



# Rocky Mountain Water Environment Association 2005-2006 BUSINESS PLAN

## 1.0 EXECUTIVE SUMMARY

### 1.1 Key Objectives

1. Develop web-based training program(s) for Association members.
2. Provide access to Association documents (bylaws, business plan, meeting minutes, guidance documents, policy manuals) on the website.
3. Establish Student Chapters at University of Colorado and Colorado State University.
4. Meet frequently with Committee Chairs, Trustees, and Executive Committee.
5. Consider Annual Conference Vendor booth fee increase.
6. Invest in the Association by ensuring committees have the funds they need to succeed.
7. Continue to concentrate on retaining members and recruiting new members.
8. Kick off Water Is Life Campaign.
9. Liaison with WEF Committee Leadership Council.
10. Utilize RMWEA Trustees in a more active role.

### 1.2 Vision

The Rocky Mountain Water Environment Association, Inc. (RMWEA) will be the leading organization of dedicated and knowledgeable professionals collectively working together to preserve and enhance the watershed environments originating in the states of Colorado, Wyoming, and New Mexico. The

Association will have adequate finances and resources to accomplish our mission. RMWEA's motto is: "Leading the way with quality wastewater information and training programs."

### 1.3 Mission

The mission of the Rocky Mountain Water Environment Association is to:

- a. Advance and promote effective and efficient wastewater treatment processes and technologies.
- b. Advance the professional development of its members.
- c. Educate the public in preserving and enhancing our water environment.
- d. Be proactive on water quality issues.
- e. Build a positive professional image for the Association and its members.
- f. Promote a sustainable environment through the reuse of water and residuals.

### 1.4 Keys to Success

- a. Organizational stability. The Association was founded in 1936.
- b. The Association is organized to involve participants in the wastewater treatment industry--a stable, growing market segment.
- c. Involvement or "volunteerism" is a key function to the operation of the organization.

## 2.0 ORGANIZATION SUMMARY

The RMWEA is a member association of the Water Environment Federation, and serves the wastewater treatment community in a three state region. Its focus is on improving and enhancing professionalism in the wastewater treatment industry in Wyoming, Colorado, and New Mexico by:

- a. Protecting the environment through innovative treatment practices and services.
- b. Promoting the RMWEA to the public and regulatory community through committee efforts.
- c. Assisting in the training and testing of plant operators in the three state region.

The values of an organization are reflected in the membership of that

organization. These values are what make belonging to the RMWEA important to its members. Every decision that the organization makes is based on values. RMWEA members' values include:

- a. Protecting and improving the environment.
- b. Promoting Honesty and integrity.
- c. Learning through the exchange of information at meetings, schools, training seminars, etc.
- d. Advancement and promotion of the profession.
- e. Interaction between members to create a network of individuals with common goals and interests.
- f. Sustainability through the efficient use of resources.

## 2.1 Legal Entity

The Rocky Mountain Water Environment Association became incorporated in 1977, and in 1979 was granted 501(c) 3 tax-exempt status from the Internal Revenue Service. The organization has sales tax-exempt status in Colorado, New Mexico, and Wyoming.

## 2.2 Organization's History

The Rocky Mountain Water Environment Association (RMWEA) was founded in September 1936. The Association's first president was Royal William (R.W.) Gelder. At that time, Dana Ewart Kepner, a manufacturer's representative from Denver, Colorado who was instrumental in the formation of the organization, became the Association's first Secretary/Treasurer. The philosophy Dana Kepner brought to the founding of the Association was that the supplier, engineer and contractor must come together to assist utilities in providing wastewater conveyance, treatment and environmental protection at a reasonable cost. The RMWEA is a member association, which is affiliated with the Water Environment Federation (WEF). The RMWEA represents the states of Wyoming, Colorado and New Mexico. Formed during the 1936 Annual Meeting of the Rocky Mountain Section of the American Water Works Association, RMWEA was originally called the Rocky Mountain Sewage Works Association. Through the years the organization's name has changed and its focus has been to protect the whole water environment. Since the association's formation, its members have jointly held annual conferences and other activities with the Rocky Mountain Section of the American Water Works Association (RMSAWWA).

## 2.3 Locations and Facilities

Since its inception, the RMWEA offices have been at the location of the organization's current Secretary/Treasurer. To maintain some continuity, the organization decided to have a permanent mailing address. The Association's current business mailing address is: RMWEA, 3401 Quebec Street, #4050, Denver, CO 80207. This is the same business address as Total Events & Management Services (TEAMS), which provides association management services for the RMWEA.

The organization has a website located at <http://www.rmwea.org>.

## 3.0 SERVICES (Activities and Events—not inclusive)

- a. Conducting regular board meetings of the Executive Committee to update progress. These meetings are open to all members and invited guests who wish to attend.
- b. Participating in educational and informational activities through interactive meetings with state and local officials.
- c. Coordinating an Annual Conference meeting and awards banquet.
- d. Coordinating an Annual Joint Winter Governing Board meeting with the Rocky Mountain Section of the American Water Works Association (RMSAWWA).
- e. Coordinating an Annual Summer Strategic Planning meeting.
- f. Conducting and coordinating ongoing seminars, workshops, and specialty conferences on water quality related topics.
- g. Active involvement with the Colorado Water & Wastewater Facility Operator Certification Board.
- h. Sponsorship of the Rocky Mountain MA Operations Challenge program and support WEF Operations Challenge.
- i. Soliciting donations for worthy charities that are affiliated with or support the mission of the organization.
- j. Supporting student education with emphasis on students pursuing environmental or water quality related subject matter. The Association offers scholarships to qualified candidates.
- k. Coordinating fundraising events, such as golf tournaments, bowling tournaments, poker tournaments, etc.
- l. Providing volunteer judges for science fairs in Colorado, Wyoming, and New Mexico.
- m. Conducting membership drives at area colleges.
- n. Encourage, through its Young Professionals Committee, young Association members to participate in fun events such as ski trips, basketball games, facility tours, and other social activities and develop them for future organizational responsibilities.

- o. Participating in various public education events.
- p. Luncheon meetings will members of the Colorado State Legislature to discuss specific water quality issues.
- q. Meetings will the Operator Associations in Wyoming and New Mexico.
- r. Developing student chapters at area colleges and universities.
- s. Partnering with groups that have similar interests, such as the Water Environment Association (WEF), RMSAWWA, Colorado Water Rural Association, Colorado Wastewater Utility Council, Rocky Mountain Water Quality Analysts Association (RMWQAA), etc.

### 3.1 Committee Description

The following descriptions are a general overview of what will be each RMWEA committee's general focus:

#### Audit Committee

The audit committee serves to review the annual budget and other financial reports generated by the Association and makes suggestions or recommendations for strengthening or improving the organization financially as a business.

#### Awards Committee

The awards committee develops and administers a program to recognize the outstanding achievements of Association members, affiliates, and friends through the presentation of Federation and Association awards.

#### 2005-2006 Goals:

- Improve committee structure with Chair, Vice-Chair, Assistant Vice-Chair, and a State Area Representative from each state.

#### Biosolids Committee

The Biosolids Committee serves to provide technical information and assistance for member agencies in the development, implementation and promotion of safe and beneficial use of biosolids.

#### 2005-2006 Goals:

- Inform membership on benefits of biosolids recycling.
- Provide information on U.S. and State regulations, and provide technical assistance for interpretation and

- implementation.
- Serve as technical spokespeople.
- Represent RMWEA at conferences.
- Educate the public, address misinformation or lack of it, and attempt to preclude further erosion of support or loss of support for current biosolids management practices.
- Work with Colorado Wastewater Utility Council to seek funding on proposed research regarding heavy metals in the soil.

#### Colorado Wastewater Utility Council Liaison

The Association's liaison attends the monthly Colorado Wastewater Utility Council meetings and reports directly to the RMWEA Executive Committee on current regulatory and legislative issues that may directly impact municipal wastewater treatment facilities.

#### Electronic Information Committee

The electronic information committee maintains and continually enhances the Association's website. Further, this committee acts as a technical advisor to the Association on electronic related issues, for example; helping the RMWEA participate in video conferencing.

#### Government Affairs Committee

The Government Affairs Committee serves as an informal pathway for communications between the Association and the political/administrative institutions in the tri-state area.

##### 2005-2006 Goals:

- Attend Colorado Water Congress Annual Convention
- Coordinate with New Mexico and Wyoming members to expand committee.
- Coordinate a legislative breakfast/luncheon with a State legislator in conjunction with RMSAWWA.
- Inform members of regulatory issues through articles in *Rumbles* and *E-Rumbles*.
- Attend Water Quality Control Division Meetings.

#### Membership Committee

The Membership Committee develops and administers

programs that attract new members into the Association and which retain both current and new members.

2005-2006 Goals:

- Increase RMWEA membership by 5%.
- Update member contact information.
- Target presentations to agencies and firms illustrating benefits of RMWEA membership.
- Assist in creation of new Joint Student Chapter.
- Work with other committees to include membership renewal information in mailings.
- Encourage non-member Conference attendees to join organization.
- Ensure membership information is included in Conference handouts.

Nominations Committee

The Nominations Committee is typically comprised of the immediate past and past-past Association presidents, and the immediate past Federation director. This committee receives and reviews nominations for Association officer positions, and reports its recommendations to the President and Secretary/Treasurer sixty days prior to the Association's business meeting at the Annual Conference.

Operations Challenge Committee

The Operations Challenge Committee sponsors and supports at least one RMWEA team to participate in the Federation's Operations Challenge. The national Operations Challenge is held during the Water Environment Federation's annual Technical Conference & Exposition (WEFTEC). The committee establishes guidelines related to team selection, training and budget requirements.

2005-2006 Goals:

- Increase interest in Operations Challenge by providing informational materials at PWO schools and seminars.
- Maintain up-to-date information on RMWEA website.
- Raise funds to send two teams to national competition at WEFTEC.
- Maintain RMWEA involvement in all aspects of national Operations Challenge program.

### Professional Wastewater Operators (PWO) Committee

The Professional Wastewater Operators Committee promotes the development and education of wastewater plant operators. The PWO will also provide a forum for operators to exchange information and network with their peers.

#### 2005-2006 Goals:

- Increase total number of seminars offered.
- Continue to expand and improve Leadville Operators School.
- Independently advertise each PWO seminar with targeted mailings to WWTPs within 50 miles of seminar location.
- Independently advertise Leadville Operators School by sending a brochure to every WWTP in the State of Colorado.
- Obtain WEF training materials for use by PWO Committee and RMWEA members.
- Continue to augment membership by pricing workshops such that non-members become members at discounted rate.

### Public Education Committee

The Public Education Committee distributes educational programs and promotes career opportunities in the fields of water quality, water reuse, wastewater treatment, beneficial reuse of biosolids, and pollution prevention.

#### 2005-2006 Goals:

- Maintain successful Public Education outreach efforts currently in place.
- Add at least two additional Public Education outreach efforts this year.
- Strive to involve all committee members by giving them personal and meaningful roles in the work.
- Draw on the skills and experience of prior leaders.
- Increase revenue through additional fundraising.

### Safety and Security Committee

The focus of the Safety and Security Committee is to



increase the general membership's awareness of safety procedures and program requirements necessary to prevent personnel injuries and property damage at wastewater treatment facilities in Colorado, New Mexico, and Wyoming. Additionally, the committee has expanded its role to include promotion of education and awareness of treatment plant security issues and requirements.

2005-2006 Goals:

- Recognize RMWEA facilities that have outstanding safety records.
- Provide training and information through seminars, workshops, and published materials.
- Complete an annual State-wide safety survey of treatment facilities.

Scholarship Committee

The Scholarship Committee serves to develop and manage an annual scholarship program for the Association with the objective of providing financial assistance to students and other young professionals who are currently employed or who may be seeking a career in the wastewater treatment field.

Joint Annual Conference Committee

Joint Certification Committee

Joint Publications Committee

This is a joint committee with RMSAWWA, which serves to edit and publish relevant and informative news items for water and wastewater professionals in the states of Colorado, New Mexico, and Wyoming. The Committee is responsible for the publication of Rumbles (6x/year) and E-Rumbles (12x/year).

Joint Small Flow Systems Committee

This is a joint committee with RMSAWWA, and serves to provide assistance to small water and wastewater systems to enable them to meet the operating and management challenges of the future, and to give those small systems a stronger voice in RMWEA.

#### 2005-2006 Goals:

- Develop and interface between the committee and other groups such as CDPHE, rural water associations, Water and Wastewater Utility Councils and EPA.
- Provide current information to small systems regarding training activities, regulatory impacts and other critical information.
- Improve information available to assist small systems in their current responsibilities.
- Improve committee performance by developing an annual work plan for small system assistance activities.

#### Joint Technical Activities Committee (JTAC)

This is a joint committee with RMSAWWA and serves to facilitate the exchange of technical information between the members of the two organizations. Many technical luncheons and tours are offered annually with a presentation on an appropriate topic. It also encourages members to interact and exchange ideas.

#### Joint Water Reuse Committee

This is a joint committee with RMSAWWA, which sponsors technical programs and seminars to educate the general membership on the beneficial use of reclaimed water. The committee provides a forum for networking and technical exchange between groups that produce and/or use reclaimed water.

#### 2005-2006 Goals:

- Produce a public education booklet.
- Produce a seminar in summer 2006.
- Assist with the development of CDPHE / WQCD reclaimed water policies & guidance.

#### Joint Young Professionals Committee

This is a joint committee with RMSAWWA, and seeks to increase involvement of young professionals in RMWEA and RMSAWWA activities, events, and committees. Young professionals are defined as members who are under age 35 and/or with less than 5 years of experience.

#### 2005-2006 Goals:

- Increase involvement of young professionals outside of

the Denver area.

- Plan and hold events such as technical presentations and tours; career development activities; social events; student outreach; and community service activities.
- Increase communication with YP newsletter and in MA publications.
- Increase cooperation with Joint Student Chapters.
- Annual Conference Young Professionals event.

### Joint New Mexico and Wyoming Membership Involvement Committees

The New Mexico and Wyoming Membership Involvement Committees are dedicated to carrying out the mission of the Rocky Mountain WEA through the membership in their respective states. The Committees pursue wastewater issues through education, providing a technical resource, providing a means for networking, and promoting the importance of water resources.

### 3.2 Alternative Providers

While there are no direct competitors, other groups or organizations may solicit our members and prospects.

- a. Colorado Rural Water Association (CRWA), which promotes training primarily for the small rural utilities.
- b. Wyoming Water Quality & Pollution Control Association (WWQ&PCA), which provides training for plant operators in Wyoming.
- c. Rocky Mountain Section of the American Water Works Association (RMSAWWA) is an industry member association, like RMWEA, but serves the water treatment industry versus the wastewater treatment industry. We compete for the same group of industry professionals, but together coordinate a joint annual conference.
- d. New Mexico Water & Wastewater Association, which provides training for plant operators in New Mexico.
- e. Various consulting engineering firms, which provides training for water quality professionals.
- f. Red Rocks Community College in Lakewood, Colorado, provides a two-year training program for persons interested in pursuing careers at wastewater/water treatment facilities.
- g. The Water Environment Federation (WEF) and the American Water Works Association (AWWA). Many RMWEA members have affiliations with one or both of these national

- organizations.
- h. The National Rural Water Association, which serves some 22,000 rural and small water & wastewater utilities throughout the country.
  - i. The New Mexico Rural Water Association and the Wyoming Association of Rural Water Systems, which provide training for small rural utilities.
  - j. The Rocky Mountain Water Quality Analysts Association (RMWQAA), which provides training for laboratory analysts in the tri-state region.
  - k. Waters, Inc. is a group of suppliers and representatives that make charitable contributions to organizations in water quality industry.
  - l. Colorado Industrial Pretreatment Coordinator's Association (CIPCA) acts as a forum for professionals in the industrial pretreatment regulatory field. It enables members to network and exchange technical information, and aids in the development and progress of industrial pretreatment regulatory agencies at a local level.
  - m. American Society of Civil Engineers (ASCE) has over 125,000 members worldwide and serves to position engineers as global leaders building a better quality of life. Members have access to training and quality information on technical and professional issues related to civil engineering.
  - n. American Public Works Association (APWA) is an international organization of over 26,000 members. The organization serves its members by promoting professional excellence and awareness through education, advocacy, and the exchange of knowledge.

### 3.3 Published Materials

- a. The organization has a brochure explaining benefits of membership to prospective new members.
- b. The organization will publish brochures and other multimedia material relating to water quality issues for distribution to the public.
- c. Two publications are produced by the Association. The organization has a magazine, "Rumbles." It is published six times per year. The quality standards of the publication include full color and high quality paper stock. "E-Rumbles" delivered electronically every month to Association members. The service provides timely announcements of seminars, training opportunities, local conferences and special events.
- d. The organization has a website from which persons can print

- information of interest to them.
- e. Membership directories and/or association anniversary yearbooks are published and distributed on a more infrequent basis.

### 3.4 Commitment

- a. Executive Committee members (e.g., the RMWEA President) will attempt to visit the states of Wyoming and New Mexico annually to attend various committee meetings and show support and promote the goals and objectives of the organization and its members.
- b. The Executive Committee will coordinate and implement the events and activities that will produce the revenue necessary to successfully operate the association as well as provide the services for its members.
- c. The Executive Committee will provide its members with excellence in leadership and training.
- d. The Executive Committee will maintain the highest standards of honesty and integrity.
- e. The Executive Committee will develop its committees and future leaders to their highest potential and treat everyone with respect and dignity.
- f. The Executive Committee will continually strive to increase its membership and retain current members.

### 3.5 Technology

The Association will maintain computer-based capabilities (or subcontract out) for the following tasks:

- a. Complete e-mail facilities on the Internet for working with members directly through e-mail and website delivery of information.
- b. Complete desktop publishing facilities for delivery of reports, announcements, news, and information.
- c. An updated website with information pertaining to the Association, including event information, upcoming certification testing, advertising, etc. The RMWEA website can be found at <http://www.rmwea.org>
- d. Utilize up-to-date software to maintain its financial database.

### 3.6 Future Services

- a. Reduced Association membership or seminar costs for college students or persons engaged in the water quality

- field.
- b. Pursue video conferencing capability for future Executive Committee meetings or training in Colorado, Wyoming, and New Mexico.
- c. Develop a multi-media library for the Association's website.
- d. Continue to provide financial support to one student and chaperone from Colorado, Wyoming, and New Mexico to attend the annual WEF National Stockholm Junior Water Prize (SJWP) competition.
- e. Continue with quality and professional training programs to aid in the continuing education of RMWEA members.
- f. Provide on-line training opportunities and/or pertinent website links for RMWEA members.
- g. Expand advertising and marketing capabilities for the Association.
- h. Continue a scholarship program for students pursuing environmental careers.

#### 4.0 MARKET ANALYSIS SUMMARY

There are many consulting engineering firms, equipment suppliers, sales representatives, municipal and government employees, college and high school students, educators that are in our association geography that are not currently members of our Association. This is an opportunity for growth. The Association is pursuing this growth opportunity in membership drives, campus visits, etc. through the active participation of board officers and membership committee.

As of August 4, 2006, the Association currently has 962 WEF members and 195 MA Associate members.

#### 4.1 Organizational Demographics

- a. Student potential
- b. Engineering firms
- c. Equipment suppliers
- d. Manufacturing representative firms
- e. Municipalities/Utilities/Special districts
- f. Wastewater treatment plant operators
- g. Government employees

#### 4.2 Target Market Segment Strategy

Past experience has shown that most businesses in our industry will not generally join volunteer organizations of their own accord.

The Association's leadership must mount an aggressive membership program to recruit and retain members, including new leaders. Emphasis should be placed on the importance of members as "stakeholders" and not just as customers.

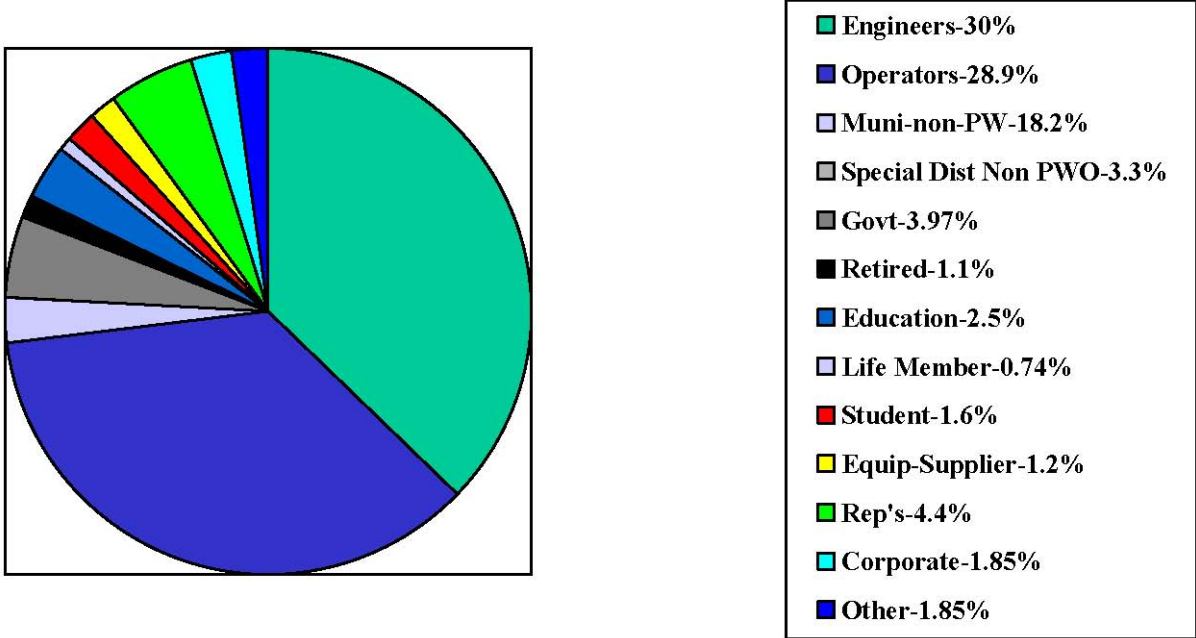
Future growth of membership will require attracting young professionals and students as well as increasing the number of members from within a given firm.

#### 4.2.1 Market Needs

For the most part, the Association's existing members and potential new members represent very small businesses or utilities with limited resources for training and marketing. RMWEA can help them improve their earnings and increase the value of their investments with management training, operator schools, technical seminars (PWO and JTAC) as well as marketing information and marketing aids.

A 2001 membership needs assessment survey indicated that the Association must become more diverse in the training it provides, and include more management and professional development training for members, officers and committee chairpersons. This is valuable training for our members and a compelling reason to get involved in the RMWEA.

Market Analysis (Pie)



4.2.2 Market Trends

We have a generally shrinking workforce population in our market. As large numbers of “baby boomers” retire, the organization will have to do a stellar job of recruiting new, younger members.

A more positive trend is that, in the face of ever changing regulatory pressure, there is a strong need for the information and services that the RMWEA provides.

Today’s work environment is changing quickly, and many forms of change are taking place, including, restructuring, new technology, mergers/acquisitions, and staff turnover. RMWEA must be aware of their member’s needs for information and for involvement in the changes. Consumer expectations continue to spiral upwards, driven by advances in science and technology, and the increasing number of choices available, especially on the Internet.

4.2.3 Market Growth



At the present time, the Association's market is experiencing negative growth in Wyoming. However, the New Mexico and Colorado markets are growing. This is partially due to demographic flux related to ingress of persons from states like California, Illinois, Texas, Florida, etc.

## 5.0 STRATEGY AND IMPLEMENTATION SUMMARY

During 2005-2006, the RMWEA will focus on the following primary goals:

1. Develop web-based training program(s) for Association members.
2. Provide access to Association documents (bylaws, business plan, meeting minutes, guidance documents, policy manuals) on the website.
3. Establish Student Chapters at University of Colorado and Colorado State University.
4. Meet frequently with Committee Chairs, Trustees, and Executive Committee.
5. Consider Annual Conference Vendor booth fee increase.
6. Invest in the Association by ensuring committees have the funds they need to succeed.
7. Continue to concentrate on retaining members and recruiting new members.
8. Kick off Tap Into Water Campaign.
9. Liaison with WEF Committee Leadership Council.
10. Utilize RMWEA Trustees in a more active role.

Additionally, the Association will revise and review projects at its winter and summer planning sessions.

### 5.1 Strategy Pyramid

The Association's main strategy is the growth of membership. A large membership base provides revenue from dues and helps position the RMWEA as the leading association in the wastewater industry.

The tactics to increase membership are:

- a. Creating the "value" of membership as a means to encourage potential members to join.
- b. Building awareness of the Association.
- c. Develop student chapters; establish an advocate at

- local colleges, universities or technical schools.
- d. Recognize young professionals at Association events.
- e. Participate in career days.
- f. Establish an outreach program, i.e., current members supporting young professional involvement.
- g. Encourage and facilitate employer supported and paid involvement.
- h. Provide cost-effective seminars targeted to new professionals.
- i. Provide leadership opportunities.
- j. Do plant profiles and get operators involved.
- k. Offer students special discounts.
- l. Participate in science fairs.
- m. Call non-members that are in the industry, personal invitation to join.
- n. Establish a scholarship program for students.
- o. Implement a poster session/technical presentation—winners get free membership.
- p. Improve the Association’s visibility—connection to the community.
- q. Defray annual conference registration and business/awards luncheon costs for regional RMWEA award recipients.
- r. Initiate an active membership telephone call and advertising program.

Means to support these tactics are:

- a. Association advertising and promotions to bring customers to member locations.
- b. Special events such as a Bowling Tournaments, Operations Challenge Golf Tournament, Water for People Golf Tournament and a Poker Tournament that raise money for the organization.
- c. Support and development of places for our members to use their equipment and receive training (e.g., the Leadville Conference and the Boulder Water & Wastewater Plant Operator’s School).
- d. Legislative and government agency activity and education through the Government Affairs Committee.
- e. Public education community involvement through science fairs, campus nights and literature support for the Reuse Committee.
- f. List new members in the Association’s publications.
- g. Include membership fee in the conference and seminar registrations.

- h. Inform public officials and others about the industry and the RMWEA.
- i. Have officers greet new members at special events.
- j. Require leadership to interact with new members at special events.
- k. Match new members with involved/active members.
- l. Connect with new members at conferences and seminars.
- m. Distribute information on specific involvement opportunities to new members.
- n. Use e-mail to enhance communications with members and potential members. Acknowledge members' contributions to their employer.

## 5.2 Value Proposition

RMWEA members operate with the knowledge and experience of many businesses over many years. The opportunity to network with peers as well as industry and government leaders provides value far in excess of the cost of membership.

Additionally, committee involvement can help individuals grow their leadership skills and expand their learning potential.

## 5.3 Competitive Edge

Dealing with a diverse group of independent small-business owners, municipalities, service providers, and manufacturers requires an aggressive presentation of the value of membership to encourage prospects to spend their time and money with the Association. In essence, the Association needs:

- a. To be inter-generational
- b. To be diverse in what it offers,
- c. To be able to adapt and to change,
- d. To service locally, but think globally,
- e. To have community,
- f. To recognize that membership recruitment and retention is a never-ending process, a constant effort.

In recruiting and retaining potential members today, the Association needs to consider these three key motivators:

- a. Personal/professional development,
- b. Contribution to a greater good (i.e., a desire to help others);
- c. Belonging to a community (i.e., a desire to have friends who think like they do).

The Association must also show that it “cares” and make joining the Association a “fun” experience for young professionals.

Direct on-site presentations by the membership committee and members of the Executive Committee accompanied by presentation materials that clearly demonstrate the value of membership will be used to reach membership size objectives. These should be at the various shows and annual conferences. The RMWEA also plans to have a “Membership Booth” at the annual conference.

Holding meetings at the same location and same time and day of the month will enable more members and prospective members to attend more meetings.

#### 5.4 Marketing Strategy

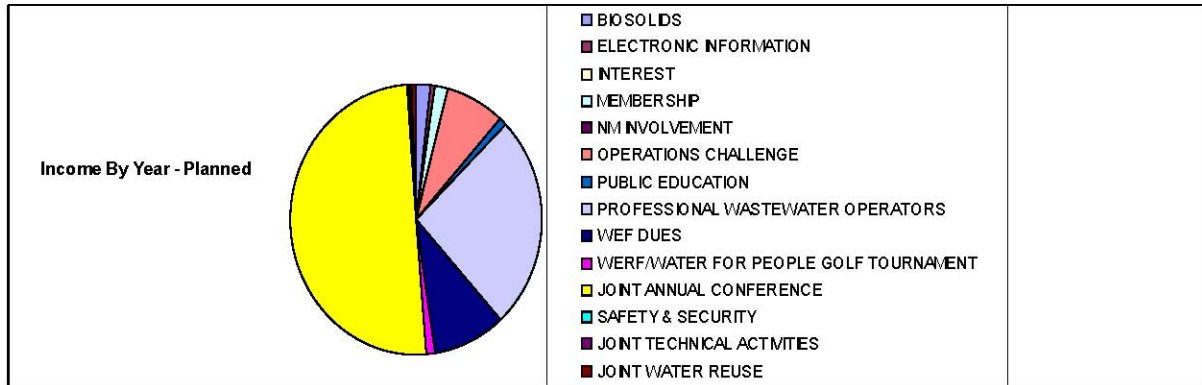
As shown by the Sales Forecast table and chart, the major sources of funding will each have its own strategic plan.

- a. Visibility at all trade shows and annual conferences
- b. Fundraising thoughts: golf tournament, fishing derby, skeet shoot, bowling tournaments, poker tournaments, etc.
- c. RMWEA website marketing. Take cost-plus shipping and add a 38% gross profit margin. Sales continue to improve.
- d. Solicit funds from businesses outside the Association’s market/business.
- e. Continue to market the Association through various committees such as the public education and membership committees.
- f. Develop a sound advertising campaign promoting the association’s basic premise—“leading the way with quality wastewater information and training programs!”
- g. Pursue the development of a Utility Membership for the Organization.
- h. Update a multi-media CD-ROM video that highlights RMWEA.
- i. Place slogans on RMWEA give-a-ways.
- j. Convey Organization’s “message” when setting up Association’s booth.
- k. Update and improve the Association’s letterhead.
- l. Distribute Associate Membership cards.
- m. Update the RMWEA brochure.
- n. Establish additional Student Chapters.
- o. Offer diverse training opportunities for members.
- p. Broaden advertising coverage for training opportunities.

### 5.4.1 Positioning Statement

The following table and chart give a run-down on forecasted income.

Income by Year (Planned)



Revenue assumptions are based on past history, current income estimates from committees, plus adjustments for new revenue generators.

- a. Annual membership dues.
- b. Annual conference revenues.
- c. Internet sales revenues.
- d. Water for People golf tournament revenues are based upon the best estimates of the event coordinator.
- e. Joint Technical Activities Committee revenue.
- f. Revenue from technical seminars and workshops (PWO).
- g. Operations Challenge Committee's revenue.

#### Funding Forecast

	<u>2005</u>	<u>2006</u>
Dues	\$23,000	23,000
Conference Revenues	\$0	0
Internet Sales	\$1,350	1,350
Water for People Golf Tournament	\$500	500
JTAC Revenue	\$750	750
Biosolids Revenue	\$4,500	5,000
Interest	\$100	100
Operations Challenge	\$11,890	18,500

PWO	\$29,570	63,607
Joint Water Reuse	\$0	1,400
Safety Committee	\$250	900
<b>TOTAL</b>	<b>\$72,090</b>	<b>115,107</b>

### 5.5 Milestones

The accompanying table lists important program milestones, with dates, responsible parties, and budgets for each. The milestone schedule indicates the Association’s emphasis on planning for implementation. Each committee is expected to chart their objectives with milestones broken down.

What the table does not show is the commitment behind it. The RMWEA business plan includes complete provisions for plan-versus-actual analysis, and each committee will hold follow-up meetings on a regular basis to discuss the variance and course corrections.

#### Milestones

##### Awards Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Review and update published awards announcements					Award Nominations Due	Submit approved awards to A-1 trophy	Notify Award Recipients	Present RMWEA Awards			

##### Biosolids Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Greeley Farm Show	Video Production (Ongoing)	Boulder School					Leadville School			EDC and Other Pollutants Workshop	

Electronic Information Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Update Website Information – Continues as needed	Renew Advertising Contracts as needed										

Government Affairs Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Colorado Water Congress Annual Convention	Legislator Breakfast/Luncheon with RMSAWWA	Coordinate NM and Wyo. Members	WQCD Meetings – Ongoing all year								

Membership Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
			WEF Membership Working Group Meeting			WEF Membership Working Group Meeting					

Nominations Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

Operations Challenge Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Update Ops Challenge Page on Website			Poker Tournament Fundraiser (Tentative)		Operation Challenge Golf Tournament		Fundraising Complete. MA Competition?		National Ops Challenge Competition		

Professional Wastewater Operators Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Pueblo PWO Seminar	Littleton/Englewood PWO Seminar		Operator/Engineer Seminar	Emerging Technologies Seminar	Silverthorne PWO Seminar		Leadville Operators School Pueblo Seminar	Vail PWO Seminar	Estes Park PWO Seminars	Filament ID PWO Seminar in Westminster	

Public Education Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
"Water Is Life" Campaign - Ongoing		Science Fairs	Science Fairs	Strikes & Spares Bowling Fundraiser	Assist with Stockholm Junior Water Prize					Colorado Science Teachers Convention	

Safety & Security Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Boulder School		Boulder School		Mail Safety Survey	Develop Pre-Conference Workshop			Annual Conference Safety Awards	Estes Park Seminar		



Scholarship Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
				Application Deadline May 1 <sup>st</sup> .	Review Applications	Announce Awardees		Scholarships Awarded			

Joint Annual Conference Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
								RMWEA/RMSAWWA Joint Annual Conference			

Joint Small Systems Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Boulder School	Attend CWWUC, CWUC, etc. meetings - ongoing	Boulder School01									

Joint Technical Activities Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Seminar 1-19	Seminar 2-16	Seminar 3-23	Seminar 4-20	Seminar 5-18	Seminar 6-23						

Joint Water Reuse Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	OCT	DEC
Reuse Regs & Guidelines input begins (monthly)							Water Reuse Workshop - CSM		"Citizen's Guide to Reuse" Materials	Reuse Regs & Guidelines Complete	

Joint Young Professionals Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Denver Zoo Tour 1-13-06		"March Madness" Social Event		Student Conference at CSU		Tour of Coors Industrial Treatment Facility		YP Meeting/Social at Annual Conference		Volunteer at "9 Cares/Colorado Shares" Event	

Joint New Mexico Membership Involvement Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

Joint Wyoming Membership Involvement Committee

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

## 6.0 MANAGEMENT SUMMARY

The initial management team consists of the board of directors and officers of RMWEA working closely with the committee chairpersons. In addition, the government affairs chairperson keeps members apprised of legislative activities, which helps the Association affect desired outcomes. Ultimately, the work will be divided among committees and the Association's president may need to add staff to the Association management team. At this time, Total Events and Management Services, Inc. (TEAMS) assist the RMWEA with the Annual Conference registration, and help the organization to manage funds from various training programs. TEAMS may also assist the RMWEA with marketing, database management, and publications as well.

### 6.1 Personnel Plan

The RMWEA has a contract with Total Events and Management Services (TEAMS), in the capacities described above, at a rate of \$4,450.00 per year. Charges for additional services not specified in their contract, are evaluated on a case-by-case basis. The Association retains a certified tax accountant for \$300.00 annually. A publisher is also retained at a rate of \$75.00/page. Two volunteer positions are offered a stipend for their services in recognition of the many hours demanded of them. The Association's webmaster is offered a lump-sum of \$1,000.00 annually. The Association's Treasurer is offered a monthly fee of \$200.00. It is not unusual for volunteers in these positions to decline the offer of monetary compensation.

## 7.0 FINANCIAL PLAN

- a. The most important factor to consider is attention to details and to the financial plan. Therefore, the Association needs to develop a permanent system of communication and accountability between the Association's President and the committee chairs and officers.
- b. According to the Treasurer, cash reserves as of July 31, 2006 are \$98,749.60.
- c. The Executive Committee is considering a reserve funds policy. This fund would be used as minimum operating capital for the following year and the remainder would be spent for the betterment of the organization. Examples of how such non-reserve funds might be spent include:

-Video conferencing equipment,

- Charitable projects, which meet the goals of the organization.
- Unbudgeted projects or unexpected tasks that are later deemed necessary and which have received approval from the Executive Committee.

## 7.1 Important Assumptions

- a. Dues revenue assuming the Association maintains membership and grows 25 active members in 2006. In actuality, the membership committee believes that we can see an increased membership across the board of our membership categories (see 4.2.1, Market Analysis Pie) by 5% each. This equates to 54 new members, or possibly more if we are to maintain growth in the face of possible natural membership attrition.
- b. Fundraising events net \$10,000.
- c. The 2006 Annual Conference at Vail, Colorado meets or exceeds attendance at the 2005 Albuquerque, New Mexico meeting. No revenue was realized from the 2005 conference due to many factors. Similar results are expected in 2006 though efforts to mitigate potential losses will be made.
- d. Revenue from Internet sales is \$1,350.00.

## 7.1.1 Balance Sheet

**RMWEA**  
**Balance Sheet**  
As of July 31, 2006

7:10 PM  
08/03/06  
Accrual Basis

	Jul 31, 06
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	44,824.13
RMWEA Checking	53,826.47
World Savings Bank Liquid CD	98,749.80
<b>Total Checking/Savings</b>	197,380.40
Accounts Receivable	35.00
<b>Total Accounts Receivable</b>	35.00
<b>Total Current Assets</b>	197,415.40
<b>Fixed Assets</b>	
Accumulated Depreciation	-1,011.00
Computer	1,114.87
<b>Total Fixed Assets</b>	103.87
<b>TOTAL ASSETS</b>	98,886.47
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
Current Liabilities	111.82
Other Current Liabilities	111.82
<b>Total Other Current Liabilities</b>	223.64
<b>Total Current Liabilities</b>	223.64
<b>Equity</b>	
Opening Bal Equity	49,206.86
Retained Earnings	39,780.89
Net Income	9,896.80
<b>Total Equity</b>	98,776.00
<b>TOTAL LIABILITIES &amp; EQUITY</b>	98,886.47

## 7.1.2. Profit and Loss Budget Overview

7:13 PM  
06/03/06  
Accrual Basis

### RMWEA Profit & Loss July 2006

	Jul 06
<b>Income</b>	
Associate Membership Dues	1,600.53
Misc. Inc	139.00
Ops Chail Inc	666.00
PWO Inc	4,116.00
Reuse Committee	2,206.00
<b>Total Income</b>	<b>8,624.53</b>
<b>Expense</b>	
Awards Exp	1,786.60
Executive Committee	292.10
NM Membr. Committee Expenses	286.80
Ops Chail Exp	600.00
Paid Staff Exp. (TEAMS)	370.16
Paid Treasurer's Fee	200.00
PWO Exp	3,436.09
<b>Total Expense</b>	<b>6,983.76</b>
<b>Net Income</b>	<b>1,640.78</b>