

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-imbusement 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.

1. 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)

Please note: 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.

Project:	[Insert name]					2010	Project Score:	0
	A	B	C	D	E			
	10	10	8	8	10			
REVENUE PROGRAMS	Strategic Plan Alignment	Impact on Members	Member Participation	Member Needs	Financial Benefit (Program N% can be found in Program Narrative)	Please only check one box in each of columns A through E		
I	<input type="checkbox"/> 1000 Contributes to meeting more than 8 strategic plan objectives	<input type="checkbox"/> 1000 Program provided information or service to more than 1000 members	<input type="checkbox"/> 800 Program provides an opportunity for more than 60 members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 800 Meets Member needs as identified by more than either 25% of all A WWA members or 25% of program's membership sector.	<input type="checkbox"/> 1000 Program/project implementation will result in demonstrable <i>cumulative</i> net revenue (inclusive of labor costs) of > \$250K over a 3 year period.			
II	<input type="checkbox"/> 500 Contributes to meeting 7-8 strategic plan objectives	<input type="checkbox"/> 500 Program provided information or service to more than 700 members	<input type="checkbox"/> 400 Program provides an opportunity for 41-60 members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 400 Meets Member needs as identified by more than either 20% of all A WWA members or 20% of program's membership sector.	<input type="checkbox"/> 500 Program/project implementation will result in demonstrable <i>cumulative</i> net revenue (inclusive of labor costs) of \$200-\$250K over a 3 year period			
III	<input type="checkbox"/> 200 Contributes to meeting 5-6 strategic plan objectives	<input type="checkbox"/> 200 Program provided information or service to more than 500 members	<input type="checkbox"/> 160 Program provides an opportunity for 21-40 unique members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 160 Meets Member needs as identified by more than either 15% of all A WWA members or 15% of program's membership sector.	<input type="checkbox"/> 200 Program/project implementation will result in demonstrable <i>cumulative</i> net revenue (inclusive of labor costs) of \$150-\$200K over a 3 year period			
IV	<input type="checkbox"/> 100 Contributes to meeting 4-5 strategic plan objectives	<input type="checkbox"/> 100 Program provided information or service to more than 300 members	<input type="checkbox"/> 80 Program provides an opportunity for 11-20 unique members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 80 Meets Member needs as identified by more than either 10% of all A WWA members or 10% of program's membership sector.	<input type="checkbox"/> 100 Program/project implementation will result in demonstrable <i>cumulative</i> net revenue (inclusive of labor costs) of \$100-\$150K over the next 3 years			
V	<input type="checkbox"/> 50 Contributes to meeting 2-3 strategic plan objectives	<input type="checkbox"/> 50 Program provided information or service to more than 100 members	<input type="checkbox"/> 40 Program provides an opportunity for 6- 10 unique members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 40 Meets Member needs as identified by more than either 5% of all A WWA members or 5% of program's membership sector.	<input type="checkbox"/> -50 Initially program designed to generate revenue but now generates a net loss			
n/a	<input type="checkbox"/> 0 Does not contribute to meeting any strategic plan objectives	<input type="checkbox"/> 0 Program provided information or service to more than 10 members	<input type="checkbox"/> 0 Program provides an opportunity for less than 5 unique members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 0 Does not meet member needs	<input type="checkbox"/> 0 Does not generate revenue			
	0	0	0	0	0			

Revenue Program Matrix

Project:	[Insert name]				2010	Project Score:	0
	A	B	C	D	E	Please only check one box in each of columns A through E <div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: auto;"> Service Program Matrix </div>	
	10	10	8	8	8		
SERVICE PROGRAMS	Strategic Plan Alignment	Impact on Members	Member Participation	Member Needs	Service Cost		
I	<input type="checkbox"/> 1000 Contributes to meeting more than 8 strategic plan objectives	<input type="checkbox"/> 1000 Program provided information or service to more than 1000 members	<input type="checkbox"/> 800 Program provides an opportunity for more than 60 members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 800 Meets Member needs as identified by more than either 25% of all AWWA members or 25% of program's membership sector.	<input type="checkbox"/> 800 Program/project results in annual cost of less than or equal to \$200 per participant		
II	<input type="checkbox"/> 500 Contributes to meeting 7-8 strategic plan objectives	<input type="checkbox"/> 500 Program provided information or service to more than 700 members	<input type="checkbox"/> 400 Program provides an opportunity for 41-60 members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 400 Meets Member needs as identified by more than either 20% of all AWWA members or 20% of program's membership sector.	<input type="checkbox"/> 400 Program/project results in annual cost of less than or equal to \$400 per participant		
III	<input type="checkbox"/> 200 Contributes to meeting 5-6 strategic plan objectives	<input type="checkbox"/> 200 Program provided information or service to more than 500 members	<input type="checkbox"/> 160 Program provides an opportunity for 21-40 unique members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 160 Meets Member needs as identified by more than either 15% of all AWWA members or 15% of program's membership sector.	<input type="checkbox"/> 160 Program/project results in annual cost of less than or equal to \$600 per participant		
IV	<input type="checkbox"/> 100 Contributes to meeting 4-5 strategic plan objectives	<input type="checkbox"/> 100 Program provided information or service to more than 300 members	<input type="checkbox"/> 80 Program provides an opportunity for 11-20 unique members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 80 Meets Member needs as identified by more than either 10% of all AWWA members or 10% of program's membership sector.	<input type="checkbox"/> 80 Program/project results in annual cost of less than or equal to \$800 per participant		
V	<input type="checkbox"/> 50 Contributes to meeting 2-3 strategic plan objectives	<input type="checkbox"/> 50 Program provided information or service to more than 100 members	<input type="checkbox"/> 40 Program provides an opportunity for 6- 10 unique members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 40 Meets Member needs as identified by more than either 5% of all AWWA members or 5% of program's membership sector.	<input type="checkbox"/> 40 Program/project results in annual cost of less than or equal to \$1,000 per participant		
n/a	<input type="checkbox"/> 0 Does not contribute to meeting any strategic plan objectives	<input type="checkbox"/> 0 Program provided information or service to more than 10 members	<input type="checkbox"/> 0 Program provides an opportunity for less than 5 unique members to meaningfully participate & plan and/or develop a program	<input type="checkbox"/> 0 Does not meet member needs	<input type="checkbox"/> 0 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.

Matrix

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 ($56,934 \times 5\% = 2,847$ 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

**AMERICAN WATER WORKS ASSOCIATION
PROGRAM SCORES - REVENUE & SERVICE PROGRAMS**

#	Program Name	Rev/Svc Program	Volunteer Unit	SCORING				Sum of Scores (column d)		Comparison of Rankings				Financial Data - Year End Projections 2010					
				(a)	(b)	(c)	(d)	Quartile	Grades	Round 1	Round 2	Round 3	Ranking of Sum of Scores	Revenue	Direct Expenses	Direct Salary & Benefits	Indirect Expenses	Net	
				1st Round	2nd Round	3rd Round	Sum of Scores	(Based on ranges of scores)	(Based on # of Programs)										
1	0101	Annual Conference	Revenue	TEC	4600	4600	4600	13800	Q1	Top 20	1	1	1	1	6,639,700	2,049,400	1,164,700	1,147,600	2,278,000
2	0520	Publication Sales	Revenue	APC	4600	4600	4600	13800	Q1	Top 20	1	1	1	1	5,191,800	2,806,500	1,061,000	1,045,000	279,300
3	0498	AIWWA Website	Service	APC	4400	4400	4400	13200	Q1	Top 20	4	3	3	3	255,000	161,500	223,300	223,800	(361,600)
4	0518	Public Affairs	Service	PAC	4400	4400	4400	13200	Q1	Top 20	4	3	3	3	-	116,200	189,900	187,000	(493,100)
5	0847	Public Affairs Council	Service	PAC	4400	4400	4400	13200	Q1	Top 20	4	3	3	3	-	29,900	17,900	17,800	(65,500)
6	0811	Water Utility Council	Service	WUC	4400	4400	4020	12820	Q1	Top 20	4	3	11	6	-	41,700	31,700	88,700	(162,100)
7	0882	Water Quality & Technology Division	Service	TEC	4400	4400	4000	12800	Q1	Top 20	4	3	12	7	-	14,800	33,500	32,800	(81,100)
8	0809	Technical & Educational Council	Service	TEC	4000	4000	4400	12400	Q1	Top 20	20	17	3	8	-	96,400	123,700	121,800	(341,900)
9	0403	Section Activities	Service	Board	4400	4400	3600	12400	Q1	Top 20	4	3	21	8	-	1,989,000	361,900	356,500	(2,707,400)
10	0581	Membership Recruiting/Retention	Revenue	APC	4600	3880	3880	12360	Q1	Top 20	1	19	15	10	11,000,000	707,600	501,200	494,100	9,297,100
11	0073	Regulatory/Legislative	Service	WUC	4400	4400	3500	12300	Q1	Top 20	4	3	30	11	-	40,200	14,300	40,500	(95,000)
12	0015	Government Affairs	Service	WUC	4400	4400	3260	12060	Q1	Top 20	4	3	34	12	-	376,300	312,300	(671,400)	(17,200)
13	0881	Water Resource Sustainability Division	Service	TEC	3640	4400	4000	12040	Q1	Top 20	31	3	12	13	-	13,400	21,000	20,600	(55,000)
14	0885	Distribution & Plant Operations Division	Service	TEC	4400	4400	3200	12000	Q1	Top 20	4	3	37	14	-	14,600	64,000	63,100	(141,700)
15	0440	Standards Development	Service	SC	4400	4400	3160	11960	Q1	Top 20	4	3	39	15	-	46,100	616,700	606,400	(1,268,200)
16	0873	Water Conservation Division	Service	TEC	3640	3640	4400	11680	Q1	Top 20	31	24	3	16	-	13,800	44,800	44,200	(102,800)
17	0880	Management & Leadership Division	Service	TEC	3640	3640	4400	11680	Q1	Top 20	31	24	3	16	-	13,900	27,000	26,500	(67,400)
18	0105	Water Quality Technical Conference	Revenue	TEC	4100	4100	3460	11660	Q1	Top 20	18	15	32	18	652,100	236,800	115,000	113,200	187,100
19	0077	WUC Contingency Fund	Service	WUC	4400	4400	2810	11610	Q1	Top 20	4	3	48	19	-	40,000	-	-	(40,000)
20	0883	Engineering & Construction Division	Service	TEC	4000	4000	3600	11600	Q1	Top 20	20	17	21	20	-	14,600	12,900	12,800	(40,300)
21	0829	Small Systems Division	Service	TEC	3760	3760	3760	11280	Q1	Second 20	23	20	16	21	-	15,800	24,100	23,900	(63,800)
22	0109	Membrane Conference	Revenue	TEC	4100	4100	3040	11240	Q1	Second 20	18	15	43	22	-	30,000	55,500	54,600	(140,100)
23	0526	Conference Planner	Revenue	MAC	3650	3650	3650	10950	Q1	Second 20	29	23	20	23	170,000	31,000	52,300	51,400	35,300
24	0536	Opflow	Revenue	APC	3600	3600	3600	10800	Q1	Second 20	36	26	21	24	654,200	464,000	292,700	288,200	(390,700)
25	0807	Standards Council	Service	SC	3760	3760	3140	10660	Q1	Second 20	23	20	41	25	-	43,600	43,200	42,600	(129,400)
26	0816	Young Professionals Committee	Service	Exec. Comm	3900	3000	3680	10580	Q1	Second 20	22	36	18	26	-	13,200	20,200	19,800	(53,200)
27	0884	Water Science & Research Division	Service	TEC	3500	3500	3500	10500	Q1	Second 20	41	28	30	27	-	15,200	13,100	12,900	(41,200)
28	0534	Streamlines	Revenue	APC	3600	3200	3600	10400	Q1	Second 20	36	33	21	28	50,000	34,100	183,700	181,300	(349,100)
29	0450	Standard Methods	Service	SC	3760	3760	2740	10260	Q2	Second 20	23	20	50	29	-	17,900	104,400	-	(122,300)
30	0530	Journal	Revenue	APC	3600	2960	3600	10160	Q2	Second 20	36	37	21	30	1,832,500	903,300	683,200	673,400	(427,400)
31	0521	Water Library	Revenue	APC	3700	2180	4100	9980	Q2	Second 20	26	50	10	31	125,000	18,600	16,800	16,500	73,100
32	0381	Webcasts	Revenue	TEC	3300	3200	3300	9800	Q2	Second 20	46	33	33	32	330,000	79,100	150,100	147,900	(47,100)
33	0441	TEC Projects	Service	TEC	2600	3500	3680	9780	Q2	Second 20	60	28	18	33	-	75,000	-	-	(75,000)
34	0801	Board of Directors Meetings	Service	Board	3640	2840	3240	9720	Q2	Second 20	31	40	36	34	-	138,500	81,900	80,800	(301,200)
35	0422	Databases	Service	Exec. Comm	2960	1890	4400	9250	Q2	Second 20	49	63	3	35	-	7,200	393,900	388,100	(789,200)
36	0522	Source Book	Revenue	APC	3650	2430	3150	9230	Q2	Second 20	29	46	40	36	85,000	-	12,800	12,600	59,600
37	0533	Videos	Service	APC	4400	2500	2320	9220	Q2	Second 20	4	45	57	37	-	26,200	99,400	98,200	(223,800)
38	0825	Section Services Committee	Service	APC	3360	2380	3260	9000	Q2	Second 20	45	47	34	38	-	8,000	4,200	4,100	(16,300)
39	0407	Regional Meetings	Service	Board	3500	2850	2800	8950	Q2	Second 20	41	44	49	39	-	46,500	30,700	30,100	(107,300)
40	0815	Finance Committee	Service	Exec. Comm	2730	3260	2860	8850	Q2	Second 20	59	32	46	40	-	14,100	13,900	13,900	(41,900)
41	0831	Canadian Affairs Committee	Service	APC	3640	2920	2280	8840	Q2	Next 20	31	38	59	41	-	11,500	7,500	7,500	(26,500)
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	16,500	43,200
43	0835	Manufacturers/Associates Council	Service	MAC	2380	2380	3900	8660	Q2	Next 20	65	47	14	43	-	8,600	46,200	45,600	(100,400)
44	0531	IDA Journal	Revenue	APC	3600	1360	3600	8560	Q2	Next 20	36	70	21	44	60,000	77,400	77,800	76,700	(171,900)
45	0466	Education/Scholarship Programs	Service	TEC	2550	3500	2500	8550	Q2	Next 20	61	28	56	45	-	43,000	6,700	6,400	(56,100)
46	0153	Utility Management Conference	Revenue	TEC	2940	3040	2560	8540	Q2	Next 20	50	35	55	46	40,000	15,400	30,400	29,900	(35,700)
47	0853	Ad Hoc Committees	Service	Exec. Comm	2440	2840	3200	8480	Q2	Next 20	63	40	37	47	-	7,400	23,900	23,500	(54,800)
48	0867	Strategic Planning Committee	Service	Exec. Comm	2860	2860	2740	8460	Q2	Next 20	53	39	50	48	-	800	5,300	5,200	(11,300)
49	0851	Membership Committee	Service	APC	4400	2120	1740	8260	Q2	Next 20	4	55	65	49	-	16,800	4,700	4,600	(26,100)
50	0398	Public Officials Program	Revenue	PAC	3550	3550	1080	8180	Q2	Next 20	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	22,900	(51,000)

#	Program Name	Rev/Svc Program	Volunteer Unit	SCORING				Sum of Scores (column d)		Comparison of Rankings				Financial Data - Year End Projections 2010					
				(a)	(b)	(c)	(d)	Quartile	Grades	Round 1	Round 2	Round 3	Ranking	Revenue	Direct Expenses	Direct Salary & Benefits	Indirect Expenses	Net	
				1st Round	2nd Round	3rd Round	Sum of Scores	(Based on ranges of scores)	(Based on # of Programs)				of Scores						
52	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	0497	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	0803	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	0813	Officers Meetings	Service	Exec. Comm	2840	2080	2840	7760	Q2	Next 20	54	58	47	55	-	28,600	26,700	26,300	(81,600)
56	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)
57	0898	International Council	Service	IC	2060	2160	2880	7100	Q2	Next 20	68	51	44	57	-	60,100	83,500	82,100	(225,700)
58	0498	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
59	0541	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	0103	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)
61	0582	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)
62	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)
63	0489	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)
64	0535	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	0113	Water Reuse Conference	Revenue	TEC	980	1280	3600	5860	Q3	Bottom 20	79	71	21	65	20,000	5,800	-	-	14,200
66	0540	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)
67	0499	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)
68	0115	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	0819	PMAC	Service	APC	3680	900	900	5560	Q3	Bottom 20	28	96	76	69	-	9,000	19,100	18,900	(47,000)
70	0183	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	0826	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	0104	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	0490	QualServe	Revenue	Exec. Comm	2800	1110	1080	4980	Q3	Bottom 20	55	74	73	73	217,000	31,300	32,300	31,800	121,600
74	0492	Utility Quality Management Committee	Revenue	Exec. Comm	3700	130	1120	4950	Q3	Bottom 20	26	80	71	74	4,000	6,800	13,100	12,900	(28,800)
75	0187	Research Symposium	Revenue	TEC	990	2300	1450	4740	Q3	Bottom 20	78	49	66	75	-	3,300	8,000	7,900	(19,200)
76	0182	Water Resources (was Source Water) Symposium	Revenue	TEC	2010	2110	610	4730	Q3	Bottom 20	69	57	79	76	-	3,300	7,700	7,500	(18,500)
77	0841	Conference Management	Service	APC	2330	1020	1030	4380	Q3	Bottom 20	66	75	75	77	-	200	7,400	7,300	(14,900)
78	0184	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	0181	Waterborne 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	0391	Seminars	Revenue	TEC	640	640	280	1560	Q4	Bottom 20	80	77	80	80	104,000	67,500	80,500	79,200	(123,200)

Average Score for 80 Programs (Revenue & Service)	3241	2806	2872
Median Score for 80 Programs (Revenue & Service)	3525	2840	3145

Periodicals - revised & scored as Revenue Programs
Bottom third of list (rounded to 30 out of 80 programs)

Based upon equal quartile range in scores:		# of Programs	% of Total	Range of Scores		Revenue vs Service Program %	
				Low	High	Revenue	Service
Q1	8 Revenue Programs; 21 Service Programs	28	35.00%	10350	13800	20.69%	79.31%
Q2	12 Revenue Programs; 19 Service Programs	32	40.00%	6900	10349	32.26%	67.74%
Q3	15 Revenue Programs; 4 Service Programs	19	23.75%	3450	6899	78.95%	21.05%
Q4	1 Revenue Programs; 0 Service Programs	1	1.25%	-	3450	100.00%	0.00%
Total	36 Revenue Programs; 44 Service Programs	80	100.00%			45.00%	55.00%

Based upon number of programs in each quarter:		# of Programs	% of Total	Range of Scores		Revenue vs Service Program %	
				Low	High	Revenue	Service
1	Top 20 Programs - 4 Revenue; 16 Service	20	25.00%	11600	13800	15.00%	85.00%
2	2nd 20 Programs - 8 Revenue; 12 Service	20	25.00%	8850	11599	30.00%	70.00%
3	3rd 20 Programs - 8 Revenue; 12 Service	20	25.00%	6990	8849	35.00%	65.00%
4	4th 20 Programs - 16 Revenue; 4 Service	20	25.00%	-	6999	80.00%	20.00%
Total	36 Revenue Programs; 44 Service Programs	80	100.00%			45.00%	55.00%

