Nebraska Section AWWA

July 20, 2010 Board Meeting Minutes (draft)

The July Board Meeting was held via conference call at 9:30 a.m., July 20, 2010. Participating in the conference call: Ben Day, John Olsson, Eric Lee, David Lathrop, Tony Bilek, Milo Rust, Bruce Dvorak, Rich Koenig, Mike Wentink, Rich Robinson, Mari Matulka, Mary Poe, Doug Woodbeck and Brian Gongol. David Plank from National AWWA also joined part of the conference call meeting.

The first item discussed was approval of the draft minutes from the May Board Meeting. Two corrections were noted and the draft was changed to reflect a final version. A motion to accept the corrected version was made by Tony Bilek with Bruce Dvorak seconding the motion. All voiced approval of the minutes and Mari Matulka posted the approved version on the Section website.

Treasurer's Report

David Lathrop provided a treasurer's report that discussed interest on CDs, which earned around \$750. It also was noted that the Section's moderator code for conference calls was stolen from publically available AWWA documents and additional charges of \$385.53 were incurred. A new moderator code has been obtained and measures to prevent theft have been implemented.

David is still tracking a missing multi-section check for \$56.10.

The pipeline workshop earned close to \$1,640. The money will be placed into a separate savings account for workshop activities. It was agreed that this account should be under the direction of the Education Committee.

The WARN Committee is writing a report on AWWA grant distribution to close out the funding process for the grant received.

Re-imbursement for expenses incurred for the National Top-Ops competition were discussed. \$1,000 was budgeted for both Greg Vacha and Larry Andreasen. Greg submitted his expense report and it was agreed to reimburse Greg for \$1,165 which were expenses plus a \$165 membership. Larry's expense report had not been submitted by the time of the meeting, but when it is, he will be re-imbursed \$1,000.

Eric Lee made a motion to accept the treasurer's report. Tony Bilek seconded the motion. All voiced approval of the treasurer's report. See the treasurer's report for more detail on the budget spreadsheet provided.

An SOP update was on the agenda, however Teresa Konda was unavailable so no report was made on this item.

Director's Report

Tony provided the director's report that highlighted his attendance at the National Conference in Chicago June 20-24.

The report provided key points discussed at the national Board Meeting such as Governing Documents, Section Bylaws, Policy Statements, Standards and Treasurer report.

Attendance at AWWA-ACE was up 3.6% over last year. Revenue was expected to be below the March forecast of no more than 2%. There were 1,090 booths in the exhibit hall and the ACE 2011 on-line registration resulted in 1,041 booths reserved for next year's conference, which is up 1.67% over last year's on-line registration.

Overall, national membership continues to decline and we have gone below 56,000 members. Most of these losses appear to be individual memberships. As this trend has been observed for the last several years, this will continue to be a focal point for national and section leaders.

The summer addition of **Wise Water Words** will contain more information on ACE from Tony.

Committee Reports

Membership — The "Pour it On" campaign by the Section is underway as detailed by Rich Robinson's action plan. This basically involved a letter of introduction, application and talking points sent to and discussed with prospective membership utilities. A follow-up phone call to encourage membership and discuss benefits was part of the action plan. Limited success has been seen so far with budget constraints and personal contact with the necessary individuals as the two most often encountered roadblocks to utility membership. Papillion and Aurora signed up for utility membership.

Archive & History — No report

Audit — John Olsson and David Lathrop commented on money budgeted for the three-year audit and yearly taxes. \$2,100 was originally budgeted. Three financial firms made offers to provide these services. One firm gave a price of \$2,500 but wanted to do both the audit and taxes as a package deal. Another firm gave a price of \$4,000. Mysec & Crouch (who we currently use) gave a price from \$2,000-\$2,500.

There was some discussion about having a single firm do both the audit and taxes, and maybe we would want to keep them separate. It was decided that the risk for one company to do both and have conflict of interest issues with it were so low, that it was a non-issue for the Board.

Doug Woodbeck made a motion to use our current firm for both the audit and the taxes. Milo Rust seconded this motion and all voiced approval.

Awards — Steve Kelley noted the committee will present two lifetime awards, six WISA awards, one operator meritorious service award and one outstanding volunteer award at the fall conference.

Budget — All items were covered in the treasurer's report.

Cross Connection — Rich Koenig reported that the agendas for the September workshops were done and have been sent to Mike Wentink for approval of CEU hours. Gavin Graberson, South Dakota Section, would like Rich to be a speaker on backflow and he has accepted this offer. Rich will do this on his own time.

Education — The Education Committee's report highlighted cross connection workshop information. The dates and locations are: September 14, Ogallala; September 16, Beatrice; September 28, Wayne, and September 29, Grand Island.

A mid-August meeting is scheduled for the six member representatives of the Nebraska Operator Training Coalition to begin preliminary work on the 2011 training calendar.

The Section's bookstore allotment from National is \$600. Rich Robinson and Mary Poe discussed using the money to buy promotional material for prize drawings or "give away" items at the annual conference.

The member survey ad hoc committee discussed with Marc Rosso the possibility of presenting the survey results into a white paper for posting on the Section website.

Fall Conference — Teresa e-mailed a report that she is finalizing the conference presentation schedule, if a joint session presentation with NWEA will be possible (it appears that it will not be), bios for speakers and conformations with moderators and speakers.

The UNL Student Chapter has brought up the idea of incorporating a Student and Young Professional "Fresh Ideas" Poster Competition into the conference schedule. If anyone has suggestions or wants to be a judge for this please let Teresa know.

Teresa will make reservations at the Alley Rose for the Board dinner, Wednesday evening, November 3.

Fuller Award —Tony Bilek reported that a Fuller Award will be presented at the Fall Conference.

MAC — Tony Bilek informed the group that the exhibitor invitations, contracts and sponsorship forms will be mailed and posted on the website the first week in August.

Nominations — Bruce Dvorak e-mailed his report to Mari Matulka for publication in Wise Water Words.

Public Information — Mary Poe stated that we will have another water tasting contest at this year's fall conference.

Publications — Mari Matulka reported that the **Wise Water Words** material is ready to go, with July 26 as the deadline for submissions. Teresa will submit the final conference agenda to Mari. Room reservations can be made via 308.237.5971. Rooms have gone up slightly to \$81.95/night plus tax. Mari informed the group that all of her Publications Committee information are in digital file format and have been sent to incoming chair, Brian Gongol, as well as Archives Committee Chair John Miriovsky.

Safety — No report.

Scholarship — No report.

Small Systems — The Small Systems Committee will schedule two workshops before the end of the year.

Student Activities and Research — The "Fresh Ideas" poster concept for the fall conference was touched on again.

Water For People — Craig Reinsch e-mailed a report that highlighted the success of the May golf fundraiser and stated that he is looking for alternative dates for the trap shoot, but that may not occur this year due to scheduling conflicts.

Water Utility Council — No report.

Young Professionals — Justin Stine e-mailed that the group had been pretty quiet this summer and did not have a report.

Old Business

The post office box (PO Box 94791, Lincoln, NE 68509-4791) for official AWWA business has been set up and is active.

The Google Phone service has been set up for the Section. The number is 402.957.2482. When someone dials thE number it will ring to Teresa Konda's desk and John Olsson's cell phone simultaneously. Whoever picks up first, gets the call. If no one answers, a message can be left. You can access this as an mp3 file on google phone or get it as an e-mail from google.com/voice.

Outsourcing of **Wise Water Words** to National was motioned by Tony Bilek and seconded by Doug Woodbeck. The only issue raised was that the Section wanted a reasonable time to review the draft before it went to print. Brian Gongol suggested a 10-day review period, however National AWWA representative, David Plank, said 10 days was not doable and offered a 2-3 day review time, which seemed acceptable to the Section.

David asked for a primary contact for the Section and Brian Gongol volunteered. David also stated that if an agreement for services could be done by January 1, 2011, he or another representative would attend the fall conference for introductions and to take photos for the spring issue of **Wise Water Words**.

Rich Robinson had to leave the conference call early so he went over the "Pour it On" membership details in his committee report.

New Business

Audit proposals were discussed in the Audit Committee's report.

The agenda for the retreat August 13, 9 a.m. at 901 Hardin Hall, UNL East Campus, will be mailed in the near future.

Tony Bilek provided ACE highlights in the Director's Report and will provide more details on ACE in his report to be published in the fall issue of **Wise Water Words**.

Chad Roberts and Doug Woodbeck were scheduled to go to the summer workshop. Doug informed the group that he would not be able to attend.

The City of Lincoln tied for third place at ACE National AWWA Water Tasting Contest. A picture of Jerry Obrist with the award was suggested for **Wise Water Words**.

The next board meeting will be held September 8, 9:30 a.m. at the Seward Civic Center, 616 Bradford St.

A motion to adjourn the meeting was made by Tony Bilek and seconded by Bruce Dvorak

Submitted by Secretary Eric Lee, Lincoln Water System August 4, 2010

AMERICAN WATER WORKS ASSOCIATION PROGRAMS ANALYSIS PROCESS

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1. Overview of Process

The process began in February this year, and is outlined below along with the schedule for completion by June 2010:

- 1. The chair of the volunteer unit (i.e., the division or committee chair) responsible for each program scores the program based on the criteria specified in the matrix. The staff member responsible for providing support for the program helps collect the data needed to score each program accurately and fairly and this data is contained in the program narrative, which will also contain financial data for each volunteer unit to use in scoring. Those programs with no direct committee sponsor will be scored by Staff during this step (first round of scoring).
- 2. The council chair reviews the committee (or division)/staff scores and adjusts as necessary and ranks all programs for her/his council (second round of scoring).
- 3. Programs from each council are also sent to the chair of another council and to a member of the senior staff for scoring (a check and balances step) (third round of scoring).
- 4. The final three scores for all programs are summarized and sent to the Finance Committee to validate scoring. Disparate scores between those ranking the programs will be discussed and reconciled with the scorers before they are sent to the Executive Committee. The Executive Committee will review the final ranked list of all programs and provide a final report to Board. The Finance Committee will then direct staff to incorporate the program results into budget allocations in the preparation of the annual budget.
- 5. Formal written feedback will be provided by staff to committees, divisions or units whose programs are not funded. This feedback will be provided within two months of the final funding decision.

2. Schedule

Item	Activity	Due Date for completion
1	Completion of Program Narratives	02/23/10
2	Issue Matrix and Narratives to Councils	03/02/10
3	Completion of first round - scoring by Committees or Staff; scores sent to Councils	03/19/10
4	Review by Executive Committee	03/26/10
5	Completion of second round - review and scoring by Councils	04./16/10
6	Distribute second round results to alternate Councils for review and scoring	04/20/10
7	Completion of third round - review and scoring by alternate Councils & volunteers	05/05/10
8	Review by Finance Committee	05/25/10
9	Review by Executive Committee	June Board Meeting
10	Feedback from Executive Committee To Finance Committee for incorporation in 2011 budget process	After June Board Meeting

3. Next Steps

The Programs Analysis Committee concluded its work mid-May. It provided its recommendations to the Finance Committee. The Finance Committee met at the end of May and is tasked with providing recommendations to the Executive Committee. Below are the recommendations approved by the Finance Committee.

- The Finance Committee recommends that program managers review programs that scored in the top two thirds to determine how the programs might be improved since the ratings confirmed the value of the top two thirds of the programs to members and their contribution to meeting the goals of the strategic plan.
- 2. The Finance Committee is in agreement with the recommendation of the Program Analysis Committee as regards the three categories for categorization of the bottom third of programs. The three categories are as follows:
 - Sunset in the next budget cycle
 - Repurposed/repackaged/retooled (this process to start immediately)
 - Provided with a timeframe to achieve predefined results (such as a specific profit margin)

The Finance Committee recommends that the Executive Committee endorse the application of the above categories in the Programs Analysis process.

3. The Finance Committee also recommends that staff develop recommendations as to the classification of the bottom third of the programs for incorporation into the 2011 budgeting process.

In addition, The Finance committee also approved the following motion:

The Finance Committee agrees to institutionalize the programs analysis process into the annual budgeting process with the underlying theme of continuous review of the process, evaluation tool (including criteria and weightings) and rankings.

4. Additional considerations when analyzing programs

Below is an excerpt from an ASAE publication titled - *The Will to Govern Well* by Glenn H. Tecker, Jean S. Frankel & Paul D. Meyer regarding *Managing the Program Portfolio – Strategic Program Assessment.*

Questions asked in analyzing program mix:

- Why is this service needed?
- Is this the most effective way to meet the needs of stakeholders?
- Are we the best organization to provide this service?
- Are we meeting a need that is not being met elsewhere?
- Are we spreading ourselves too thin?
- Does this program fit within our "service niche"?
- Does it build on our distinct competencies
- Are we trying to be all things to all people?
- Can we be all things to all people?
- Should we try to work cooperatively with other organizations to provide some of our services?

(Adapted from Michael Allison's and Jude Kaye's 1997 Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook)

Additional considerations:

- Resource allocations
- Duplication of efforts within the organization, and also in terms of services offered by other organizations
- Quality of program offerings high quality offerings are far superior to low quality offerings

5. Matrix & Matrix Criteria

The criteria are listed below and the additional guidelines (developed out of the Executive Committee Meeting in March 2010) follow the criteria.

- A. Strategic Plan Alignment measures a program's ability to contribute (quantitatively and/or qualitatively) to meeting the strategic objectives identified in the strategic plan. A program that helps meet multiple strategic objectives receives a higher score than programs that help achieve fewer objectives. Each program should clearly describe how it meets strategic objectives. (Section 2 in Program Narratives)
- B. Impact on Members measures the number of members "touched" by a program. For example, a conference impacts members by providing opportunities to present and to attend the event. The more members a program impacts, the higher the score. (Section 3 in Program Narratives)

- C. Member Participation describes how members can participate in a program or are provided with an opportunity to meaningfully participate in the Association for e.g. serving on a committee, speaking at a conference, writing a paper, or conducting Webcasts are all examples of member development opportunities. (Section 4 in Program Narratives)
- D. Member Needs is a measure of the needs expressed by our members. The narrative identifies the member need supported and indicates how the program supports this member need. (Section 5)
- E. Financial Benefit is a measure of the net revenue that a program generates over a 3 year period. This criterion recognizes that revenue generating programs are necessary for AWWA to meet its mission as well as the mission of the program. (Section 6)
- F. Service Cost is a measure of the cost of providing the program service for non-revenue generating programs to members impacted by the service. (Section 7)

<u>Please note:</u> Criteria E and F are mutually exclusive, and it depends upon whether the program is a revenue or service program, as to which criterion is scored. Section 1 in each program narrative identifies whether it is a service or revenue program.

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	10		10		8		8			10					
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Project:	[Insert name]				2010	Project Score:	0		
	Α	В	С	D	E				
	10	10	8	8	8				
SERVICE PROGRAMS	Strategic Plan Alignment	Impact on Members	Member Participation	Member Needs	Service Cost	Please only check one box in each of columns A through E			
ı	☐ 1000 Contributes to meeting more than 8 strategic plan objectives	Program provided information or service to more than 1000 members	Program provides an opportunity for more than 60 members to meaningfully participate & plan and/or develop a program	Meets Member needs as identified by more than either 25% of all AWWA members or 25% of program's membership sector.	Program/project results in annual cost of less than or equal to \$200 per participant				
п	Contributes to meeting 7-8 strategic plan objectives	Program provided information or service to more than 700 members	Program provides an opportunity for 41-60 members to meaningfully participate & plan and/or develop a program	Meets Member needs as identified by more than either 20% of all AWWA members or 20% of program's membership sector.	Program/project results in annual cost of less than or equal to \$400 per participant		Servic Progra Matri		
ш	Contributes to meeting 5-6 strategic plan objectives	Program provided information or service to more than 500 members	Program provides an opportunity for 21-40 unique members to meaningfully participate & plan and/or develop a program	Meets Member needs as identified by more than either 15% of all AWWA members or 15% of program's membership sector.	Program/project results in annual cost of less than or equal to \$600 per participant				
IV	Contributes to meeting 4-5 strategic plan objectives	Program provided information or service to more than 300 members	Program provides an opportunity for 11-20 unique members to meaningfully participate & plan and/or develop a program	Meets Member needs as identified by more than either 10% of all AWWA members or 10% of program's membership sector.	Program/project results in annual cost of less than or equal to \$800 per participant				
V	Contributes to meeting 2-3 strategic plan objectives	Program provided information or service to more than 100 members	Program provides an opportunity for 6- 10 unique members to meaningfully participate & plan and/or develop a program	Meets Member needs as identified by more than either 5% of all AWWA members or 5% of program's membership sector.	Program/project results in annual cost of less than or equal to \$1,000 per participant				
n/a	Does not contribute to meeting any strategic plan objectives	Program provided information or service to more than 10 members	Program provides an opportunity for less than 5 unique members to meaningfully participate & plan and/or develop a program	Does not meet member needs	Does not apply				
	0	0	0	0	0				

6. Additional Guidance from Executive Committee Meeting held March 26, 2010

The Executive Committee discussed the process to date which included steps 1 through 3 in the schedule above, as well as the queries, comments and recommendations submitted by volunteers and staff involved in the process thus far.

As a result of the discussion, the Executive Committee provided additional guidance to the volunteers and staff involved in round two of scoring, for each of the criteria being evaluated in the matrix:

- For each of the criteria scored include explanations on how each criterion was scored in the matrix including referencing the program narratives.
- These explanations can be provided in the email communication or attached in the matrix workbook as a separate tab.

A. Strategic Alignment:

- Identify how many strategic objectives are supported, and how they are supported. You can reference the program narrative directly (please state page number).
- If the strategic objectives supported differ from those described in the program narratives, please clearly state in the explanation how the program supports the strategic objectives.

B. Impact on Members:

- Only include members you can quantitatively impact even if there is a larger effect on the organization. You can reference the program narrative directly (please state page number).
- Please provide an explanation of how you determined this number if it differs from the program narrative.

C. Member Participation

- Identify members that actively and meaningfully participate in the program.
- You can reference the program narrative directly (please state page number).
- If the member participation described differs from that contained in the program narratives, please clearly state in the explanation how members participate in the program.

D. Member Needs

- Member needs can be identified through research. The Association has several surveys that provide this type of information including State of the Industry, the Member Tracking Study and conference surveys.
- Please identify the fraction of the existing membership (in total) needs met or fraction of target market reached.
- Provide an explanation of how you arrived at this number. You can reference the program narratives directly (please state page number).

E. Financial Benefit (for revenue programs)

- The financial data is contained in the program narratives.
- You can reference the program narrative directly (please state page number).
- If your score reflects financial data that differs from what is contained in the program narrative, please explain how you arrived at the scoring.

Service Cost (for service programs)

- There is an inconsistency between the definition in the matrix which describes the service cost as "cost per participant", and the program narratives which describes the criterion as "a measure of the cost of providing the program service... to members impacted by the service".
- Please identify "the cost per participant" i.e. divide the total service cost as contained in the program narrative by the members participating (criterion C).
- Provide an explanation of how you arrived at this number.

7. Queries, Comments & Recommendations from Volunteers and Staff

Queries by Categories:

- Program Narratives
- Matrix
- Scoring Guidelines/Policy
- General

Program Narratives

1. Program Narratives:

- It was difficult to quantify the number of members impacted by each program (criteria B).
- And, as a result, it was difficult to determine the cost of providing a service (for service programs – criteria F) to members (total cost/number of members impacted).
- For some programs the cost per member impacted is not the right cost unit to evaluate – for some it is the cost per participant, or cost per website visitor, or cost per email delivered etc.
- Some programs had overlapping revenue and service components.
- Some programs were service in nature but had revenue components
 accounted for in other programs that generated revenue. Thus when
 evaluating programs, the "revenue piece" is not part of the evaluation as it
 resides in another cost center. It was felt it then is difficult to evaluate the
 impact of a program in its entirety because of this overlap thus how do
 you differentiate or define revenue and service programs?
- Program narratives are written by different authors using the same template with results that are more subjective than objective.

<u>Matrix</u>

- 2. Matrix evaluating criteria and weightings:
 - Difficulty in scoring Member Needs criteria (criteria D) as data not readily available or clearly detailed in program narratives. In addition some workshops have attendance that is less than 5% of total AWWA membership (56,934 X 5% = 2,847 members) which means they would score low (40 points). Attendance at the workshop can be used to answer this criterion, but it is really asking as to how it serves members needs, and therefore market research findings are required to be able to score this criterion. Most, if not all of the program narratives, did not supply this data.
 - For those programs that did not generate a net loss, but do generate revenues of less than \$100K, would score zero points for a revenue stream – it seems there should be some value in between as the program provides a revenue stream?
 - Given the overlap i.e. where it is felt programs have both revenue and service components – consider the cost and benefit of the program to the Association – and how then will this be evaluated in the matrix?
 - The matrix doesn't adequately address some qualitative factors of programs.
 - The service cost criteria in the matrix refers to "annual cost per participant" but the description in the program narrative asks for "cost per member impacted".
- 3. Committees should be evaluated separately using different criteria for e.g. cost per committee member and not cost per member impacted (criteria F). In addition some committees and council programs for e.g. APC is an umbrella program and includes several standing committees but it is the umbrella program that is being evaluated and not the standing committees.

Scoring Guidelines/Policy

- 4. Determining the number of programs to eliminate
 - Will it be a % for e.g. the bottom 10% of programs or a number below a certain score?
 - How do you determine the level below which to consider programs to eliminate i.e. what is the cut-off score?
 - Will there be a baseline or curve used to determine the cut-off score?
- 5. What criteria will you use to evaluate the programs below the cut-off line?
 - Qualitative and quantitative criteria?
 - What are the guidelines?
 - Will programs be given a "grace period" to meet expectations before being considered for elimination?
- 6. Guidance should be provided to the Executive Committee on how to conduct the review process in June 2010 will the Programs Analysis Committee provide this guidance and what will it look like?

- 7. This process has identified gaps in the market research as it pertains to the impact of programs on members/customers etc. as well as gaps where there is no market research to support the existence of a program. Need to identify what and where these gaps are and how to fund the market research to close the gaps?
- 8. And then based upon above findings and results from the market research what changes have we made to programs or can we make to programs that will:
 - Generate revenues
 - Change the nature of a program to support the need determined by market research
 - Produce cost savings
- 9. Scoring in some instances the volunteer scoring a program in the first round is the same volunteer scoring in the second round – how do we address this? It was suggested to expand the first round scoring to include other committee members or appoint the vice chair as the evaluator.

General

10. Scheduling is very tight – not enough time provided for the steps in the process.

8. Process Update

- The first round of scoring was completed in March 2010. A summary of these results was then presented to and reviewed by the Executive Committee at their March 2010 meeting.
- As a result, additional guidelines were provided for the second and third rounds of scoring.
- The third and final round of scoring by alternate Councils and Vice Presidents was a blind scoring exercise i.e. the 1st and 2nd round of scores were not be available for review to the raters. The third round of scoring was completed by May 10, 2010.
- Results for all rounds of scoring are summarized and contained in the tables in the appendix.
- The Programs Analysis Committee met in mid-May to review and discuss results, and to finalize their recommendations to the Finance Committee.
- The Finance Committee met at the end of May to review, discuss and finalize their recommendations for the Executive Committee.

APPENDICES

- 1. Scoring Analysis Summary of All Programs (Revenue and Service)
- 2. Scoring Analysis Summary of Revenue Programs
- 3. Scoring Analysis Summary of Service Programs

Program Name							PROC		ATER WORKS ASSO - REVENUE & SERVI										
Program Name						SC	ORING		Sum of Score	s (column d)		Compariso	on of Rank	ings	Financial Data - Year End Projections 2010				
2 2003 Publication Select Remote Remote APC 4400 4400 4400 4200 6400 717 70 70 70 70 70 70		Program Name						Sum of	(Based on ranges	(Based on#	Round 1	Round 2	Round 3	of Sum	Revenue		Salary &	Indirect Expenses	Net
2 2003 Publication Select Remote Remote APC 4400 4400 4400 4200 6400 717 70 70 70 70 70 70																			
Second Content											1	1	1	1				1,147,600	2,278,000
6 5647 Public Affairs											1		1					1,045,000	279,300
5 Service PAC 4400 4400 4400 4400 4200 13200 01 Top 20 4 3 3 3 2,2800 17,900		site													255,000			225,800	(361,600)
6 611 Water Unity Council Service Service WIUC 4400 4400 4400 4200 12200 C1 Top 20 4 3 11 6 - 4,1700 33,700															-			187,000	(493,100)
7															-			17,800	(65,500)
8 degrees Perfined & Educational Couract Service FC 4000 4400 4400 4500 12400 01 Top 20 4 3 21 8 1 - 1,189,000 381,000 3															-			88,700	(162,100)
9 94.33 Service Service Service Service APC 4400 4400 3400 12300 12300 170 70 70 70 70 70 70															-			32,800	(81,100)
10 10 10 10 10 10 10 10															-			121,800	(341,900)
11 1073 Regulatory Legislative											4				-			356,500	(2,707,400)
12 0.15 Government Affairs Service TeC 3640 4400 3280 12080 0.1 Top 20 31 3 12 - 375,300 312,300											1				11,000,000			494,100	9,297,100
3 381 Water Resource Sustainability Division Service TEC 3840 4400 4000 12040 01 Top 20 31 3 12 13 . 13,400 21,000 5 440 Sandariar Division Service TEC 4400 4400 3160 11200 01 Top 20 4 3 3 3 15 . 44,000 615,700 6 7 7 7 7 7 7 7 7 7															-			40,500	(95,000)
14 085 Distribution & Plant Operations Division Service SC 4400 4400 3200 11960 O1 Top 20 4 3 37 14 - 11,600 64,000															-			(671,400)	(17,200)
Service Serv															-			20,600	(55,000)
16 0373 Water Conservation Division Service TEC 3840 3840 4400 11680 O1 Top 20 31 24 3 16 13,800 27,00															-			63,100	(141,700)
17 088															-			606,400	(1,268,200)
18 0105 Water Quality Technical Conference Revenue TEC 4100 4400															-			44,200	(102,800)
19 077 WUC Contingency Fund Service WUC 4400															-			26,500	(67,400)
20 20 20 20 20 38.3 Enjmenting & Construction Division Service TEC 4000 4000 3900 11600 01 Top 20 23 20 17 21 20 - 14,600 12,900															652,100		115,000	113,200	187,100
21 0329 Small Systems Division Service TEC 3760 3760 3760 11280 01 Second 20 23 20 16 21 - 15,800 24,100 23 20 23															-		-	-	(40,000)
22 0109 Membraine Conference Revenue TEC 4100 4100 3040 11240 01 Second 20 18 15 43 22 - 30,000 55,500															-			12,800	(40,300)
23 0526 Conference Planner			Service												-			23,900	(63,800)
24 654,00 68 654,00 68 654,00 680,0 36			Revenue												-			54,600	(140,100)
25 0867 Slandards Council Service SC 3760 37	e Pla	lanner	Revenue					10950		Second 20		23						51,400	35,300
26 0816 Voung Professionals Committee Service Exec. Comm 3900 3000 3680 10580 01 Second 20 22 36 18 26 - 13,200 20,200 32,000 3500			Revenue							Second 20					654,200			288,200	(390,700)
27 0884 Water Science & Research Division Service TEC 3500 3500 3500 10500 O1 Second 20 41 28 30 27 5.200 13.100	Cou	uncil	Service	SC						Second 20		20			-			42,600	(129,400)
28 0534 Streamlines Revenue APC 3600 3200 3600 10400 C1 Second 20 36 33 21 28 50,000 34,100 183,700 30,005															-			19,800	(53,200)
29 0450 Standard Methods Service SC 3760 3760 2740 10260 02 Second 20 23 20 50 29 17.900 104.400 30.0530 30.		e & Research Division										28			-			12,900	(41,200)
30															50,000			181,300	(349,100)
31 0521 Water Library	/letho	hods	Service												-			-	(122,300)
32 10381 Webcasts Revenue TEC 3300 3200 3300 9800 0.2 Second 20 46 83 33 32 330,000 79,100 150,100 75,000 300			Revenue				3600	10160		Second 20					1,832,500		683,200	673,400	(427,400)
33 0441 TEC Projects Service TEC 2600 3500 3880 9780 02 Second 20 60 28 18 33 3 - 75,000 31,000 35 0422 Databases Service Exec. Comm 2960 1890 4400 9250 02 Second 20 49 63 3 35 - 7,200 38,900 38,900 36 0522 Source Book Revenue APC 3655 2430 3150 9230 02 Second 20 29 46 40 36 85,000 - 12,800 37,003 38,900 38	ary	'	Revenue							Second 20					125,000	18,600	16,800	16,500	73,100
34 10801 Board of Directors Meetings Service Board 3640 2840 3240 9720 C2 Second 20 41 43 636 34 - 138,500 319,300 35 0422 Databases Service Sevice Revenue APC 3650 2430 3150 9230 C2 Second 20 29 46 40 36 85,000 - 12,800 37 0533 Videos Service Service APC 4400 2500 2320 9220 C2 Second 20 29 46 40 36 85,000 - 28,000 38 0825 Section Services Committee Service APC 4400 2500 2320 9220 C2 Second 20 4 45 57 37 - 26,200 99,400 39 0407 Regional Meetings Service Board 3500 2560 2800 8950 C2 Second 20 41 44 49 39 - 46,500 30,700 40 0815 Finance Committee Service Exec. Comm 2730 3306 2860 8850 C2 Second 20 41 44 49 39 - 46,500 30,700 41 0831 Canadian Affairs Committee Service APC 3640 2920 2280 8840 C2 Next 20 51 31 54 42 113,000 36,700 15,600 42 0117 Sustainable Water Management Conference & Exposition Revenue TEC 2900 3300 2580 8780 C2 Next 20 51 31 54 42 113,000 36,700 47,800 40 0815 DA Journal Revenue APC 3800 1380 3800 8560 C2 Next 20 51 31 54 42 113,000 77,400 77,800 40 0815 DA Journal DA Journal Revenue APC 2550 3500 2500 8550 C2 Next 20 51 28 56 45 6 6 6 6 6 6 6 6 6			Revenue							Second 20					330,000	79,100	150,100	147,900	(47,100)
35 0422 Databases Service Exec. Comm 2960 1890 4400 9250 02 Second 20 49 63 3 35 - 7,200 339,300 360 0522 Second 20 29 46 40 36 85,000 - 26,200 99,400 38 0825 Section Services Committee Service APC 3360 2380 3260 9000 02 Second 20 4 45 57 37 - 26,200 99,400 38 0825 Section Services Committee Service APC 3360 2380 3260 9000 02 Second 20 4 45 57 37 - 26,200 99,400 40 0815 Finance Committee Service Board 3500 2650 2880 8950 02 Second 20 4 44 49 39 - 46,500 4,000	cts		Service	TEC	2600		3680			Second 20					-	75,000	-	-	(75,000)
36 0522 Source Book Revenue APC 3650 2430 3150 9230 022 Second 20 29 46 40 36 85,000 - 12,800 37 0533 Videos Service APC 3360 2380 3260 9200 022 Second 20 4 45 57 37 - 26,200 92,400 38 0825 Section Services Committee Service APC 3360 2380 3260 9000 022 Second 20 45 47 34 38 - 8,000 4,200 39 0407 Regional Meetings Service Board 3500 2565 2800 8950 02 Second 20 41 44 49 39 - 46,500 30,700 41 0815 Finance Committee Service Exec. Comm 2730 3260 2860 8850 02 Second 20 41 44 49 39 - 46,500 30,700 41 0831 Canadian Affairs Committee Service APC 3640 2920 2280 8840 02 Next 20 31 38 59 41 - 11,500 7,500 43 0835 Manufacturers/Associates Council Service MAC 2380 2380 3390 8660 02 Next 20 51 31 54 42 113,000 36,700 77,400 40,00	irect	ctors Meetings	Service	Board						Second 20					-	138,500	81,900	80,800	(301,200)
37 10533 Videos Service APC 3400 2500 2320 9220 02 Second 20 4 45 57 37 - 26,200 99,400			Service	Exec. Comm	2960			9250		Second 20					-	7,200	393,900	388,100	(789,200)
38 0825 Section Services Committee Service Ser	ok		Revenue	APC						Second 20					85,000	-	12,800	12,600	59,600
39 0407 Regional Meetings Service Board 3500 2650 2800 8950 0.2 Second 20 41 44 49 39 - 46,500 30,700			Service							Second 20					-			98,200	(223,800)
40 0815 Finance Committee Service Exec. Comm 2730 3260 2860 8850 C2 Second 20 59 32 46 40 - 14,100 13,900 APC 3640 2920 2280 8840 C2 Next 20 51 31 38 59 41 - 11,000 36,700 16,600 APC 3800 2880	rvice	ces Committee	Service	APC						Second 20		47			-			4,100	(16,300)
41 0831 Canadian Affairs Committee Service APC 3640 2920 2280 8840 O2 Next 20 31 38 59 41 - 11.500 7.500 42 0117 Sustainable Water Management Conference & Exposition Revenue TEC 2900 3300 2580 8780 O2 Next 20 51 31 54 42 113,000 43 0835 Manufacturers/Associates Council Service MAC 2380 2380 3900 8660 O2 Next 20 65 47 14 43 - 8,600 46.200 44 0831 IDA Journal Revenue APC 3600 1360 3600 8560 O2 Next 20 65 47 14 43 - 8,600 46.200 45 0466 Education/Scholarship Programs Service TEC 2550 3500 2500 8550 O2 Next 20 61 28 56 45 - 43,000 6,700 46 0153 Utility Management Conference Revenue TEC 2940 3040 2560 8540 O2 Next 20 63 40 37 47 - 7,400 30,400 47 0853 Ad Hoc Committees Service Exec. Comm 2440 2840 3200 8480 O2 Next 20 63 40 37 47 - 7,400 30,400 48 0867 Strategic Planning Committee Service Exec. Comm 2860 2860 2740 8460 O2 Next 20 53 39 50 48 - 800 5,300 49 0851 Membership Committee Service Exec. Comm 2860 4000 4,700	1eeti	tings	Service							Second 20					-	46,500		30,100	(107,300)
42 0117 Sustainable Water Management Conference & Exposition Revenue TEC 2900 3300 2580 8780 O2 Next 20 51 31 54 42 113,000 36,700 16,800 43 0835 Manufacturers/Associates Council Service MAC 2380 2380 3900 8660 Q2 Next 20 36 47 14 43 - 8,600 48,000 44 10531 IDA Journal Revenue APC 3600 1360 3500 8560 02 Next 20 36 70 21 44 60,000 77,400 77,800 45 01453 Ulilily Management Conference Service TEC 2550 350 2500 8550 02 Next 20 61 28 56 45 - 43,000 6,700 48 0153 Julility Management Conference Revenue TEC 2940 3040 2560 8540 02 Next 20	omm	mittee	Service	Exec. Comm						Second 20					-	14,100		13,900	(41,900)
42 [0117] Sustainable Water Management Conference & Exposition Revenue TEC 2900 3300 2580 8780 Q2 Next 20 51 31 54 42 113,000 36,700 16,600 43 (0835) Manufacturers/Associates Council Service MAC 2380 2380 3900 8660 Q2 Next 20 65 47 14 43 - 8,600 46,200 44 (0531) IDA Journal Revenue APC 3600 1360 3600 2 Next 20 36 47 14 43 - 8,600 46,200 45 (0466) Education/Scholarship Programs Service TEC 2550 3500 2500 8550 02 Next 20 61 28 56 45 - 43,000 6,700 46 (0153) Jullilly Management Conference Revenue TEC 2940 3040 2560 8540 02 Next 20 50 35 55 46 40,000	Affaii	airs Committee	Service							Next 20		38			-	11,500		7,500	(26,500)
43 0835 Manufacturers/Associates Council Service MAC 2380 2380 3900 8660 O2 Next 20 65 47 14 43 - 8,600 46,200	e Wa	Vater Management Conference & Exposition	Revenue	TEC	2900	3300	2580	8780		Next 20		31		42	113,000	36,700	16,600	16,500	43,200
44 0831 DA Journal Revenue APC 3800 1380 3800 8550 Q2 Next 20 36 70 21 44 60,000 77,400 77,800 45 0466 Education/Scholarship Programs Service TEC 2550 3500 2500 8550 Q2 Next 20 61 28 56 45 - 43,000 6,700 46 0153 Utility Management Conference Revenue TEC 2940 3040 2560 8540 Q2 Next 20 50 35 55 46 40,000 15,400 30,400 47 0853 Ad Hoc Committees Service Exec. Comm 2440 2840 3200 8480 Q2 Next 20 63 40 37 47 - 7,400 23,900 48 0867 Strategic Planning Committee Service Exec. Comm 2860 2740 8460 Q2 Next 20 53 39 50 48 - 8000 5,300 49 0851 Membership Committee Service APC 4400 2120 1740 8260 Q2 Next 20 4 55 65 49 - 16,800 4,700	rers/	s/Associates Council	Service		2380	2380	3900	8660	Q2	Next 20			14	43				45,600	(100,400)
45 0466 Education/Scholarship Programs Service TEC 2550 3500 2500 8550 0.2 Next 20 61 28 56 45 - 43,000 6,700 46 0153 Utility Management Conference Revenue Exec. Comm 240 3200 8480 0.2 Next 20 50 35 55 46 40,000 15,400 30,400 47 0853 Ad Hoc Committees Service Exec. Comm 240 2240 3200 8480 0.2 Next 20 63 40 37 47 - 7,400 23,900 48 0867 Strategic Planning Committee Service Exec. Comm 2860 2860 2740 8460 0.2 Next 20 53 39 50 48 - 8000 4,700 49 0851 Membership Committee Service APC 4400 2120 1740 8260 0.2 Next 20 4 55 65 49 - 16,800 4,700	al		Revenue	APC	3600	1360	3600	8560		Next 20		70		44	60,000	77,400		76,700	(171,900)
46 0153 Utility Management Conference Revenue TEC 2940 3040 2560 8540 Q2 Next 20 50 35 55 46 40,000 15,400 30,400 47 0853 Ad Hoc Committees Service Exec. Comm 2440 2840 3200 8480 Q2 Next 20 63 40 37 47 - 7,400 23,900 48 0867 Strategic Planning Committee Service Exec. Comm 2860 2740 8460 Q2 Next 20 53 39 50 48 - 800 5,300 49 0851 Membership Committee Service APC 4400 2120 1740 8260 Q2 Next 20 4 55 65 49 - 16,800 4,700	Scho	holarship Programs	Service	TEC	2550	3500	2500	8550		Next 20		28	56	45	-]	43,000	6,700	6,400	(56,100)
47 0853 Ad Hoc Committees Service Exec. Comm 2440 2840 3200 8480 Q2 Next 20 63 40 37 47 - 7,400 23,900 48 0867 Strategic Planning Committee Service Exec. Comm 2860 2740 8460 Q2 Next 20 53 39 50 48 - 800 5,300 49 0851 Membership Committee Service APC 4400 2120 1740 8260 Q2 Next 20 4 55 65 49 - 16,800 4,700			Revenue	TEC				8540	Q2	Next 20	50	35	55	46	40,000	15,400	30,400	29,900	(35,700)
48 0867 Strategic Planning Committee Service Exec. Comm 2860 2740 8460 Q2 Next 20 53 39 50 48 - 800 5,300 49 0851 Membership Committee Service APC 4400 2120 1740 8260 Q2 Next 20 4 55 65 49 - 16,800 4,700	mmi	nittees	Service	Exec. Comm	2440	2840		8480		Next 20		40	37	47				23,500	(54,800)
49 0851 Membership Committee Service APC 4400 2120 1740 8260 Q2 Next 20 4 55 65 49 - 16,800 4,700															-			5,200	(11,300)
								8260							-			4,600	(26,100)
				PAC	3550	3550	1080		Q2		40	27	73	50	18,000	16,000	11,500	11,400	(20,900)
51 0824 Utility Quality Programs Committee Service Board 4400 170 3600 8170 Q2 Next 20 4 79 21 51 - 4.800 23,300			Service								4							22,900	(51,000)

						SC	ORING		Sum of Scores			Compariso	on of Rank			Financial Dat	ta - Year End Proje	ctions 2010	
						l l		(d)	Quartile	Grades	l	l	l	Ranking			Direct		
	#	Program Name	Rev/Svc	Volunteer	(a)	(b)	(c)	Sum of	(Based on ranges	(Based on #	Round 1	Round 2	Round 3	of Sum		Direct	Salary &	Indirect	
			Program	Unit	1st Round	2nd Round	3rd Round	Scores	of scores)	of Programs)			<u> </u>	of Scores	Revenue	Expenses	Benefits	Expenses	Net
	0805	Administrative/Policy Council	Service	APC	3140	2840	2100	8080	Q2	Next 20	47	40	61	52		12,800	21,500	21,200	(55,500)
53		Workforce Programs	Revenue	Exec. Comm	2540	1880	3600	8020	Q2	Next 20	62	66	21	53	175,000	24,800	30,100	29,800	90,300
54		Executive Committee Meetings	Service	Exec. Comm	2880	2120	2880	7880	Q2	Next 20	52	55	44	54	-	35,600	59,600	58,500	(153,700)
55		Officers Meetings	Service	Exec. Comm	2840	2080	2840	7760	Q2	Next 20	54	58	47	55	-	28,600	26,700	26,300	(81,600)
	0823	Journal Advisory Board	Service	APC	3040	2140	2190	7370	Q2	Next 20	48	53	60	56	-	11,500	4,000	3,800	(19,300)
	898	International Council	Service	IC	2060	2160	2880	7100	Q2	Next 20	68	51	44	57	-	60,100	83,500	82,100	(225,700)
)488	Safe Drinking Water Partnership	Revenue	Exec. Comm	1230	2140	3700	7070	Q2	Next 20	77	53	17	58	250,000	38,300	89,000	87,800	34,900
)541	Newsletter - Iowa	Revenue	APC	2410	1610	3050	7070	Q2	Next 20	64	67	42	58	12,000	7,100	33,000	33,000	(61,100)
60		Distributions System Symposium & Exposition	Revenue	TEC	2800	2800	1390	6990	Q2	Next 20	55	43	67	60	211,100	90,000	80,000	78,900	(37,800)
	582	Information & Circulation	Revenue	APC	2800	2000	1850	6650	Q3	Bottom 20	55	60	63	61	65,000	15,000	87,600	86,200	(123,800)
	0833	Diversity & Member Inclusion Committee	Service	Exec. Comm	3450	500	2690	6640	Q3	Bottom 20	43	78	52	62		15,900	7,400	7,300	(30,600)
)489	Benchmarking	Revenue	Exec. Comm	3400	1890	1120	6410	Q3	Bottom 20	44	63	71	63	20,000	7,500	25,900	25,700	(39,100)
	535	ACE Video Clips	Revenue	APC	2750	1130	2320	6200	Q3	Bottom 20	58	73	57	64	14,000	4,800	22,800	22,500	(36,100)
65		Water Reuse Conference	Revenue	TEC	980	1280	3600	5860	Q3	Bottom 20	79	71	21	65	20,000	5,800			14,200
66		Newsletter - Alaska	Revenue	APC	2010	1170	2650	5830	Q3	Bottom 20	69	72	53	66	7,100	6,900	8,000	8,000	(15,800)
)499	Web Based Training (eLearning)	Revenue	TEC	2000	2000	1800	5800	Q3	Bottom 20	72	60	64	67	130,000	86,600	117,100	115,300	(189,000)
	115	Customer Service/IMTech Conference and Exposition	Revenue	TEC	1890	1890	1890	5670	Q3	Bottom 20	73	63	62	68	178,700	88,800	67,400	66,600	(44,100)
69		PMAC	Service	APC	3680	980	900	5560	Q3	Bottom 20	28	76	76	69	-	9,000	19,100	18,900	(47,000)
70		Water Conservation Workshop	Revenue	TEC	2110	2160	1210	5480	Q3	Bottom 20	67	51	70	70	-	3,300	8,000	7,900	(19,200)
71		Public Officials Forum	Service	PAC	2010	2010	1320	5340	Q3	Bottom 20	69	59	69	71	-	2,500	4,000	3,800	(10,300)
72		Water Security Congress	Revenue	TEC	1890	1940	1390	5220	Q3	Bottom 20	73	62	67	72	189,000	61,500	46,500	45,900	35,100
73 74		QualServe	Revenue	Exec. Comm	2800 3700	1110	1080	4990	Q3	Bottom 20	55	74	73	73 74	217,000	31,300	32,300	31,800	121,600
		Utility Quality Management Committee	Revenue	Exec. Comm		130	1120	4950	Q3 Q3	Bottom 20	26	80	71		4,000	6,800	13,100	12,900	(28,800)
75		Research Symposium	Revenue	TEC	990 2010	2300	1450 610	4740 4730	Q3 Q3	Bottom 20	78 69	49 57	66 79	75	-	3,300	8,000	7,900	(19,200)
76 77)182)841	Water Resources (was Source Water) Symposium Conference Management	Revenue Service	TEC APC	2010	2110 1020	1030	4730 4380	Q3 Q3	Bottom 20	66	57 75	79 75	76 77	-	3,300 200	7,700	7,500	(18,500)
										Bottom 20					-		7,400	7,300	(14,900)
78		Inorganic Contaminants Workshop	Revenue	TEC	1460	1510	900	3870	Q3	Bottom 20	75	68	76	78	42,700	23,500	8,000	7,900	3,300
79		Waterbourne Pathogens Workshop	Revenue	TEC	1460	1510	660	3630	Q3	Bottom 20	75	68	78	79	60,900	34,500	8,000	7,900	10,500
80)391	Seminars	Revenue	TEC	640	640	280	1560	Q4	Bottom 20	80	77	80	80	104,000	67,500	80,500	79,200	(123,200)
		A			2044	0000	0070					•				•	•	•	
		Average Score for 80 Programs (Revenue & Service)			3241	2806	2872												
		Median Score for 80 Programs (Revenue & Service)			3525	2840	3145												
																Periodicals - revised			
	Based upo	on equal quartile range in scores:		# of Programs	% of Total	Range	of Scores	Revenue vs S	ervice Program %							Bottom third of list (I	rounded to 30 Out 0	i ou programs)	
						Low	High	Revenue	Service		l								
	21	8 Revenue Programs; 21 Service Programs		28	35.00%	10350	13800	20.69%	79.31%										
	22	12 Revenue Programs; 19 Service Programs		32	40.00%	6900	10349	32.26%	67.74%										
	23	15 Revenue Programs; 4 Service Programs		19	23.75%	3450	6899	78.95%	21.05%										
	24	1 Revenue Programs: 0 Service Programs		1	1.25%	-	3450	100.00%	0.00%										
		36 Revenue Programs; 44 Service Programs		80	100.00%	1		45.00%	55.00%		l								
		an number of programs in each guester.		# -/ B	% of Total	Danse	of Coores	Davianua va 6	Consider Dreament 9/										
	oasea upo	on number of programs in each quarter:		# of Programs	7₀ OT I OTAI	Low	of Scores High	Revenue vs S	Service Program %										
		Top 20 Programs - 4 Revenue; 16 Service		20	25.00%	11600	13800	15.00%	85.00%										
		2nd 20 Programs - 8 Revenue: 12 Service		20	25.00%	8850	11599	30.00%	70.00%										
	-	3rd 20 Programs - 8 Revenue; 12 Service		20	25.00%	6990	8849	35.00%	65.00%										
	í	4th 20 Programs - 16 Revenue; 4 Service		20	25.00%	- 0330	6989	80.00%	20.00%										
	Fotal	36 Revenue Programs; 44 Service Programs		80	100.00%		5505	45.00%	55.00%										
				- 55	.00.0070	1		-10.0070	00.00 /0										
											·								

									ATER WORKS ASSO										
						SC	ORING		Sum of Scores			Compariso	n of Rank			Financial Da	ta - Year End Proje	ections 2010	
	#	Program Name	Rev/Svc Program	Volunteer Unit	(a) 1st Round	(b) 2nd Round	(c) 3rd Round	(d) Sum of Scores	Quartile (Based on ranges of scores)	Grades (Based on# of Programs)	Round 1	Round 2	Round 3	Ranking of Sum of Scores	Revenue	Direct Expenses	Direct Salary & Benefits	Indirect Expenses	Net
9 10 111 12 13 14 15 16 16 17 17 18 18 19 20 21 22 23 32 24 25 26 27 28 29 30 31 33 33 34 34 34 34 34 34 34 34 34 34 34	0581 0109 0526 0536 0534 0530 0521 0381 0582 0117 0531 0153 0398 0497 0488 0541 0103 0582 0489 0535 0113	Arnual Conference Publication Sales Membership Recruiting/Retention Water Quality Technical Conference Membrane Conference Conference Planner Opflow Streamlines Journal Water Library Webcasts Source Book Sustainable Water Management Conference & Exposition IDA Journal Uility Management Conference Public Officials Program Safe Drinking Water Partnership Newsletter - Iowa Distributions System Symposium & Exposition Information & Circulation Benchmarking ACE Video Clips Water Reuse Conference Newsletter - Alaska Web Based Training (el-amring) Customer Service/IMTeet Conference and Exposition Water Conservation Workshop Water Security Congress QualServe Uility Quality Management Committee Research Symposium Inorganic Contaminants Workshop Water Reuser Contaminants Workshop Water Reuser Contaminants Workshop Water Securices (was Source Water) Symposium Inorganic Contaminants Workshop Water Outermee (was Source Water) Symposium Inorganic Contaminants Workshop Seminars	Revenue	TEC APC TEC APC APC TEC APC APC APC APC APC APC APC APC APC AP	4600 4800 4800 4100 4100 3600 3800 3800 3800 3700 2900 2940 3550 2540 1230 2540 2540 2540 2600 3400 2750 980 2710 2800 3400 2750 980 2110 2800 3400 3500 2750 980 2110 2800 3400 3400 3400 3400 3400 3400 3400 3	4600 4600 4800 3880 4100 3880 4100 3800 3200 2800 2800 2180 3200 2430 3300 1860 2140 1610 2800 1890 1130 1280 1110 1100 1890 2160 1940 1110 1510 1510 1510 640	4600 4600 4600 4600 3680 3680 3660 3600 3600 4100 3150 2580 3600 3700 3050 1120 3600 1850 1120 1890 1890 1890 1890 1890 1890 1890 189	13800 13800 13800 12801 12801 11800 11240 11800 10400 0400 0400 9800 9800 9800 9800 9800	01 01 01 01 01 01 01 01 02 02 02 02 02 02 02 02 02 02 02 02 02	Top 9	1 1 1 4 4 8 8 10 10 10 10 6 6 18 18 10 17 14 23 33 32 44 19 15 22 25 26 28 29 25 29 19 6 6 34 26 31 36	1 1 1 5 3 3 6 6 12 16 6 19 17 10 15 9 9 38 12 2 16 19 27 14 12 24 18 23 34 6 16 20 28 28 28 35	1 1 1 4 4 13 17 6 14 14 14 13 14 14 15 19 14 20 21 22 28 29 21 7 7 18 22 22 28 25 33 33 33 34 336	1 1 1 3 4 4 5 6 6 7 7 8 9 10 11 12 13 14 15 16 17 18 20 21 22 23 24 25 26 27 28 30 31 32 33 34 35 36	6,639,700 5,191,800 11,000,000 652,100 170,000 654,200 50,000 125,000 330,000 85,000 60,000 113,000 60,000 125,000 211,1,000 250,000 211,1,000 20,000 211,1,000 211,000 211,000 211,000 211,000 211,000 211,000 211,000 211,000 211,000 211,000 211,000 211,000	2,049,400 2,806,500 238,800 310,000 31,000 34,100 903,300 18,600 77,400 16,000 15,400 15,400 15,400 15,600 7,500 6,800 8,800 3,300 6,800 3,300 23,500 31,300 23,500 6,800 3,300 23,500 6,800 3,300 23,500 6,800 3,300 23,500 6,800 6	1,164,700 1,061,000 1501,200 115,000 55,500 52,300 183,700 183,700 16,800 77,800 30,400 11,500 30,400 11,500 22,800 22,800 22,800 177,100 8,000 177,400 8,000 13,100 8,000 13,100 8,000 13,100 8,000 17,700 8,000 8,000 18,600 7,700 8,000 8,000 8,000 8,000 8,000 8,000 8,000 8,000 8,000 8,000 8,000 8,000	1,147,600 1,045,000 1,045,000 1494,100 113,200 51,400 51,400 181,300 147,900 12,600 76,700 11,400 28,800 87,800 29,800 87,800 25,700 25,700 25,700 25,700 115,300 15,300 7,900 7,900 7,900 7,900 7,900 7,900 7,900 7,900 7,900	2,278,000 279,300 9,297,100 187,100 135,300 (349,100) (427,400) 73,100 (47,100) 59,600 (17,100) (35,700) (20,900) (35,700) (36,700) (36,100) (123,800) (189,000) (14,200 (15,600) (19,200) (35,100) (19,200) (36,100) (19,200) (36,100) (19,200) (36,100) (19,200) (36,100) (19,200) (36,100) (19,200) (36,100) (19,200) (36,100) (19,2
		Average Score for 36 Revenue Programs Median Score for 36 Revenue Programs			2832 2850	2415 2150	2502 2615	:											
	Q1 Q2 Q3 Q4 Total	pon equal quartile range in scores: 36 Revenue Programs		# of Programs 8 12 15 1 36	% of Total 22.22% 33.33% 41.67% 2.78% 100.00%	Range Low 10350 6900 3450	of Scores High 13800 10349 6989 3449												
	Based u 1 2 3 4 Total	pon number of programs in each quarter: Tied scores 36 Revenue Programs		# of Programs 9 10 9 8 36	% of Total 25.00% 27.78% 25.00% 22.22% 100.00%	Range Low 10160 7070 5480	of Scores High 13800 10159 6989 5479												

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-						sc	ORING	JERVI	Sum of Score			Compariso	on of Rank	ings		Financial Da	ta - Year End Proje	ections 2010	
	_							(d)	Quartile	Grades	I			Ranking			Direct		
	#	Program Name	Rev/Svc Program	Volunteer Unit	(a) 1st Round	(b) 2nd Round	(c) 3rd Round	Sum of Scores	(Based on ranges of scores)	(Based on # of Programs)	Round 1	Round 2	Round 3	of Sum of Scores	Revenue	Direct Expenses	Salary & Benefits	Indirect Expenses	Net
1	0498	AWWA Website	Service	APC	4400	4400	4400	13200	Q1	Top 11	1	1	1	1	255,000	161.500	229.300	225.800	(361,600)
	0518	Public Affairs	Service	PAC	4400	4400	4400	13200	Q1	Top 11	1	1	1	1		116,200	189,900	187,000	(493,100)
	0847	Public Affairs Council	Service	PAC	4400	4400	4400	13200	Q1	Top 11	1	1	1	1	-	29,800	17,900	17,800	(65,500)
5	0811 0882	Water Utility Council Water Quality & Technology Division	Service Service	WUC	4400 4400	4400 4400	4020 4000	12820 12800	Q1 Q1	Top 11 Top 11	1	1	8 9	4 5	-	41,700 14.800	31,700 33.500	88,700 32,800	(162,100) (81,100)
6	0809	Technical & Educational Council	Service	TEC	4000	4000	4400	12400	Q1	Top 11	15	13	1	6		96,400	123,700	121,800	(341,900)
7	0403	Section Activities	Service	Board	4400	4400	3600	12400	Q1	Top 11	1	1	15	6	-	1,989,000	361,900	356,500	(2,707,400)
8	0073	Regulatory/Legislative	Service	WUC	4400	4400	3500	12300	Q1	Top 11	1	1	18	8	-	40,200	14,300	40,500	(95,000)
	0015	Government Affairs	Service	WUC	4400	4400	3260	12060	Q1	Top 11	1	1	20	9	-	376,300	312,300	(671,400)	(17,200)
	0881 0885	Water Resource Sustainability Division Distribution & Plant Operations Division	Service Service	TEC TEC	3640 4400	4400 4400	4000 3200	12040 12000	Q1 Q1	Top 11 Top 11	22	1	9 23	10 11	-	13,400 14.600	21,000 64,000	20,600 63.100	(55,000) (141,700)
	0440	Standards Development	Service	SC	4400	4400	3200	11960	Q1	Second 11	1 1	1	25 25	12		46,100	615,700	606,400	(1,268,200)
	0873	Water Conservation Division	Service	TEC	3640	3640	4400	11680	Q1	Second 11	22	18	1	13	-	13,800	44,800	44,200	(102,800)
	0880	Management & Leadership Division	Service	TEC	3640	3640	4400	11680	Q1	Second 11	22	18	1	13	-	13,900	27,000	26,500	(67,400)
	0077	WUC Contingency Fund	Service	WUC	4400	4400	2810	11610	Q1	Second 11	1	1	31	15	-	40,000	40.000	40.000	(40,000)
	0883 0829	Engineering & Construction Division Small Systems Division	Service Service	TEC TEC	4000 3760	4000 3760	3600 3760	11600 11280	Q1 Q1	Second 11 Second 11	15 18	13 15	15 12	16 17		14,600 15,800	12,900 24,100	12,800 23,900	(40,300) (63,800)
18	0807	Standards Council	Service	SC	3760	3760	3140	10660	Q1	Second 11	18	15	26	18	-	43,600	43,200	42,600	(129,400)
	0816	Young Professionals Committee	Service	Exec. Comm	3900	3000	3680	10580	Q1	Second 11	17	24	13	19	-	13,200	20,200	19,800	(53,200)
	0884	Water Science & Research Division	Service	TEC	3500	3500	3500	10500	Q1	Second 11	27	20	18	20	-	15,200	13,100	12,900	(41,200)
21 22	0450 0441	Standard Methods TEC Projects	Service Service	SC TEC	3760 2600	3760 3500	2740 3680	10260 9780	Q1 Q2	Second 11 Second 11	18 38	15 20	33 13	21 22	-	17,900 75,000	104,400	- 1	(122,300) (75,000)
23		Board of Directors Meetings	Service	Board	3640	2840	3240	9720	Q2	Next 11	22	27	22	23		138,500	81,900	80,800	(301,200)
24	0422	Databases	Service	Exec. Comm	2960	1890	4400	9250	Q2	Next 11	33	40	1	24	-	7,200	393,900	388,100	(789,200)
	0533	Videos	Service	APC	4400	2500	2320	9220	Q2	Next 11	1	31	37	25	-	26,200	99,400	98,200	(223,800)
	0825 0407	Section Services Committee Regional Meetings	Service Service	APC Board	3360 3500	2380 2650	3260 2800	9000 8950	Q2 Q2	Next 11 Next 11	30 27	32 30	20 32	26 27	-	8,000 46,500	4,200 30,700	4,100 30.100	(16,300) (107,300)
	0815	Finance Committee	Service	Exec. Comm	2730	3260	2860	8850	Q2	Next 11	37	23	29	28		14,100	13,900	13,900	(41,900)
29	0831	Canadian Affairs Committee	Service	APC	3640	2920	2280	8840	Q2	Next 11	22	25	38	29	-	11,500	7,500	7,500	(26,500)
	0835	Manufacturers/Associates Council	Service	MAC	2380	2380	3900	8660	Q2	Next 11	41	32	11	30	-	8,600	46,200	45,600	(100,400)
31 32	0466	Education/Scholarship Programs Ad Hoc Committees	Service Service	TEC Exec. Comm	2550 2440	3500 2840	2500 3200	8550 8480	Q2 Q2	Next 11 Next 11	39 40	20 27	36 23	31 32	-	43,000 7,400	6,700 23,900	6,400 23,500	(56,100) (54,800)
	0867	Strategic Planning Committee	Service	Exec. Comm	2860	2860	2740	8460	Q2 Q2	Next 11	35	26	33	33		800	5,300	5,200	(11,300)
34	0851	Membership Committee	Service	APC	4400	2120	1740	8260	Q2	Bottom 11	1	36	41	34	-	16,800	4,700	4,600	(26,100)
	0824	Utility Quality Programs Committee	Service	Board	4400	170	3600	8170	Q2	Bottom 11	1	44	15	35	-	4,800	23,300	22,900	(51,000)
	0805 0803	Administrative/Policy Council Executive Committee Meetings	Service Service	APC Exec. Comm	3140 2880	2840 2120	2100 2880	8080 7880	Q2 Q2	Bottom 11 Bottom 11	31 34	27 36	40 27	36 37	-	12,800 35,600	21,500 59.600	21,200 58,500	(55,500) (153,700)
	0813	Officers Meetings	Service	Exec. Comm	2840	2080	2840	7760	Q2 Q2	Bottom 11	36	38	30	38		28,600	26,700	26,300	(81,600)
	0823	Journal Advisory Board	Service	APC	3040	2140	2190	7370	Q2	Bottom 11	32	35	39	39	-	11,500	4,000	3,800	(19,300)
	0898	International Council	Service	IC	2060	2160	2880	7100	Q2	Bottom 11	43	34	27	40	-	60,100	83,500	82,100	(225,700)
41 42	0833	Diversity & Member Inclusion Committee PMAC	Service Service	Exec. Comm APC	3450 3680	500 980	2690 900	6640 5560	Q2 Q3	Bottom 11 Bottom 11	29	43 42	35 44	41 42	-	15,900	7,400 19,100	7,300 18,900	(30,600)
	0826	Public Officials Forum	Service	PAC	2010	2010	1320	5340	Q3	Bottom 11	21 44	39	44	42		9,000 2,500	4,000	3,800	(47,000) (10,300)
	0841	Conference Management	Service	APC	2330	1020	1030	4380	Q3	Bottom 11	42	41	43	44	-	200	7,400	7,300	(14,900)
						l .			1		-		l						
		Average Score for 44 Service Programs			3575	3125	3175	•											
		Median Score for 44 Service Programs			3640	3380	3220												
	Based ur	oon equal quartile range in scores:		# of Programs	% of Total	Range	of Scores												
		The state of the s		or r rogrants	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Low	High												
	Q1			21	47.73%	9900	13200												
	Q2 Q3			20 3	45.45% 6.82%	6600 3300	9989 6659												
	Q4			0	0.02%	-	3299												
	Total	44 Service Programs		44	100.00%														
	Based up	oon number of programs in each quarter:		# of Programs	% of Total	Range	of Scores												
						Low	High				1								
1	1			11 11	25.00% 25.00%	12000 9780	13200 11999				1								
1	3			11	25.00%	8460	9779				1								
1	4			11	25.00%		8459												
	Total	44 Service Programs		44	100.00%														
				•							<u> </u>								