, these questions were sent to legal counsel, who suggested additional changes.

This led us to develop the attached revisions. In addition, some minor cleanup was performed on the bylaws. The major changes were in two areas.

- **2.2.2: Water Treatment Supplier Company (WTS).** Companies that provide ~~greater than 25% of sales of goods and/or services primarily to WTCs.~~  
**Reason:** Removed “greater than 25%” and “primarily,” as retaining this would make many current AWT Supplier Members ineligible.
- **Supplier Representative Vote on the Board of Directors.** Changes to Sections 3.2, 3.4.3, 3.4.4, and 4.5, giving the Supplier Representative a vote on the Board of Directors.
- **Reason:** Current best practice is that all members of the board have a vote. Currently, the Supplier Representative assumes all of the legal responsibility of being on the board without having an actual vote. Boards today are moving away from this model and giving their suppliers a vote on the board. Please note: If this change is adopted, several areas of the bylaws will be affected.

The AWT Board of Directors is unanimously recommending these bylaws changes as well as the other changes outlined in the attached document, many of which simply involve moving existing language from the bylaws to our policy document.

The vote will be conducted in person at the 2019 Annual Membership Meeting in Palm Springs on Thursday, September 12, from 8:20 am–9:00 am. Please note that we will be conducting the vote in three parts: a vote on the wording change to the Water Treatment Supplier member category, a vote on all of the small items/items moved to policy, and a vote on giving the Supplier Representative on the board a vote.

Kind regards,

*David Wagenfuhr*

David Wagenfuhr  
President

*Michael Bourgeois*

Michael Bourgeois, CWT  
Secretary

*Heidi Zimmerman*

Heidi J. Zimmerman, CAE  
Executive Director

# 2019 Proposed Bylaws Changes

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## Changed

**2.2.2: Water Treatment Supplier Company (WTS).** Companies that provide ~~greater than 25% of sales of goods and/or services primarily to WTCs.~~

**Reason:** Removed “greater than 25%” and “primarily,” as retaining this would make many current AWT Supplier Members ineligible.

**2.9.6: Written Ballot.** Matters may be placed before the membership by written ballot, including without limitation, ballots sent by email or other electronic means; however, no action required or permitted to be taken at a meeting of the members may be taken without such meeting, absent unanimous consent to the action by all members entitled to vote on the action.

**Reason:** Changed wording based on legal counsel recommendation. Any use of a written ballot requires unanimous consent. If there is one “no” vote, the motion is defeated. In addition, Article 11 covers Bylaws changes.

**3.4: Nomination and Election of Supplier Representative.** The candidate receiving the affirmative vote of a majority of the Board of Directors shall be declared duly elected as the Supplier Representative.

**Reason:** These items were eliminated in order to reflect the addition of the Supplier Representative vote. Current best practice is that all members of the board have a vote. Currently, the Supplier Representative assumes all of the legal responsibility of being on the board without having an actual vote. Boards today are moving away from this model and giving their suppliers a vote on the board.

**Article IX—Indemnification:** AWT shall indemnify any director, officer, former director, or former officer who is or has served at the request of AWT (and his/her heirs, executors, and administrators) against expenses, including attorneys fees, judgments, fines, and amounts paid in settlement, actually and reasonably incurred by him/her by reason of the fact that he/she is or was such director or officer in connection with any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, to the full extent required by applicable law.

**Reason:** Virginia law requires mandatory indemnification of officers and directors, so wording has been changed based on legal counsel recommendation.

**10.3: Minutes of Meeting.** The minutes of the meeting of the board shall reflect that the conflict was disclosed and the interested person was not present during the final discussion or vote and did not vote on the matter.

**Combined with Article X**

**Reason:** Changed wording based on legal counsel recommendation.

## Re-Ordered

**2.8: Meetings of Members.**

## Moved to Policy

1.5.1. Organization. The nature of the business and operations to be conducted and promoted by AWT, including without limitation, the authority of AWT to engage in any and all lawful purposes or activities of a non-stock corporation as permitted by Virginia law, shall be in accordance with AWT's designation as a non-profit corporation exempt from taxation pursuant to Section 501(c)(6) of the United States Internal Revenue Code (or the corresponding section of any future United States Internal Revenue Code).

**Moved to Policy 1.1** (Covered in Articles of Incorporation, which supersede the Bylaws)

1.5.2. Private Inurement. No part of the net earnings of AWT shall inure to the benefit of, or be distributable to, its members, directors, officers, or other private persons, except that AWT shall be authorized and empowered to pay reasonable compensation for services rendered and expenses incurred to perform official functions, and to make payments and distributions in furtherance of the purposes set forth herein.

**Moved to Policy 1.3** (Covered in Articles of Incorporation, which supersede the Bylaws)

2.3.2. Review of Membership Application. Upon receipt of an application by AWT, a member application will be reviewed by AWT staff to ensure that the applicant meets the eligibility requirements. Indeterminate situations will be referred to the Membership Committee for resolution. At the next regularly scheduled board meeting, the Board of Directors will confirm that the member applicant is elected to the appropriate membership class.

**Already Exists as Policy 4.2, but updated with new language**

**2.4: Certificate.** A certification of membership and status shall be issued to each member in the name of the member applicant. This certificate shall be updated yearly as long as the membership is renewed.

**Moved to Policy 4.3.1**

3.5.3 Regular Meeting Notice. The notice for each regular meeting shall be given to each director, by mail, facsimile, or other electronic transmission, not less than thirty (30) days prior to the regular meeting and shall contain a meeting agenda.

**Moved to Policy 4.14** (Director Meetings are currently announced at the beginning of the year)

3.5.4: Special Meeting Notice. The notice for each special meeting shall be given to each director, by mail, facsimile, or other electronic transmission, not less than seven (7) days prior to the special meeting and shall state the purpose(s) for which the special meeting is called.

**Moved to Policy 4.14.1**

3.5.5: Telephonic Meetings. Any member of the board may participate in a meeting of the Board of Directors by means of a conference telephone or similar communications equipment, if available, which permits all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting and shall be counted toward the required quorum.

**Moved to Policy 4.14.2**

**5.2 Term.** The term of the executive director shall be one (1) year, or until a successor is otherwise elected or appointed, as provided herein.

**Moved to Policy 1.16.2** (Determined by contract with individual or management company)

**5.3: Duties.** The executive director shall be responsible for the (a) dissemination of the correspondence of AWT; (b) collection, maintenance, and dissemination of corporate operating records, accounts, and statistics of AWT; (c) collection of dues and assessments of AWT; (d) the routine duties of secretary and treasurer, as the case may be; (e) signing AWT contracts; and (f) such other duties and functions as from time to time may be determined by the Board of Directors.

**Moved to Policy 1.16.3** (Determined by contract with individual or management company)

**5.4: Resignation.** The executive director may resign at any time by delivering written notice to the Board of Directors. Unless the notice specifies a later effective date, the resignation is effective when the notice is delivered.

**Moved to Policy 1.16.4** (Determined by contract with individual or management company)

**5.5: Removal.** The executive director may be removed at any time, with or without cause, by the Board of Directors at a meeting held for such purpose, provided, however, that such removal shall not conflict with any provisions or obligations of any written contract or agreement between AWT and the executive director.

**Moved to Policy 1.16.5** (Determined by contract with individual or management company)

**5.6: Vacancies.** In the event of any vacancy in the position of executive director, the President shall fill such vacancy for the unexpired term.

**Moved to Policy 1.16.6** (Determined by contract with individual or management company)

**5.7: Compensation.** The compensation and any related benefits paid or made available to the executive director shall be as determined by the Board of Directors.

**Moved to Policy 1.16.7** (Determined by contract with individual or management company)

#### **6.5.3, 6.5.5, 6.5.8, 6.5.10, 6.5.11, 6.5.12: Selected Committees**

**Membership Committee, Convention Committee, Marketing Committee, Long Range Planning Committee, Past President's Council, Audit Committee.**

**Moved to Policy 2.12:** The board purposefully kept the following committees in the bylaws: Legislative/Regulatory, Education, Technical and Certification. These committees are essential to the successful operation of AWT. The committees that have been moved to policy are operational in nature and will inherently exist to conduct the day-to-day operation of AWT.

**8.3: Accountability.** AWT shall adopt, and financial records shall be maintained, in accordance with an approved record retention policy.

**Moved to Policy 3.1.1** (Legally unnecessary language, as this clause is in effect whether it is written or not)

**10.1: Non-Participation in Vote.** The person having a conflict shall not participate in the final deliberation or decision regarding the matter under consideration and shall retire from the room in which the board is meeting. However, the person may be permitted to provide the board with any and all relevant information.

**Moved to Policy 1.11.2**

**10.4: Annual Review.** A copy of this conflict of interest statement shall be furnished to each

director, officer, employee, and/or contractor who is presently serving AWT, or who hereafter becomes associated with AWT. This policy shall be reviewed annually for information and guidance of directors and officers, staff members and contractors, and new officers and directors, staff members and contractors shall be advised of the policy upon undertaking the duties of their offices.

**Moved to Policy 1.11.4**

**Article XII—Consistency With Certificate of Incorporation:** If any provision of these bylaws shall be inconsistent with AWT's Certificate of Incorporation (and as amended from time to time), the Certificate of Incorporation shall govern.

**Moved to Policy 1.18** (Legally unnecessary language, as this clause is in effect whether it is written or not)

**Article XIII—Consistency With Policies and Procedures:** If any provision of the policies and procedures as enacted by the Board of Directors (and as amended from time to time) for the governance of AWT shall be inconsistent with these bylaws, these bylaws shall govern.

**Move to Policy 1.19** (Legally unnecessary language, as this clause is in effect whether it is written or not)

**Article XIV—Binder Clause:** Should any part of these bylaws be adjudged in violation of existing law, only the affected portion will be considered inoperative, and all other portions of these bylaws shall remain in force and binding upon its members.

**Moved to Policy 1.20** (Legally unnecessary language, as this clause is in effect whether it is written or not)

**Article XV—Corporate Seal:** AWT shall have a seal in circular form having within its circumference the words: Association of Water Technologies, a Virginia Non-stock Corporation.

**Moved to Policy 1.21**



# Bylaws

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Draft – Revised – February 26, 2019

## Article I – Organization

### 1.1: Name.

The name of the organization shall be “Association of Water Technologies, Inc.,” hereinafter referred to as “AWT.”

### 1.2: Governing Law.

AWT is a non-stock, non-profit corporation existing pursuant and subject to the provisions of the Virginia Non-stock Corporation Act, Chapter 10, Title 13.1 of the Virginia code. AWT may conduct any activity not inconsistent with its applicable articles of incorporation, these bylaws or its federal tax-exempt status under section 501(c)(6) of the Internal Revenue Code.

### 1.3: Corporate Offices.

The principal office of AWT shall be designated by the Board of Directors.

### 1.4: Fundamental Statement.

AWT is an international association comprised of firms engaged in the management and treatment of water in its many uses in industry and commerce. AWT endeavors to improve the efficient, effective, and environmentally appropriate use of water, particularly in the traditional areas of heat transfer (heating, cooling, power generation), mass transfer (process), and treatment for recycle (waste) and potable applications. As new uses and technologies develop, AWT will strive to promote their progressive implementation.

### 1.5: Purposes.

AWT is dedicated to serving its member firms by providing business and professional education and resource support in the management and treatment of water in its applications in industry and commerce, including without limitation, training, certification, networking, and regulatory and public awareness programs, which advance knowledge, preserve natural resources, and promote the growth and development of AWT’s member firms.

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## Article II – Membership

### 2.1. Classes.

There shall be five classes of members: Water Treatment Company (WTC); Water Treatment Supplier Company (WTS); Honorary Emeritus; Sustaining; and Student.

### 2.2. Eligibility.

The qualifications for each membership class shall be as follows:

- 2.2.1. Water Treatment Company (WTC). Companies whose primary customer is the water treatment end-user (80% of sales to end user). The company is limited to annual gross sales of \$30M US from water treatment operations and is limited to 150 full-time employees working in the water treatment division to qualify for this category. This category can include divisions and subsidiaries of larger companies only if the parent company is not involved in the sale of water treatment products or components. If two subsidiaries or divisions join, their combined total annual gross sales must be under \$30M US from water treatment operations and than 150 full-time employees.
- 2.2.2. Water Treatment Supplier Company (WTS). Companies that provide sales of goods and/or services to WTCs.
- 2.2.3. Honorary Emeritus. Invited members who have retired from the water treatment industry and continue to contribute to the industry. Retired from the water treatment industry, for membership purposes, is defined as no longer being employed by any water treatment company.
- 2.2.4. Sustaining. WTC members that have been members of AWT for at least five years but that have outgrown AWT either through employee count or annual gross sales. If a Prohibited Organization (see 2.2.7) purchases a Sustaining Member, the Sustaining membership is revoked.
- 2.2.5. Student. Students that qualify under the SEED program description as prescribed by the policies and procedures as set by the Board of Directors.
- 2.2.6. Common Ownership. Any eligible member company with common ownership or control by a current AWT member company may elect to join AWT. If the eligible member companies share the same membership category, one of the companies would be required to sub-register under that membership category. If the companies qualify for different categories, they would join at the WTC membership rates. If the combined companies are in the WTC category, and still meet the criteria for a WTC, then the owner must designate which company will be the voting member. Member companies with common ownership or control may only have one representative elected to the Board of Directors at any given time.
- 2.2.7. Prohibited Organization. Any Water Treatment Company (WTC) that has, in the aggregate, more than one hundred fifty (150) full-time employees in the water treatment division or annual gross revenues from a primary water treatment operation that is greater than \$30M US. Sustaining Members are exempt from this provision.



### **2.3: Application.**

Application for membership in AWT shall be made on the form(s) prescribed and in the manner provided therein as determined by the Board of Directors.

### **2.4: Transfer Prohibited.**

Membership in AWT may not be transferred or assigned. Simple company name changes are permissible with the approval and consent of the Board of Directors.

### **2.5: Dues and Assessments.**

2.5.1. Annual Dues. The amount of annual dues and assessments and the administration for payment thereof by the membership shall be as established by the Board of Directors. No portion of annual dues shall be refundable.

2.5.2. Suspension of Membership. Members in arrears in the payment of all or any portion of the annual dues and assessments as prescribed by the Board of Directors shall be suspended, shall lose all privileges of membership during the period of suspension, and may be subject to termination as prescribed in Section 2.6. A suspended member shall be reinstated upon full payment of delinquent dues and assessments.

### **2.6: Termination For Cause.**

Membership in AWT may be terminated due to a member being designated as a Prohibited Organization; or a member's violation, breach, or non-compliance with these bylaws; or any federal, state, or local statute, rule, ordinance or regulation impairs the reputation of AWT or its ability to comply with the organization's purpose in assisting members, as determined by the Board of Directors. Removal of a member pursuant to this Section 2.6 shall require a three-fourths (3/4) affirmative vote of the Board of Directors, provided, however, that any member subject to termination shall be afforded notice and an opportunity for a hearing pursuant to the policies and procedures as prescribed by the Board of Directors.

### **2.7: Meetings of Members.**

2.7.1. Annual Meetings. The annual meeting(s) of the members of AWT for any calendar year shall be held at the time(s) and location(s) as determined by the Board of Directors and applicable law.

2.7.2. Annual Meeting Notice. The notice for each annual meeting shall be given to each member, by mail, facsimile, or other electronic transmission, not less than thirty (30) days prior to the annual meeting and shall contain a meeting agenda.

2.7.3. Special Meetings. A special meeting of the members may be called at the request of the President, or the President shall call a special meeting of the members on behalf of the Board of Directors upon written notice by a majority of the Board of Directors, or on behalf of the membership upon written notice by not less than twenty percent (20%) of the voting membership in good standing.

2.7.4. Special Meeting Notice. The notice for each special meeting shall be given to each member, by mail, facsimile, or other electronic transmission, not less than fifteen (15) days prior to the special meeting and shall state the purpose(s) for which the special meeting is called.

## **2.8. Membership Voting.**

- 2.8.1. Voting Members. Only WTC members in good standing shall have a vote on matters brought before and requiring the approval of voting members.
- 2.8.2. Non-Voting Members. All other membership classes shall not have a vote on any matter. Non-voting members are entitled to attend the annual member meeting(s) and may participate as directed by the presiding officer.
- 2.8.3. Quorum. At any meeting of the membership, the members entitled to vote, who are in attendance at such meeting, in person or by proxy or participate by written ballot, provided that number constitutes at least 10% of the voting membership, shall constitute a quorum herein.
- 2.8.4. Membership Voting. Every member entitled to vote shall be entitled to cast one (1) vote on each matter submitted to the membership, including but not limited to election of member(s) to the Board of Directors and amendments to the Certificate of Incorporation or the bylaws of AWT. Except as otherwise provided by law or in these bylaws, the affirmative vote of a majority of the members entitled to vote on any matter(s) submitted at a meeting in which a quorum is present shall constitute the action of the members.
- 2.8.5. Proxies. A member entitled to vote, including the member's agent or attorney-in-fact, may appoint a proxy to vote or otherwise act for the member by signing an appointment form. The proxy is valid for six (6) months from the date of execution unless otherwise revoked or provided in the appointment form.
- 2.8.6. Written Ballot. Matters may be placed before the membership by written ballot, including without limitation, ballots sent by email or other electronic means; however, no action required or permitted to be taken at a meeting of the members may be taken without such meeting, absent unanimous consent to the action by all members entitled to vote on the action.

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## **Article III – Board of Directors**

### **3.1. General Powers.**

The business, affairs, power, and authority of AWT shall be exercised, conducted and controlled by the Board of Directors in all matters, except as otherwise reserved to the voting membership of this organization pursuant to the Certificate of Incorporation, these bylaws or applicable law. The Board of Directors is authorized, from time to time, to delegate to officers of AWT or to any committees of the Board of Directors, such powers and duties as the Board of Directors shall deem proper.

### **3.2. Composition and Eligibility.**

The Board of Directors shall exercise the general powers of AWT and shall consist of nine (9) individuals who are representatives of Water Treatment Company (WTC) members and one (1) individual who is a representative of a Water Treatment Supplier Company (WTS) member. All representatives must be from members in good standing.

### **3.3. Term.**

Members of the Board of Directors shall serve for a period of three (3) years. For the purposes of a board term, a year shall be defined as the time between successive conventions and starts and ends at the conclusion of the convention board meeting. Since the fundamental interests of AWT will be best served by participation of the greatest number of its members, members are prohibited from serving as directors for consecutive terms, except as defined pursuant to Section 4.3.

### **3.4. Nominations and Elections.**

3.4.1. Nominations of Directors. Nominations of directors shall be made by the Bylaws/Nominations/Policies Committee and presented to the voting membership.

3.4.2. Election of Directors. The candidates receiving the greatest number of votes cast by the voting membership of the organization shall be declared duly elected as director(s).

### **3.5. Meetings of the Directors.**

3.5.1 Regular Meetings. The Board of Directors shall hold, at a minimum, three (3) regular meetings of the Board of Directors per calendar year, including a meeting during the annual meeting(s) of the members, to be held with such notice and at such time(s) and location(s) as determined by the Board of Directors and in accordance with applicable law.

3.5.2 Special Meetings. The President shall call special meeting(s) of the Board of Directors at his/her option, or upon written notice by a majority of the Board of Directors, and in accordance with applicable law.

### **3.6. Director Voting.**

3.6.1. Quorum. At any meeting of the Board of Directors, the directors entitled to vote, who represent at least two-thirds (2/3) of the directors, shall constitute a quorum.

3.6.2. Director Voting. Every director entitled to vote shall be entitled to cast one (1) vote on each matter submitted to the Board of Directors. Except as otherwise provided by law or in these bylaws, the affirmative vote of a majority of the directors entitled to vote on any matter(s) submitted at a meeting in which a quorum is present shall constitute the action of the directors.

3.6.3. Action Without Meeting. The Board of Directors may take action without a meeting if the action is taken by the unanimous written consent of all directors entitled to vote. The action shall be documented by one or more consent resolutions stating the action taken, signed by each director entitled to vote thereon, and shall be included in the corporate records.

### **3.7. Resignation.**

A director may resign at any time by delivering written notice to the Board of Directors, the President, or the Secretary. Unless the notice specifies a later effective date, the resignation is effective when the notice is delivered.

### **3.8. Removal.**

3.8.1. Prohibited Organization Director. A director shall be removed in the event the Board of Directors determines, pursuant to Section 2.2.7, that the director's member organization is a Prohibited Organization.

3.8.2. With Cause. A director may be removed at any time, with cause, by a two-thirds (2/3) majority vote of the Board of Directors, when doing so is considered in the best interests of the organization. Cause is defined as a director's violation, breach, or non-compliance with the bylaws of the organization, or any federal, state, or local statute, rule, ordinance, or regulation that impairs the reputation of AWT or its ability to comply with the organization's purpose in assisting members, provided, however, that any director subject to termination for cause shall be afforded notice and an opportunity for a hearing pursuant to the policies and procedures as prescribed by the Board of Directors.

### **3.9. Vacancies.**

In the event of any vacancies in the Board of Directors, the President of AWT shall fill the vacancy by appointment of an eligible member for the unexpired term, subject to approval by the Board of Directors. Preference will be given to prior board members.

### **3.10. Compensation.**

Members of the Board of Directors shall receive no compensation for their services as such, but may be reimbursed in whole or in part for their reasonable expenses associated with attending Board of Directors meetings as determined in accordance with the policies and procedures as prescribed by the Board of Directors.

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## **Article IV – Officers**

### **4.1. Authorized Officers.**

The officers of AWT shall consist of a President, President-Elect, Secretary, Treasurer, and Immediate Past President. These officers shall constitute the Executive Committee.

### **4.2. General Powers.**

The officers of AWT shall have such authority and shall perform such duties in the management of AWT as may be provided in these bylaws or as may be determined by the Board of Directors not inconsistent therewith.

### **4.3. Election of Officers.**

The officers of AWT shall be elected annually during the summer Board of Directors meeting and may be elected only from current officers or directors who are WTC members. Preference will be given to elected directors. The position of President-Elect, Secretary, and Treasurer shall be elected by the Board of Directors from among its members, however, with the exception that the director, being elected President-Elect, shall have his or her term extended by succession. The offices of President and Immediate Past President are filled by succession. The maximum combined term under this succession is six (6) years. All officers shall serve subject to the direction of the Board of Directors.

#### **4.4. Term of Officers.**

The term of all officers of AWT shall be one (1) year, or until a successor is otherwise elected or appointed as provided herein. An officer's one- (1) year term shall be defined as the time between successive conventions and starts and ends at the conclusion of the convention board meeting.

#### **4.5 Concurrent Offices Permitted.**

Officers serve concurrently as both a director and officer of AWT.

#### **4.6 Duties of Officers.**

4.6.1 President. The President's duties include without limitation (a) presiding at all meetings of AWT and the Board of Directors; (b) designating and appointing members to any committees, sub-committees, and task forces; (c) serving as a member ex-officio of all committees of the Board of Directors; and (d) performing such other duties and functions as from time to time may be determined by the Board of Directors.

4.6.2 President-Elect. In the absence of the President or in the event that the President is temporarily unavailable or, in good faith, is unable to act, or at the President's request, the President-Elect shall perform the duties of the President and when so acting, shall have and may exercise all the powers of the President. The President-Elect shall perform such other duties and functions as from time to time may be determined by the Board of Directors.

4.6.3 Secretary. In the absence of the President-Elect or in the event that the President-Elect is temporarily unavailable or, in good faith, is unable to act, the Secretary shall perform the duties of the President-Elect and when so acting, shall have and may exercise all the powers of the President-Elect. The Secretary shall (a) keep minutes of all meetings of members and Board of Directors of AWT; (b) be custodian of the records of AWT; (c) provide all notices which shall be given in accordance with these bylaws or applicable law; (d) serve as the Nominations and Bylaws Committee chair; and (e) perform such other duties and functions as from time to time may be determined by the Board of Directors.

4.6.4 Treasurer. In the absence of the Secretary or in the event that the Secretary is temporarily unavailable or, in good faith, is unable to act, the Treasurer shall perform the duties of the Secretary and when so acting, shall have and may exercise all the powers of the Secretary. The Treasurer shall (a) be responsible for all funds and investments of AWT; (b) keep proper books of account, showing the receipt and disposition of all funds of AWT; (c) prescribe, authorize, and conduct an external independent accounting audit of the financial records of AWT for the end of each calendar year; (d) render a complete financial report at each annual meeting of the membership; (e) render an account of the financial condition of AWT, from time to time, at the request of the Board of Directors; and (f) perform such other duties and functions as from time to time may be determined by the Board of Directors.

4.6.5 Immediate Past President. The Immediate Past President shall provide the President and Board of Directors with advice and counsel, and shall have primary responsibility for maintaining communications with all Past Presidents of AWT. The purpose of such communications shall be to facilitate the continuing interest and support of Past Presidents in current AWT activities. The Immediate Past President shall perform such other duties and functions as from time to time may be determined by the Board of Directors.

4.6.6 President's Council. To allow for the proper transition from President to President, all correspondence from staff to the President will also be disseminated to the President-Elect and the Immediate Past President. This group will be considered the President's Council and will be of counsel in negotiations and other matters brought before the President.

4.6.7 Past Presidents. All other Past Presidents may serve as ex-officio (non-voting) members of the Board of Directors.

#### **4.7 Resignation.**

An officer may resign at any time by delivering written notice to the Board of Directors. Unless the notice specifies a later effective date, the resignation is effective when the notice is delivered.

#### **4.8 Removal.**

4.8.1 Prohibited Organization Officer. An officer shall be removed in the event the Board of Directors determines, pursuant to Section 2.2.7, that the officer's member organization is a Prohibited Organization.

4.8.2 With Cause. An officer may be removed from their officer position at any time, with cause, by a two-thirds (2/3) vote of the Board of Directors at a meeting held to include such purpose. Cause is defined as an officer's violation, breach, or non-compliance with the bylaws of the organization, or any federal, state, or local statute, rule, ordinance, or regulation that impairs the reputation of AWT or its ability to comply with the organization's purpose in assisting members, provided however, that any officer subject to termination for cause shall be afforded notice and an opportunity for a hearing pursuant to the policies and procedures as prescribed by the Board of Directors.

#### **4.9 Vacancies.**

In the event of any vacancies in the officer position(s), the Board of Directors shall fill such vacancies for the unexpired term from current board members.

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### **Article V – Executive Director**

The executive director is prohibited from being a representative of any member organization of AWT. The Board of Directors shall appoint the executive director for a term and remuneration as determined by the Board of Directors. The only exception to this is if the Board of Directors contracts with a management group that selects the appropriate staffing for AWT.

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## **Article VI – Committees**

AWT is a committee-directed organization and relies heavily on volunteers to participate on committees that produce quality material for the members. Committees are developed to work on projects.

### **6.1. General Authority.**

The Board of Directors, as well as the President at his/her option and approved by the Board of Directors, may create, modify, or dissolve committees and subcommittees. Committees should consist of any one or more directors, officers and members of AWT to perform such functions as the Board of Directors, from time to time, determines. Any committee or subcommittee shall conform to these bylaws and the purposes defined herein and serve at the pleasure of the Board of Directors.

### **6.2. Duties of Committee Chairs.**

The committee chair shall be responsible for the preparation and presentation of recommendations and reports on the activities of their committees to the Board of Directors and membership at each regular meeting of AWT.

### **6.3. Duties of the Committee Liaisons.**

The board liaisons shall be responsible for reporting to the Board of Directors, during regularly scheduled board meetings, on the activities and concerns of their respective committees and will provide feedback to the committee chair and committee members at each regularly scheduled committee meeting.

### **6.4. Appointment and Term.**

Unless otherwise provided in this Article, committee chairs and board liaisons shall be appointed by the President who are member representative(s) of AWT members in good standing. The committee chairs and board liaisons shall serve for a term of one (1) year from appointment concurrently with the current term of the President and are permitted to serve consecutive terms.

### **6.5. Standing Committees.**

6.5.1. Executive Committee. The Executive Committee has the primary responsibility for negotiating AWT's management or employment contracts and other decision-making duties, as may be determined by the Board of Directors. Such actions shall be submitted to the Board of Directors for its approval at the next board meeting. The committee shall consist of the following individuals:

- Chair – President
- President-Elect
- Secretary
- Treasurer
- Immediate Past President

6.5.2. Bylaws/Nominations/Policies Committee. The Bylaws/Nominations/Policies Committee has the primary responsibility of identifying and qualifying candidates for election to the Board of Directors and for special awards. Additionally, this committee will also be responsible for the review and compliance with AWT's bylaws and policies and procedures and any required amendments and modifications thereto as recommended to the

Board of Directors. The committee shall consist of the following individuals:

Chair – Secretary

President-Elect

Officer – Appointed by the President

- 6.5.3. Legislative/Regulatory Committee. The Legislative/Regulatory Committee has the primary responsibility for the review and compliance with AWT's legislative and regulatory policies and any recommendations thereto to the Board of Directors.
- 6.5.4. Education Committee. The Education Committee has the primary responsibility for AWT's educational programs and any recommendations thereto to the Board of Directors.
- 6.5.5. Technical Committee. The Technical Committee has the primary responsibility for AWT's technical research programs and any recommendations thereto to the Board of Directors.
- 6.5.6. Certification Committee. The Certification Committee has the primary responsibility for AWT's certification programs in the industry and any recommendations thereto to the Board of Directors.
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## **Article VII – Publications and Releases**

No release or dissemination of AWT information developed by committee shall be made without authorization of the Board of Directors.

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## **Article VIII – Fiscal Information**

### **8.1 Fiscal Year.**

The fiscal year of AWT shall begin on the first (1st) day of January of each year and end on the thirty-first (31st) day of December of that year.

### **8.2 Financial Controls.**

AWT is committed to maintaining best practices in its financial controls, reporting, and recordkeeping. To that end, proper separation of financial controls shall be maintained (including requiring transactions to be authorized by a person(s) other than the person(s) signing or executing the transaction with a third person(s) reviewing financial transactions, including bank statements). In addition, an independent audit committee shall be established and shall be responsible for appointing and supervising external auditors and receiving and handling concerns and complaints regarding the corporation's financial controls.

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## **Article IX – Indemnification**

AWT shall indemnify any director, officer, former director, and former officer who is or has served at the request of AWT (and his/her heirs, executors, and administrators) against expenses, including attorneys fees, judgments, fines, and amounts paid in settlement, actually and reasonably incurred by him/her by reason of the fact that he/she is or was such director or officer in connection with any threatened, pending, or completed action, suit, or proceeding whether civil, criminal, administrative, or investigative, to the full extent required by applicable law.

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## **Article X – Conflict of Interest**

Directors, officers, employees, and contractors of AWT should refrain from any actions or activities that impair, or appear to impair, their objectivity in the performance of their duties on behalf of AWT. A conflict of interest may exist when the direct, personal, financial, or other interest(s) of any director, officer, staff member, or contractor competes or appears to compete with the interests of AWT. If any such conflict of interest arises, the interested person shall call it to the attention of the executive director, who shall timely call it to the attention of the Board of Directors for resolution. If the conflict relates to a matter requiring board action, such person shall not vote on the matter. The minutes of the meeting of the board shall reflect that the conflict was disclosed and the interested person was not present during the final discussion or vote and did not vote on the matter. When there is doubt as to whether any conflict of interest exists, the matter shall be resolved by a vote of the Board of Directors, excluding the person who is the subject of the possible conflict.

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## **Article XI – Amendments**

These bylaws may be altered, amended, or repealed, in whole or in part, by the affirmative vote of a majority of the voting membership in attendance at a regular or special meeting of AWT or by unanimous consent as per 2.8.6 via written ballot.

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## **Article XII – Dissolution**

Upon the dissolution of AWT or the winding up of its affairs, or other liquidation of its assets, the Board of Directors shall, after paying or making provisions for the payment of all liabilities of AWT, distribute all the remaining assets of AWT for one (1) or more tax exempt purposes within the meaning of Section 501(c)(3) or 501(c)(6) of the United States Internal Revenue Code of 1986 (or the corresponding section of any future United States Internal Revenue Code), in such manner as the Board of Directors shall determine. Any assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of AWT is then located, exclusively for such purposes to such organization(s), as the court shall determine, which are organized and operated exclusively for such purposes.

**END OF BYLAWS**

## Minutes of the AWT Annual Membership Meeting

Thursday, September 27, 2018

Orlando, Florida



### Draft Minutes

#### Call to Order

President Marc Vermeulen, CWT, called the meeting to order at 8:30 am on September 27, 2018.

#### Determination of a Quorum

Secretary Tom Brandvold, CWT, determined a quorum was present.

#### Approval of Agenda

*A motion was made to approve the agenda. Motion seconded.*

*A motion was made to amend the agenda, removing the bylaws vote from the agenda. Motion seconded. Motion passed.*

*A motion was made to approve the agenda, removing the bylaws vote. Motion seconded. Motion passed.*

#### Secretary's Report

The minutes were approved as submitted with no corrections.

#### President's Report

President Vermeulen reported that 2018 was a success for AWT. Marc reported on the strategic plan and the four outcomes. Outcome 1 is technical resources. This area continues to be strong for AWT. AWT has released an update to the calculations app, adding the RSI and LSI calculators and metric units. Outcome 2 is business resources. AWT continues to add more resources for our members, including the ½ day Business Owner's Meeting. In 2019, there will be a stand-alone Business Owner's Only meeting in February. Outcome 3 is advocacy. AWT is striving to be the voice of the water treatment industry. This year we added more resources to the online advocacy center. We will also be launching a new online community to replace the listserve. Outcome 4 is charity. AWT continues to work with Pure Water for the World and enhance that partnership.

*A motion was made to receive the President's report. Motion seconded. Motion passed.*

#### Treasurer's Report

Treasurer Michael Bourgeois, CWT, reported on the AWT 2017 fiscal year. He reported that AWT's net assets were \$1.575 million. Revenue for 2017 was \$2.159 million and expenses were \$2.023 million. AWT is financially healthy. This allowed AWT to develop the calculations app. It is also allowing us to create online training for new employees, four modules of which are currently available.

*A motion was made to receive the Treasurer's Report. Motion seconded. Motion passed.*

#### Committee Reports

President Vermeulen, CWT, provided an overview of AWT Committee accomplishments for the year. Committees are central to the resources produced for, and enjoyed by, AWT members.

#### RTO Liaison Reports

President Vermeulen, CWT, provided an overview of AWT RTO accomplishments for the year. AWT representatives volunteer their time at organizations such as ASHE, ASTM, ASHRAE,

## **Minutes of the AWT Annual Membership Meeting**

Thursday, September 27, 2018

Orlando, Florida

CTI, IWC, NACE, WQA, and USGBC to ensure that AWT member interests are being heard and recognized.

*A motion was made to receive the Committee and RTO Liaisons reports. Motion seconded. Motion passed.*


### **Next Meeting Date and Location**

The 2019 Annual Membership Meeting at the Annual Convention and Exposition will be held September 12, 2019, in Palm Springs, California.

### **Adjournment**

*A motion was made to adjourn the annual membership meeting at 8:45 am. Motion seconded. Motion passed.*

Submitted By,  
Tom Brandvold, CWT, Secretary




Annual Convention & Exposition  
September 11-14, 2019  
Palm Springs Convention Center and Renaissance Palm Springs Hotel

# Treasurer's Report

**Matt Jensen, CWT**  
Treasurer

#AWTConf2019

The slide features a background with a periodic table of elements, a network diagram of orange nodes and lines, and a blue line graph with data points. Chemical structures are also visible, including a polymer chain  $\text{-(CH}_2\text{-CH)}_n\text{-}$  and a carbonyl group  $\text{O=C-NH-CH}_2\text{-N(CH}_3)_2$ .



Annual Convention & Exposition  
September 11-14, 2019  
Palm Springs Convention Center and Renaissance Palm Springs Hotel

## 2018 Financial Highlights

- 2018 was a strong financial year for AWT.
- AWT reserves are healthy, which allow us to use funds to enhance programs for members, such as the calculations app and the online training modules.

#AWTConf2019

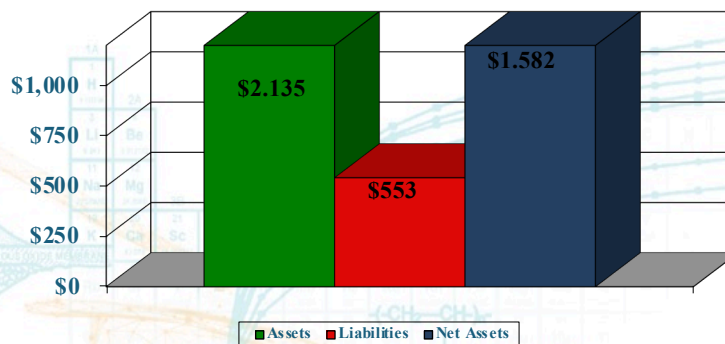
The slide features a background with a periodic table of elements, a network diagram of orange nodes and lines, and a blue line graph with data points. Chemical structures are also visible, including a polymer chain  $\text{-(CH}_2\text{-CH)}_n\text{-}$  and a carbonyl group  $\text{O=C-NH-CH}_2\text{-N(CH}_3)_2$ .

## 2018 Financial Overview

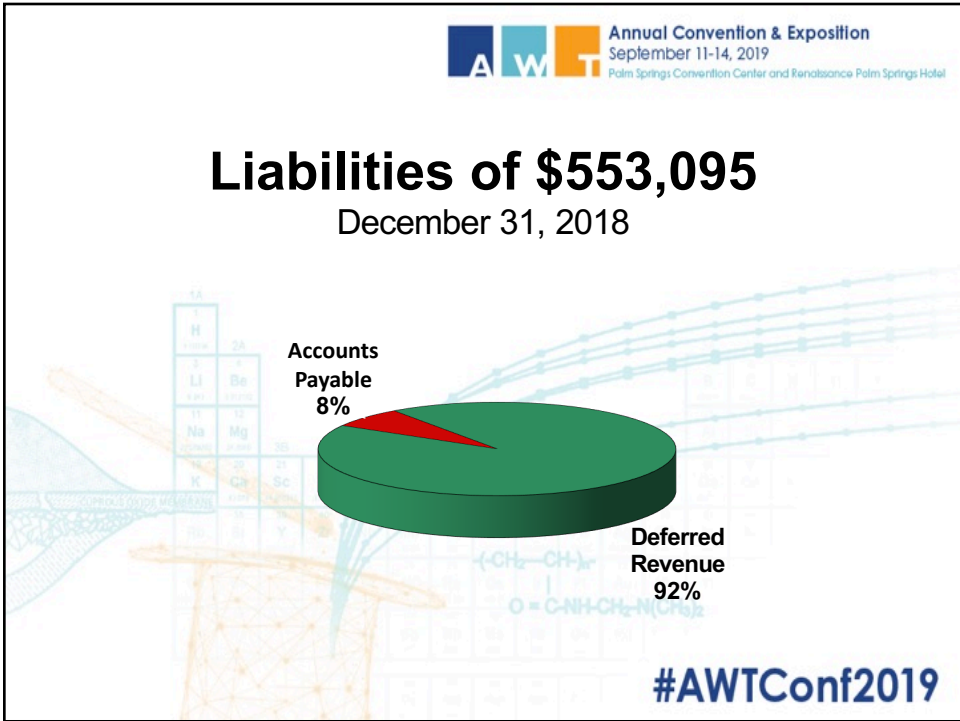
- \$2.117M Total Revenue
- \$2.111M Total Expenses
- \$6K Surplus
- \$1.582M Net Assets

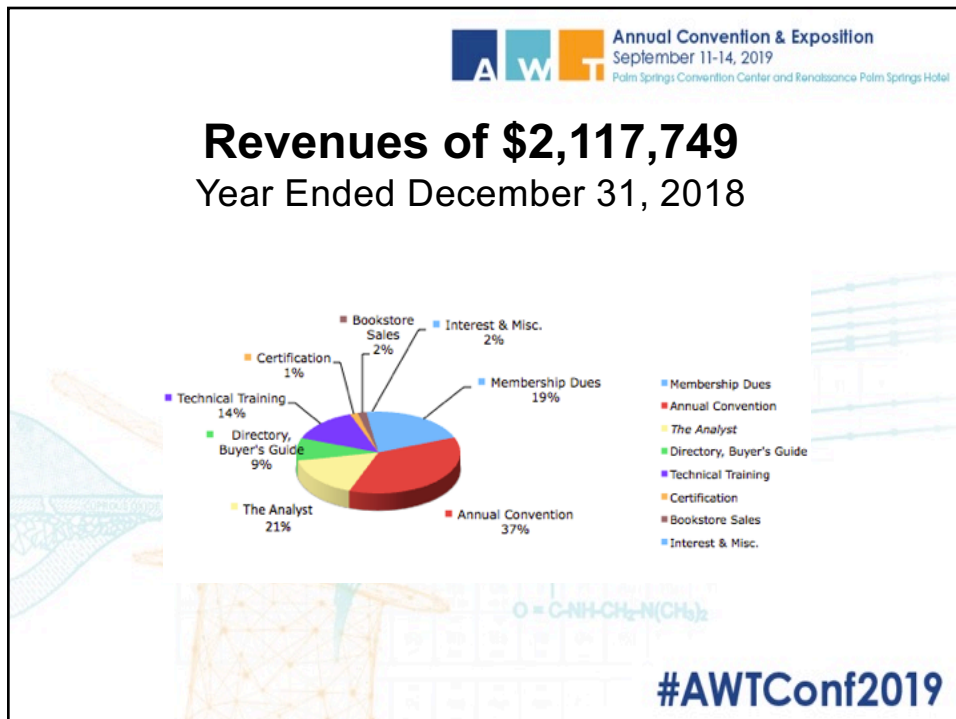
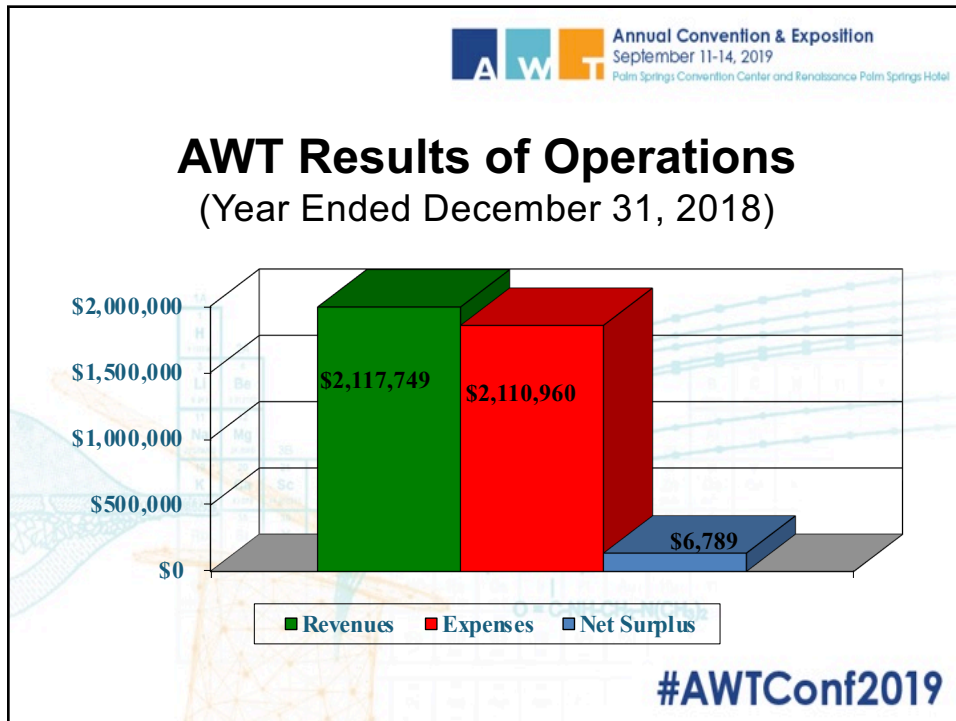
#AWTConf2019

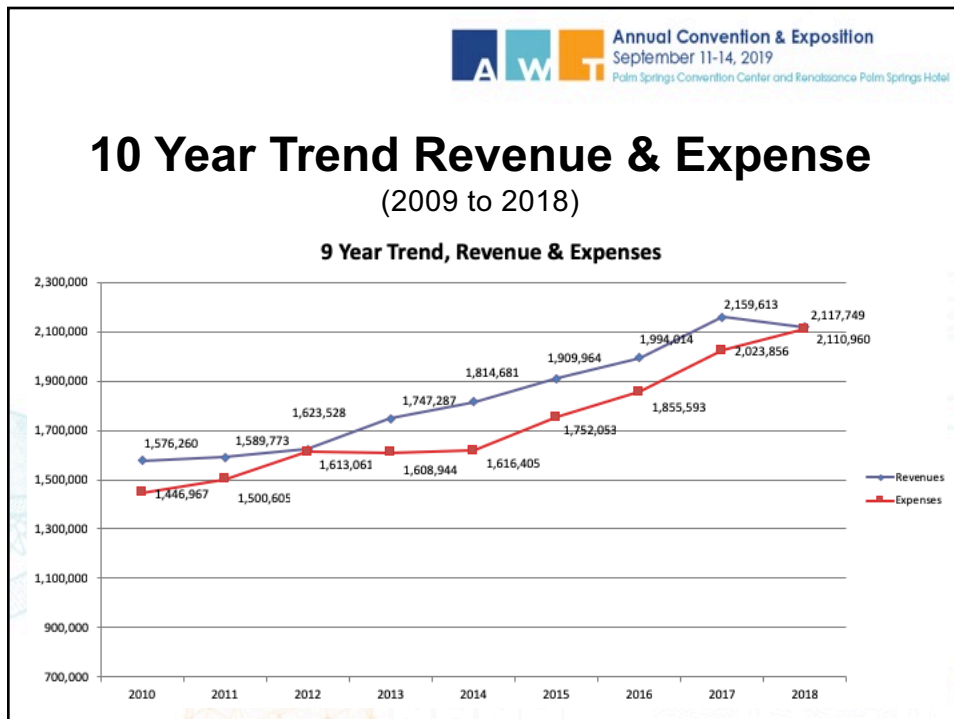
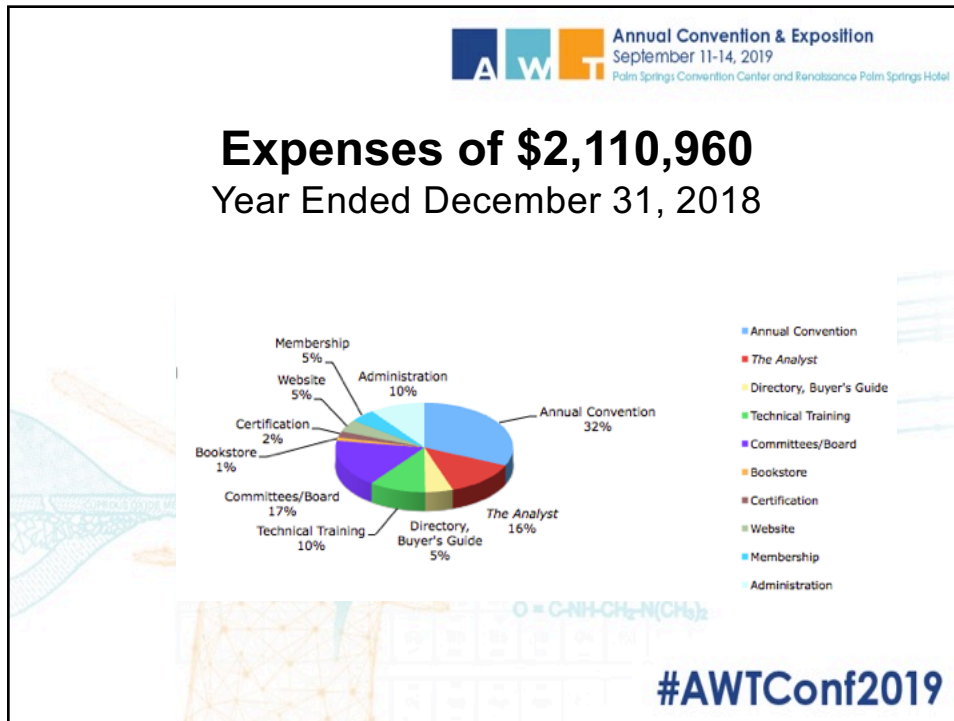
## AWT Financial Position (December 31, 2018 - in 000' s)



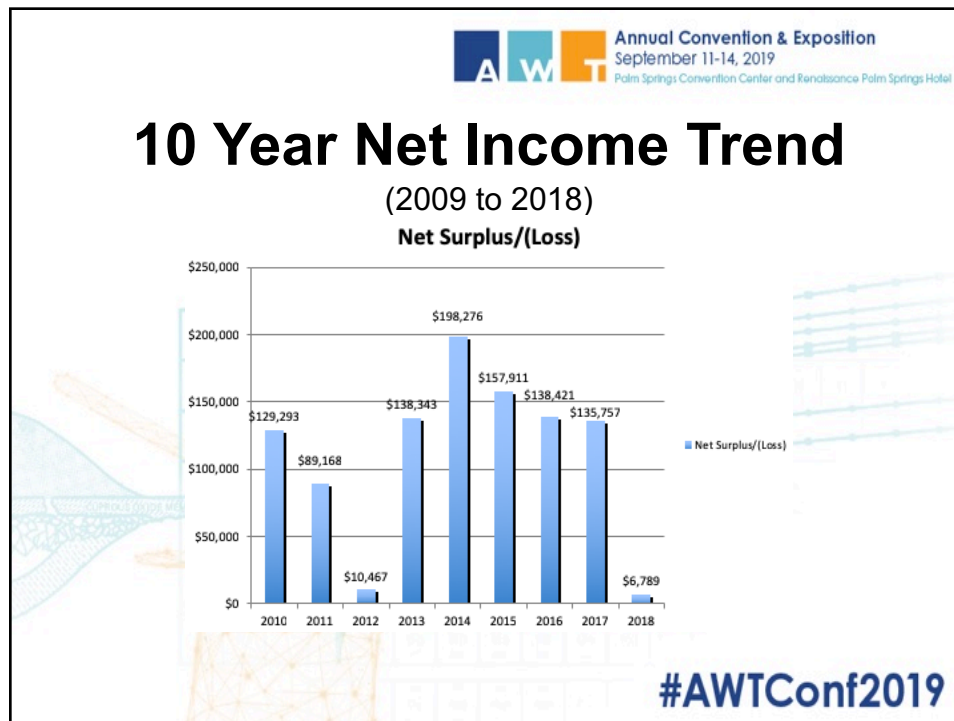
#AWTConf2019













**Annual Convention & Exposition**  
 September 11-14, 2019  
Palm Springs Convention Center and Renaissance Palm Springs Hotel

## What This Means For Our Members

- AWT's strong reserves allows us to provide value added services to our members, such as the calculations app and complimentary webinars.
- It also allows AWT to develop new programs/benefits, such as the online training program.

**#AWTConf2019**



## Vision

AWT will be the voice of the global water treatment industry.

## Mission

To support the viability, growth and development of our members and the water treatment industry.

## Values

- Member Success
- Association Success
- Education: Knowledge and Learning
- Engagement: Cooperation, Collaboration, Teamwork, and Relationship Building
- Open Communication: To the members and within the Board
- Innovation
- Professionalism and Ethics
- Environmental Stewardship
- Serving and Volunteering
- Service and Reliability

## Outcomes and Strategies

**Outcome 1: Training and Education:** AWT's membership heavily utilizes the premier business & technical resources for the water treatment industry, through technologically advanced delivery mechanisms.

- S1: Technical Resources
  - S1a: Complete the Introduction to Water Treatment online modules.
  - S1b: Enhance and develop a common voice for all existing AWT in-person training.
  - S1c: Continue developing technical operational guidelines, application workbooks, *Analyst* articles and other technical products.
- S2: Business Resources
  - S2a: Create business, leadership and sales training.
  - S2b: Continue developing business resources, *Analyst* articles, webinars, and other business products.
- S3: CWT Growth

**Outcome 2: Member and Industry Advocate:** AWT is the recognized advocate for the water treatment industry, including creating a workforce pipeline, and is known for its contributions by members, the public, and especially the younger generation.

- S1: Impact future workforce pipeline through possible partnership with trade schools.
- S2: Work with RTOs and other alliances to promote AWT.
- S3: Educate legislators and the public about safety of our products.
- S4: Proactively author comments on standards and develop legislative resources for our members to use on their own.
- S5: Educate members on legislative/regulatory issues.
- S6: Update and revise AWT app to promote our industry and carry our messages.
- S7: Continue to develop the Advocacy Center, including the addition of career resources, STEM resources, and Young Professionals resources.

**Outcome 3: An Engaged Membership:** AWT has increased its membership, addressed membership model options, and is known for enhanced communication that encourages a diverse, engaged membership to continuously design a relevant association.

- S1: Communications
- S2: Engagement

**Outcome 4: Charity Focused on Water:** AWT demonstrates its commitment to global clean water as "the first environmentalists" through its charitable pursuits related to water.

- S1: Continue to develop our relationship with Pure Water For the World and promote PWV to our members.

Outcome 1	Status
<b>Training and Education:</b> AWT’s membership heavily utilizes the premier business & technical resources for the water treatment industry, through technologically advanced delivery mechanisms.	•

Outcome 2	Status
<b>Member and Industry Advocate:</b> AWT is the recognized advocate for the water treatment industry, including creating a workforce pipeline, and is known for its contributions by members, the public, and especially the younger generation.	○

Outcome 3	Status
<b>An Engaged Membership:</b> AWT has increased its membership, addressed membership model options, and is known for enhanced communication that encourages a diverse, engaged membership to continuously design a relevant association.	⊙

Outcome 4	Status
<b>Charity Focused on Water:</b> AWT demonstrates its commitment to global clean water as “the first environmentalists” through its charitable pursuits related to water.	○

Outcome	Strategy	Project	Task	Responsibility	Due Date	Status	
Outcome 1: Training and Education: AWT's membership heavily utilizes the premier business & technical resources for the water treatment industry, through technologically advanced delivery mechanisms.	S1a: Complete the Introduction to Water Treatment online modules and develop new modules.	Consider new online training modules		Education Committee	Jul-19	○	
		Review current online training to make sure it includes:	Include wastewater treatment	Education Committee	2020	○	
			Include regulatory information in modules	Education Committee	2020	○	
		Work with Curriculum Developer to create online Intro to WT Modules	Online module tool needs to not be clunky – mobile friendly and shorter sections – less than 20 minutes	Staff	Aug-19	○	
			Develop Content and Quizzes	Curriculum and Design Task Force, Education Committee	Jul-19	●	
	S1b: Enhance and develop a common voice for all existing AWT in-person training.	Create uniform training templates	Work with curriculum developer to create training templates	Education Committee; Staff; Curriculum Developer	Mar-20	○	
		Find more trainers	Identify possible trainers	Education Committee	May-19	●	
			Evaluate Trainers	Education Committee	May-19	●	
		Update Course	Change the order of the in-person training – make optional things at the end	Education Committee	Dec-19	○	
			How to take a sample; what NSF 61 is; Report Writing	Education Committee	Dec-19	●	
	S1c: Continue developing technical operational guidelines, application workbooks, Analyst articles and other technical products.	Amines Paper		Boiler Committee	Oct-19	○	
		Bio-Use Survey		Cooling Committee	Oct-19	○	
		Biofilm Monitoring Project		Cooling Committee	Oct-19	○	
		Calculations for Condensate Return		Pretreatment	Oct-19	○	
		Closed Loop Paper, Part II		Special Projects	Oct-19	○	
		Convention Paper Reviews		All Technical	Jul-19	●	
		DA Workbook	Calculations for DA	Pretreatment;	Oct-19	○	
		Filter Project	Add Steam Filter Component	Boiler	Oct-19	○	
		Good Better Best Practices Guidelines		Cooling	Oct-19	○	
		Legionella Resources	Help looking up state regulations		Special Projects,	Oct-19	○
			Update 2005 Legionella Paper		Legionella TF	Jan-19	●
			<a href="https://www.awt.org/pub/85c0eb9a-bca3-4475-6cd7-e19c4a11cb6">Review/Update Legionella guidelines document- https://www.awt.org/pub/85c0eb9a-bca3-4475-6cd7-e19c4a11cb6</a>		Legionella TF	Oct-19	○
			Hold webinars on important topics related to the standard.		Legionella TF	Apr-19	●
			Create a best practices checklist.		Legionella TF	Oct-19	○
		National Organic Program Paper	Create articles for the Analyst and the AWTGram.	Legionella TF	2018	●	
		Non-Chemical Water Treatment Update		Boiler; YP	Feb-19	●	
				Cooling	Ongoing	●	
		Oxygen Scavenger Resin paper		Pretreatment Subcommittee	Oct-19	○	
		Technical Learning Lounges		All Technical	Jul-19	●	
		TR&TM Update		All Subcommittees	Jan-20	●	
		Update Raw Materials Manual – polyamines, etc.		Supplier TF	Jan-20	●	
		Wastewater Analyst Articles	Develop one article about wastewater for the Analyst	Wastewater	2019	○	
	Water Reuse Paper		Cooling	Aug-19	○		
	S2a: Create business, leadership and sales training.	Develop Training	Dale Carnegie	Staff, Business Resources Committee	Feb-19	●	
			Business Owner's Meeting	Business Resources Committee	Feb-19	●	
	S2b: Continue developing business resources, Analyst articles, webinars, and other business products.	Business Resources	Business Sessions at Convention	Business; Convention	Feb-19	●	
			Find and/or write articles for Business Supplement.	STBT, Business Resources	Feb-19	●	
		Business Webinars	Business Webinars (owner's only)	Business	Feb-19	●	
			Business Webinars (public)	Business	Feb-19	●	
	S3: CWT Growth	CWT Exam	Consider Wastewater Section to Exam	Certification; Wastewater	Oct-20	○	
			Segment CWT Exam	Staff; Certification	Jul-20	○	
		CWT Process	ANSI Accreditation	Staff; Certification	Oct-19	○	
			Review CWT applications	Certification Committee	4/1/19	●	
			Develop study tools for CWTs and other materials for CWTs	Certification Committee	May-19	○	
		Improve Communication About CWT	Why Certify	Staff	Jun-19	○	
			What is Required to Pass	Staff	Jul-19	○	
			Roundtable at Convention	Certification Committee;	Jan-19	●	
		Provide More CEU Options	More Communication to Members	Staff	Ongoing	○	
			Add recertification Quizzes	Certification Committee	Aug-19	○	
			Develop Guidelines for Qualifying Content for CEUs	Certification Committee	Aug-19	○	
S1: Impact future workforce pipeline through possible partnership with trade schools.		Trade School	Establish TF to Research Viability	Board; Staff	Oct-20	○	
	Focus on modules		TF	2020	○		
	Develop AWT training to plug into a school		TF	2020	○		
	Create a modules about our industry that can be shared with trade schools – plug and play		TF	2020	○		

Outcome 2: Member and Industry Advocate: AWT is the recognized advocate for the water treatment industry, including creating a workforce pipeline, and is known for its contributions by members, the public, and especially the younger generation.

S2: Work with RTOs and other alliances to promote AWT.	ASHE	Attend ASHE Annual Convention in order to attend committee meetings	RTO Liaison, Staff	Jul-19	○
		Annual written report on RTO activities and AWT's influence with ASHE; Update on any standards or programs that affect AWT	RTO Liaison, Staff	Aug-19	○
		Article for Fall Analyst on ASHE activities to report out to membership	RTO Liaison, Staff	Aug-19	○
	ASHRAE	Encourage AWT member involvement in local ASHE chapters.	RTO Liaison, Staff	Aug-19	○
		Continued participation on the ASHRAE committees.	RTO Liaison, Staff	Jan-19	●
		Quarterly written report on RTO activities and AWT's influence; Report out	RTO Liaison, Staff	Jan-19	●
		Article for Fall Analyst on ASHRAE activities to report out to membership	RTO Liaison, Staff	Aug-19	●
		Write articles for the ASHRAE journal	RTO Liaison, Staff	Jun-19	○
		Present at the ASHRAE Annual Conference and/or present a webinar	RTO Liaison, Staff	Jun-19	○
	AWWA	Take advantage of free advertisement opportunities within ASHRAE.	RTO Liaison, Staff	Jun-19	○
		or staff to determine how we might work together on items of mutual	RTO Liaison, Staff	Jun-19	●
		Determination of future relationship with AWWA.	RTO Liaison, Staff	Jun-19	●
	CDC	Annual written report on RTO activities and AWT's influence	RTO Liaison, Staff	Jun-19	●
		Article for Fall Analyst on AWWA activities to report out to membership	RTO Liaison, Staff	Jun-19	●
		Continued participation in the VitalSigns campaign	RTO Liaison, Staff	Ongoing	●
	CTI	Quarterly written report on RTO activities and AWT's influence	RTO Liaison, Staff	Aug-19	●
		Coordinate CDC speaker at AWT Convention or other AWT event.	RTO Liaison, Staff	Jan-19	○
		speakers/papers for the AWT Convention, articles for the Analyst and to	RTO Liaison, Staff	Feb-19	●
	IWC	Continued participation on committees/work groups	RTO Liaison, Staff	Feb-19	●
		Quarterly written report on RTO activities and AWT's influence	RTO Liaison, Staff	Feb-19	●
		Papers or articles AWT should consider for the Convention or Analyst.	RTO Liaison, Staff	Feb-19	●
	NACE	Article for Summer Analyst on CTI activities to report out to membership	RTO Liaison, Staff	Apr-18	●
		speakers/papers for the AWT Convention, articles for the Analyst and to	RTO Liaison, Staff	Nov-19	○
		Annual report on RTO activities and AWT's influence	RTO Liaison, Staff	Nov-19	○
	RTO Relationship	Papers or speakers AWT might consider for the Convention or Analyst.	RTO Liaison, Staff	Nov-19	○
		Attend NACE Annual Convention in order to find potential papers/speakers	RTO Liaison, Staff	Mar-19	●
		Continued participation on the NACE committees	RTO Liaison, Staff	Mar-19	●
	USGBC	Quarterly written report on RTO activities and AWT's influence within	RTO Liaison, Staff	Mar-19	○
		Any papers or speakers AWT might consider for the Analyst or Convention.	RTO Liaison, Staff	Mar-19	○
		Article for Summer Analyst on USGBC activities to report out to	RTO Liaison, Staff	Mar-19	○
WQA	ASTM RTO	Board:Staff	May-19	○	
	Transitioning RTO liaisons	Board:Staff	May-19	○	
	Develop information for RTO Liaisons	Staff	Jan-19	○	
WQA	Put information about RTOs on our website and vice versa	Staff	Jan-19	○	
	Participate on the Water Efficiency Technical Advisory Group (WE-TAG).	RTO Liaison, Staff	Nov-19	●	
	Attend and exhibit at the USGBC Annual Convention (Greenbuild) in order	RTO Liaison, Staff	Nov-19	○	
S3: Educate legislators and the public about safety of our products.	Write articles for the USGBC journal	RTO Liaison, Staff	Nov-19	○	
	Quarterly report on RTO activities and AWT's influence	RTO Liaison, Staff	Nov-19	○	
	Lead retrieval information from Greenbuild exhibit that staff will follow-up	RTO Liaison, Staff	Nov-19	○	
S4: Proactively author comments on standards and develop legislative resources for our members to use on their own.	Attend WQA Annual Convention in order to collect information on potential	RTO Liaison, Staff	Apr-19	○	
	Actively participate on multiple WQA committees and work groups.	RTO Liaison, Staff	Apr-19	○	
	Contact information of potential supplier members and exhibitors that	RTO Liaison, Staff	Apr-19	○	
S5: Educate members on legislative/regulatory issues.	standards and guidelines; Report on areas where WQA can partner with	RTO Liaison, Staff	Apr-19	○	
	AWT or where WQA competes with AWT				
S6: Update and revise AWT app to promote our industry and carry our messages.	Legislative Education		Leg/Reg Committee	2020	⊕
	Author Legislative		Committee, Staff, RTO Liaisons	2020	⊕
S7: Continue to develop the Advocacy Center, including the addition of career resources, STEM resources, and Young Professionals resources.	Add information on Canadian regulations	Canadian Regulatory Overview Review	Leg/Reg Committee	Dec-19	○
	Add information on Mexico regulations	Translate into French	Staff	Dec-19	○
	Legislative Education	Mexico Regulatory Overview Review	Leg/Reg Committee	Dec-19	○
S8: Update and revise AWT app to promote our industry and carry our messages.	Update all AWT material (publications, videos, etc.) with GHS information	Translate into Spanish	Staff	Dec-19	○
		Send newsletter	Staff	Ongoing	○
		Research chemical data reporting	Leg/Reg Committee	2020	○
S9: Update and revise AWT app to promote our industry and carry our messages.		Update TR&TM with GHS	Leg/Reg	2019	○
		Update leg/reg handbooks	Leg/Reg	2019	○
S10: Update and revise AWT app to promote our industry and carry our messages.	Update app	Add DA info to App	Pretreatment; App	8/1/19	○
		Add Wastewater Info into App	Wastewater; App	8/1/19	●
S11: Update and revise AWT app to promote our industry and carry our messages.	Advocacy Center	Update Materials	Staff	May-19	●
	STEM	Job Fairs put on by AWT at colleges and universities	STEM	Jul-05	○
		Communicate the fact that STEM kits are here	STEM	Feb-19	○
TF on education and marketing to reach out to state educators – get into		STEM	Nov-19	○	
YP Resources	Use STEM at the HS level – start earlier	STEM	Nov-19	○	
	Article on the Success of STEM	STEM	Nov-19	○	
	STEM Session at Convention	STEM	Jul-05	○	
S12: Update and revise AWT app to promote our industry and carry our messages.	Getting Yps to Convention	YP	Aug-19	○	
	Webinars	YP	Feb-19	●	
	Newsletter	YP	Aug-19	○	
S13: Update and revise AWT app to promote our industry and carry our messages.	Happy Hours	YP	Sep-19	●	
	Update testimonies and success stories	YP	Jul-19	○	
	Sessions for YP at Convention	YP	Sep-19	●	
S14: Update and revise AWT app to promote our industry and carry our messages.	Retired AWT members – people without a job could serve as mentors (non-poaching)	YP	Nov-19	○	
	Scholarship to AWT events	YP	Nov-19	○	
S15: Update and revise AWT app to promote our industry and carry our messages.	Communication	Create a 1-2 page story outline of who AWT is	Staff	Jun-19	○
	S16: Update and revise AWT app to promote our industry and carry our messages.	Information Exchange – Committee chair mentor a YP with YP reporting back to AWT about their needs	Staff, Chairs	Feb-19	●
		Change committee meetings to video – start using Zoom	Staff	Feb-19	●
More transparent communication		Staff	Feb-19	○	
S17: Update and revise AWT app to promote our industry and carry our messages.	Use video communication more – use lots of faces	Staff, Chairs	Jul-19	○	
	More social media	Staff	Feb-19	○	
	Determine key audiences.	Members	Staff	Feb-19	●
S18: Update and revise AWT app to promote our industry and carry our messages.	Engagement	Engage more members	Staff	Jul-20	○
	Diversity program		Staff	Jul-20	○
S19: Update and revise AWT app to promote our industry and carry our messages.	Share PWW with customers – create a flyer members can give their customers		Staff, Charity TF	Nov-19	○

<p>Outcome 4: Charity Focused on Water: AWT demonstrates its commitment to global clean water as "the first environmentalists" through its charitable pursuits related to water.</p>	<p>S1: Continue to develop our relationship with Pure Water For the World and promote PWW to our members.</p>	Communicate More about PWW	Story about where the money goes and how it helps	Staff, Charity TF	May-19	○
			More information about who PWW is	Staff, Charity TF	Jun-19	○
		Promote PWW	Add PWW to The Exchange	Staff, Charity TF	Feb-19	●
			Develop Filtration Kit in partnership with PWW	STEM; Charity	Nov-19	○
		PWW Programs	PWW – increase amount of dollars raised – goal of \$30,000	Staff, Charity TF	Dec-19	○
			Silent auction for PWW	Staff, Charity TF	Sep-19	●
			Scholarship for trips – supplier sponsor a trip	Staff, Charity TF	Nov-20	○
			Launch a successful Giving Tuesday campaign to raise more funds for PWW.	Staff, Charity TF	Nov-19	●
			Promote service trips and work with PWW to determine other on-site opportunities available to members.	Staff, Charity TF	Jul-19	●