Operating Procedures

The Operating Procedures outlined below innumerate how Jersey Water Works, a collaborative initiative of many diverse organizations, will function.

1. **Member Roles and Responsibilities**
Jersey Water Works is a collaborative initiative comprised of individuals and representatives from member organizations. There are several different and nested types of members who together make up Jersey Water Works. Below are the roles and responsibilities of the various member types:

    a. **Network Members** – representatives in this category are interested in the work of the collaborative but are not active in committees or full group meetings. They:
- Receive resources and information in a monthly email newsletter
- Are considered prospective Supportive Members
- Are not engaged in providing input for collaborative decision making and do not have full access to resources and toolkits

    Becoming a Network Member – interested parties can sign up on the Jersey Water Works website at JerseyWaterWorks.org. Network membership is open to any organizations or individuals and representatives of organizations interested in this work.

    b. **Supporting Members** – Representatives in this category have the most basic level of active membership and must sign a membership agreement.
- **Sign on to support the shared purpose, goals and outcomes**, either as an individual or as a representative of an organization
- **Champion best practices and policy** initiatives and awareness-raising efforts that align with their mission and values
- **Implement and/or support best practices** related to water infrastructure solutions in their organizations or communities
- Are invited to all full **group meetings**
- Have access to all updates and resources, and are invited to establish an account on the **communications portal** *(details coming)*
- **Receive listing** as supporting member on Jersey Water Works website

    Becoming a Supporting Member – interested parties can visit JerseyWaterWorks.org/howtojoin to sign up as a supporting member. Questions should be sent to info@jerseywaterworks.org. Supporting Membership is open to any organization or individual who is interested in this work and willing to sign a member agreement.

    c. **Committee Members** – representatives in this category are actively engaged in the work of the initiative and are major contributors in meeting the yearly objectives and long term outcomes. All Committee Members must meet the requirements of Supporting Membership. They:
- **Demonstrate Active participation** on a strategy-related committee that:
  - **Plans, implements and manages** a coordinated strategy effort
  - **Sets best practices and develops content** for toolkits and other resource materials
  - Engages others by **role-modeling best practices**
  - **Facilitates communications** among those implementing the strategy, and shares information with the group
  - **Identifies opportunities for synergy** across strategies
- **Receive Featured recognition** as contributing member on website, in digital materials and in on-line toolkits
- **Receive Opportunities to present** at meetings and sponsored events

Becoming a Committee Member – All Committee members must first become Supporting Members. To be added to the distribution list for committee meetings, please contact info@jerseywaterworks.org who will connect you with the Committee Co-Chairs and ensure you are on the email distribution list for that committee.

Jersey Water Works strongly encourages Committee membership that is representative of diverse voices. Committee Chairs and members will engage in the needed outreach to attract and retain the desired content experts and community voices.

d. **Steering Committee Members –** Steering Committee Members are specifically chosen from the Supporting and Committee Membership to fill a leadership role in the collaborative effort. All Committees must be represented on the Steering Committee either by a Chair or designated representative of the Committee determined by the Chair(s). In addition, other Supporting Members may be asked to be on the Steering Committee to ensure representation of the diverse sectors engaged in this collaborative. Steering Committee members must be able and willing to consider the needs of the full membership over individual needs when making decisions on behalf of the collaborative. The Steering Committee:
   ○ **Sets the shared vision, goals and strategic direction**, including advocacy priorities
   ○ **Monitors strategy and policy implementation** progress and creates synergy across strategies
   ○ Identifies opportunities to **mobilize members for action**
   ○ **Sets standards for collaborative work**, acts as a role model for collaboration and holds others accountable for adhering to those standards
   ○ **Sets standards and criteria for leveraging new resources** (funding)
   ○ **Receive Featured recognition** as Jersey Water Works leadership on website, in digital materials and in on-line toolkits
   ○ **Receive Opportunities to present** at meetings and sponsored events

Becoming A Steering Committee Member – All Steering Committee members must be Supporting or Committee Members in good standing (to be defined). The Steering Committee must affirm any additions based on filling a gap in voices and perspective from the various sectors – public, private, nonprofit and community. Interested or suggested individuals should be referred to the Steering Committee Co-Chairs who will assess whether they represent a missing voice and are active Supporting or Committee members. The Co-Chairs will then make a recommendation to the Steering Committee for approval.

e. **The Backbone Organization** - New Jersey Future serves as the backbone organization for this initiative. It coordinates the activities of the participating organizations and individuals in support of the shared purpose. More specifically it:
   o **Facilitates** member engagement
   o **Drives and protects** the common agenda
   o **Coordinates and connects** members for all collaborative meetings and activities
   o **Supports and/or provides technical assistance/training** for members
   o **Develops and leverages assets** – funding, expertise and passion
   o **Role-models** healthy conflict resolution
   o **Manages**:
       ● financial infrastructure
       ● internal and external communications infrastructure
       ● collective data and trend analysis of data
       ● consultants and contractors as necessary for specific projects

2. Collaborative Structure and Function

    a. **Committees, Task Forces and Affinity Groups**
Committee membership is made up of Supporting Members who have agreed to the shared purpose, goals and outcomes. Committees both do the work of the Jersey Water Works and act as the coordinating vehicle for the related work of members. Specialized Task Forces and/or Affinity Groups may be added to complete short term tasks and/or engage targeted non-members who are vital to the work of the initiative.

Committees, Task Forces and Affinity Groups are established by the Steering Committee based on the stated goals and annual workplan. The Backbone organization makes recommendations to the Steering Committee about committee, task force and affinity group structure based on resource considerations for adequately staffing these groups.

Taking the preferences of the Steering Committee members into consideration, meeting dates/times and agenda planning is decided by the group Co-Chairs in consultation with backbone staff. Consideration of alternative meeting formats is encouraged, including conference calls and web based meetings. Considering that the majority of work of the initiative will occur in Committees, it is important that committee meetings occur on a regular schedule o be determined by the Chairs or Co-chairs, throughout the year.

    Current Committees include:

Asset Management & Finance Committee	Combined Sewer Overflow Committee
Education & Outreach Committee	Green Infrastructure Committee
	Steering Committee

    Current Affinity Groups include:
CSO Permittee Network

    b. **Committee Co-Chairs**
Each Committee, Task Force or Affinity Group will have Co-Chairs appointed by the Co-Chairs of the Steering Committee. Co-Chair duties include:
- Run committee meetings and report out results to Steering Committee and full membership
- Define and manage committee work, consistent with initiative purpose, shared goals and measures
- Ensure one committee member is an active member of the Steering Committee
- If needed, resolve conflicts between committee members and the initiative purpose, goals and annual workplan.
- Review and recruit committee membership with support of backbone staff. Staff will ask committee chairs to define the expertise and diversity needs of the committee and will help coordinate recruitment.

Becoming a Committee Co-Chair – interested parties should contact the Steering Committee Co-Chairs and backbone staff to inquire about or volunteer for Co-Chair assignments. Steering Committee Co-Chairs make the final assignment.

    c. **Steering Committee**
The Steering Committee will meet quarterly, either face to face or virtually. Virtual meetings (conference call or web based) should have very limited and focused agenda items and last no more than 2 hours.

The standard agenda for the Steering Committee will address critical decision points appropriate to that time, with backup material to address:
- o Strategy Updates – Related to shared purpose, goals and outcomes
    - ● Monitoring of shared purpose, goals and scope of work with the resources available.
    - ● Discussion of committee progress on goals and work plans combined with opportunities for integration of efforts across committees, task forces and affinity groups
    - ● Policy/advocacy issues are included in this section for developing an integrated position.
- o Backbone Report – Discussion of infrastructure capacity issues and administrative work to support collaborative efforts
- o Leveraging Resources – Progress on increasing investments in this work at both the collaborative and community level
- o Partner/Project Updates

d. Membership Meetings

Full membership meetings will be held at least two times a year to review and celebrate progress made on goals and to engage members on policy issues and in committee work. Included in the scheduled meetings is an annual review of the yearly workplan and the initiative purpose, goals and outcomes.

The Steering Committee sets the agenda for full membership meetings with input from the Backbone organization. The Backbone organization handles all the logistics of scheduling, planning and communication with members regarding the full membership meetings.

3. Decision Making Process

a. Overview

All decision making at committee and full membership meetings will use a formal consensus process which includes a high standard for speaking against a consensus. All items requiring decision making will make time for open discussion among the members involved. There are two alternatives for speaking against moving forward with a decision:
- o A member can go on record disagreeing with the proposed action but allow it to move forward – the "I can live with it but can't officially support it" rule.
- o A member can disagree with the proposed action thus stopping forward movement and requiring continued discussion to find alternative options for consensus.

A voting process will only be used if the consensus process results in an inability to move forward and the issue at hand absolutely requires a decision before the next meeting. The voting process would:
- o include those who have attended previous meetings,
- o need a super majority (2/3rds) of above to approve, and
- o be used only for highly time-sensitive issues and not as a routine decision making practice.

Members who disagree with decision/actions/stands are asked to clearly distinguish between the decision of the collaborative and the stand taken by the member organization. While every organization may have a different position, when speaking for or about the collaborative members will honor the consensus of the group. Members understand and affirm the distinction between collective action and individual organizational action. Members will demonstrate good judgment when speaking on behalf of the collective versus speaking on behalf of a specific organization.

Decision Tree

Item	Who Makes the Decision
Purpose, Goals, Outcomes	● Steering Committee has final authority on these items with robust review and input from Supporting and Committee membership. ● The Backbone organization facilitates the process, solicits expert advice and provides initial recommendations for consideration. ● The backbone staff must allow 3 business days for a response to an email proposal. If no objections are submitted within three business days, approval will be assumed.
Annual Workplans	● Committees design and decide the Annual Workplan for their group, aligned with purpose statement, goals and outcomes. Steering Committee does a final review solely to ensure integration across all committees and resolve any duplication or potential conflicting tasks/use of resources ● Backbone organization allocates staffing and budget resources to support the workplans based on available capacity and resources.

Advocacy Positions of Initiative on Related Policy	JWW will not take positions to oppose or support local, state, or federal legislation or formal executive actions, such as proposal or adoption of regulations or executive orders.
	
	JWW may highlight and promote positive local projects and programs, but may not publicly oppose them.
	
	JWW may educate public officials and decision makers about the purpose and goals of JWW, including identified best practices in the field.
	
	JWW *committees* may make recommendations to state, federal or local governments that would advance best practices or the JWW goals. These recommendations may or may not be related to a specific legislative/executive action, but may not include going on record supporting or opposing such action.
	
	When federal, state or local legislative or executive action pertaining to the JWW goals is under active discussion/consideration, JWW staff and steering committee members may alert the membership.
	
	    a. Any alerts posted by staff will be neutral, not suggesting any particular position.
	    b. Members can then take action in their own name, not as JWW.
	    c. Members and committees are encouraged to identify these opportunities and submit them to staff for inclusion in the weekly/bi-weekly updates.
	    d. JWW members may share their own advocacy positions with other members in response to the announcement.
	    e. When any such communications do not pertain to the JWW goals, staff will notify the membership and remove the posting.

Grant design and submission	● The Backbone organization designs and submits grants for funding the backbone core functions including staffing, communications, meeting costs, consultants/contractors, and evaluation infrastructure.

	- The backbone organization, and any member organization, may seek Steering Committee input and/or endorsement of funding requests for work that advances the purpose statement and shared goals of Jersey Water Works.
Conflict resolution	- Conflicts between member, committees, the backbone organization or each other should be resolved directly whenever possible using a win/win focus. If it cannot be resolved between the original parties the Steering Committee is the final arbiter of member or group conflict. - The Backbone organization should be apprised of all potential and actual conflict situations but is not responsible for conflict resolution, other than providing advice and support to the parties.
Membership – see Member Roles & Responsibilities	Jersey Water Works has an open membership that offers organizational and individual engagement at different levels of activity. Access to resources and decision making authority is dependent on level of activity and commitment of the organization and/or individual.
Disclaimers	Members are free to go on record disagreeing with a decision/action/stand of Jersey Water Works and remain a member in good standing. See the Overview above for details and implications of this action.

4. Communications

a. **Member Use of Name and Logo**
Supporting Members (inclusive of Committee & Steering Committee members) are encouraged to identify themselves as **_members of_** Jersey Water Works on their own materials, correspondence and websites/ social media. Use the name and logo only in its complete form and add the phrase "member of". It must be consistent in all forms of communication including literature, public relations, presentations, newsletters, correspondence and advertising. The logo and name may not be modified in any way except that it may be proportionally reduced or enlarged in size to fit the space available, as long as it meets the standard for minimum size. Distortion of the logo in any way is unacceptable.

No member, other organization or entity may identify the logo/brand as their own. From time to time members may wish to co-brand events or materials related to this effort. Approval must be obtained when the logo is going to be used as part of an marketing campaign and/ or applied to promotional pieces such as hats, clothing, water bottles, etc. The Backbone Organization staff coordinates all logo usage approvals based on Steering Committee guidance. To submit your request for logo use contact info@jerseywaterworks.org.

b. **Speaking on Behalf of the Collaborative**
All members are encouraged to be ambassadors for the work of this initiative. Sharing of authorized materials/statements is encouraged especially in terms of the Statement of Purpose, Goals, Outcomes and Action Plans. Members should take care to identify themselves as their own organization which is a **_member of_** Jersey Works when sharing this information.

Speaking on behalf of/in the name of the collaborative to the press or at public functions requires the notification and approval of the Steering Committee Co-Chairs and/or Backbone organization.

c. **Recognizing Initiative & Member Successes**
    Jersey Water Works is designed to promote progress on initiative goals and/or the use of best practice by members or committees. This is done in several ways:
    ○ Member use of best practices endorsed by the initiative can be featured in the monthly email newsletter, the website and/or social media. The member is asked to submit a very short summary of the work to info@jerseywaterworks.org for inclusion in future communications.
    ○ Committee successes in achieving important milestones in their action plans should be submitted by the Committee Co-chairs via info@jerseywaterworks.org for inclusion in the above communications and as press releases to state media outlets. Co-Chairs are encouraged to share the success directly with the full membership through the use of (the determined communications platform).
    ○ Committee Members will be offered prime opportunities to present on behalf of their organization and the initiative at meetings and sponsored events. These presentations may take the form of visual displays, videos and/or featured speaking opportunities.

5. Finances – Leveraging Resources

a. **Financial Support for Action Plans**
    Committees are asked to assess the resource needs related to their work - what will it cost to develop the collective products/services and/or to implement local best practice developed by the committee. These estimates are submitted to the Backbone organization and Steering Committee for review and recommended prioritization for inclusion in future collaborative grant requests submitted by the backbone organization or other member organizations.

    Individual member organizations are also encouraged and are free to seek funding for these projects or to pilot test best practices. Members are asked to inform the Backbone organization when submitting such requests to avoid duplication of efforts. Members are also strongly encouraged to notify the Backbone organization when awarded such grants so that integration of efforts across members and committees is ensured.

b. **Encouraging Collaborative Grantseeking**
    The Backbone organization will actively search for and facilitate opportunities for collaborative grant seeking among partners to further work regionally and in local communities.

c. **The Backbone Organization as Fiscal Agent**
    The Backbone organization (New Jersey Future) is the identified fiscal agent for all grants that support core backbone functions. As such, it is directly and fully accountable to the funder for its own activities and expenditures under the grant.

    The Backbone organization may also request and receive funding that supports committee work, special collaborative events or pass through funding for pilot-testing best practices in local communities. The backbone organization, and any member organization, may seek Steering Committee input and/or endorsement of funding requests for work that advances the purpose statement and shared goals of Jersey Water Works. The Backbone will act as the fiscal agent for these grants and will develop formal subcontracts for any pass thru funds. Committees and members who have access to such funds must accept mutual accountability for specific grant requirements placed on the Backbone organization as a result of this funding.