

# **Pacific Northwest Clean Water Association**



## **Policies and Procedures Manual**

**Revised September 2008**

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# **Introduction**

This manual is a guide to help volunteers and staff work together efficiently toward accomplishing the mission and realizing the vision of the Pacific Northwest Clean Water Association (PNCWA). It contains policies and procedures established by the Board of Directors and appendices for more detail.

The Association manager will keep the “master copy” of the manual and be responsible for incorporating updates as directed by the Board. The current manual will be posted on the association website. In addition, the Association manager will ensure that new Board members, Committee Chairs, and Section Presidents are provided with the manual. All those affiliated with PNCWA activities and operations are expected to become familiar with this manual and to abide by the association’s policies, procedures, and guidelines.

Some of the procedures outlined in this manual are specific policies and must be followed as written to ensure the integrity of the association’s financial management, legal or nonprofit status. Other procedures, such as those listed for the annual conference, allow for varied approaches to achieving the objectives. The intent is to ensure consistent practices, while allowing flexibility for efficiency and cost effectiveness.

## **History of PNCWA**

PNCWA is a Member Association of the Water Environment Federation. The Association formed in 1935 as the Pacific Northwest Sewage Works Association and eventually became known as the Northwest Sewage Works and Industrial Wastes Association. In 1960, the name changed again to Pacific Northwest Pollution Control Association (PNPCA) which lasted until 2002 when the name was changed to Pacific Northwest Clean Water Association (PNCWA).

The association incorporated in the State of Washington in 1975, and is registered to do business in Oregon and Idaho. The association is a 501 (c) (3) nonprofit organization and may accept tax-deductible charitable contributions.

Local Sections of PNCWA are active in four Regions, providing additional training, professional development, technical expertise and social events that enhance and support the value of the association.

## **Mission**

The Pacific Northwest Clean Water Association (PNCWA) is dedicated to preserve and enhance the water quality in the states of Idaho, Oregon and Washington. We promote the technical development of our members, the dissemination of information to the public and the advancement of science needed to protect the water environment.

## **Vision**

The Pacific Northwest Clean Water Association (PNCWA) will be the recognized leader throughout Idaho, Oregon and Washington for ensuring clean water in future generations.

## **Guiding Principles**

1. Develop and support innovative, practical, and effective solutions for improving the water environment.
2. Develop and support the delivery of technical and non-technical information on the water environment to our members.
3. Promote and assist our members to exercise sound and professional judgment in decision making.
4. Recognize and reward quality work in our members.
5. Provide consistent and timely service to our members and stakeholders.
6. Encourage pride, self-improvement and self-motivation in our members.
7. Promote sound public policy for the enhancement of a sustainable water environment.
8. Support and promote environmental education for the public.
9. Be a leader for water environment issues in our region and within the Water Environment Federation.
10. Develop collaborative relationships with other groups active in the water industry.

# Organizational Structure

PNCWA is a Member Association of the Water Environment Federation and has its own Constitution and Bylaws which are approved by WEF. Similarly, the Regions and Sections are an integral part of PNCWA. The Regions have their own Constitution and Bylaws, which are approved by the PNCWA Board. The Sections have their own Bylaws, which are approved by the Region Board and Association Board. Sections operate under the Region's Constitution.

## Water Environment Federation—WEF

**Board of Trustees**  
**House of Delegates**  
**Committees**

**Member Associations**

## Pacific Northwest Clean Water Association--PNCWA

**PNCWA Membership**

*Most belong to WEF; some are PNCWA "only" members*

**PNCWA Board of Directors**

President  
President Elect  
Vice President  
Past President  
Secretary-  
Treasurer  
Idaho Regional Director  
Oregon Regional Director  
Eastern Washington Regional Director  
Western Washington Regional Director  
Federation Directors (2)

*Federation Directors also serve on WEF House of Delegates*

Note: In order to train PNCWA leadership, the Board of Directors may appoint a Federation Director-Elect, a Treasurer Elect, and a Regional Director-Elect, as needed, to participate as a non-voting officer prior to election to the Board.

**PNCWA Committee Chairs/Committees**

**PNCWA Regions and Sections**

**Section Members**

*Not all Section members are voting PNCWA members*

**Section Officers**

MAPS OF THE SECTIONS AND REGION BOUNDARIES  
(to be added)

MAPS OF THE SECTIONS AND REGION BOUNDARIES  
(to be added)

# Membership

PNCWA is a Member Association (MA) of the Water Environment Federation. WEF members in Idaho, Oregon, or Washington are automatically PNCWA members.

## **WEF/PNCWA Membership**

The Water Environment Federation determines the membership categories and dues for WEF/PNCWA members. WEF collects the dues and manages the membership databases, renewals, and publications. A portion of the WEF/PNCWA dues is rebated to PNCWA.

## **PNCWA Only Membership**

The PNCWA Only membership is an alternative to WEF/PNCWA membership at a reduced rate for reduced benefits. Any person professionally engaged or interested in the advancement of knowledge relating to the objectives of the Association may qualify.

## **Member Benefits and Dues**

Current information for WEF/PNCWA and PNCWA Only membership, benefits and dues are detailed in the PNCWA membership brochure and application form. The brochure and forms are posted on the PNCWA website and also available in print. Three key membership benefits are training, professional development and networking.

## **Annual Membership and Renewal**

Dues are payable for a 12 month period beginning with the first date of membership, which is defined as the anniversary date. Annual dues shall be payable within one month after a Member's anniversary date. Member's whose dues have not been paid within one month after the anniversary date shall be given notice of default. If dues remain unpaid for sixty (60) days after such notice, the member may be removed from the roll of the association. The Association Secretary (or representative designated by the Secretary) is responsible for memberships.

# Regions and Sections

## Regions

Four Regions form the link between the Sections and the PNCWA Board of Directors. The Regions are Idaho, Oregon, Eastern Washington, and Western Washington. Each Region elects a Regional Director who serves on the PNCWA Board of Directors.

The PNCWA Constitution requires approval of Region Constitution and Bylaws by the PNCWA Board of Directors. Any proposed change in the existing Constitution or Bylaws of a Region shall be reported in full to the Secretary of the Association within 60 days, who shall refer the proposal to the Board for review and adoption.

## Local Sections

Independent local PNCWA Sections are active in four regions, providing training and networking to meet the needs and interests of the area. The Sections and contact information are posted on the PNCWA website.

### Guidelines for Sections

A Section may form with a majority vote of the Region Executive Board and the Association Board. The objectives and constitution of the Section must be in harmony with the Association. The PNCWA Constitution requires approval of Section Bylaws by the PNCWA Board and Region Executive Board.

Membership in a local Section need not be restricted to those who are members of the Association. At a minimum, Sections shall have a President and Secretary-Treasurer. The section President and Treasurer shall be Active or Professional Wastewater Operations members of the Association. Sections may require and collect Section dues. (Note: Section membership does not constitute membership in PNCWA or WEF. Sections should communicate that in order to receive PNCWA benefits such as discounted registration at the PNCWA annual conference, they must also pay PNCWA or WEF dues.)

Any local section may be excluded from this Association at the pleasure of the Board of Directors, for any change in its bylaws or objectives that may bring it into conflict with the Constitution of the Association or its general objectives.

Any change in the existing Bylaws of a local section shall be reported in full to the Secretary of the Association within 30 days after its adoption by the local Section. Such modifications shall be approved by the Region and Association Board.

See the Benefits and Services for Regions and Sections in the Appendix for additional information.

## **Leadership Team Responsibilities**

The volunteer Board of Directors holds legal and fiduciary responsibility for the Association. All members of the Board are expected to act as part of the leadership team working in the best interests of the Association and all its members. The Board sets policy and direction, and contracts with the Association manager to manage the day-to-day business. The Association manager also provides information necessary for the Board to make appropriate decisions and keeps the Board informed of relevant details and emerging issues.

The PNCWA Constitution provides for an Executive Committee, consisting of the President, President-elect, Secretary, and Treasurer. In practice, the Executive Committee would convene in emergency or urgent circumstances where it would be impractical to contact the entire Board of Directors. The Board also may delegate specific issues or decisions to the Executive Committee.

## **Duties and Responsibilities of PNCWA Board Members**

There are special duties and responsibilities for serving as a volunteer Board Member of a nonprofit organization and professional association, which all PNCWA volunteers are expected to meet. This list is offered to help Board members and other volunteers become aware of these duties and responsibilities. PNCWA Board members shall:

1. Act according to generally accepted standards for members of nonprofit boards, described as the duty of care, the duty of loyalty, and the duty of obedience.
  - Exercise reasonable care when making decisions affecting the Association
  - Act in the best interests of the Association, not for personal gain
  - Be faithful to the Association's mission and goals
2. Understand that volunteers serving on the Board of Directors are legally responsible for their decisions and actions. The Association's Officers and Directors Liability insurance is intended to provide reasonable protection for volunteers, but does not offset individual responsibility.
3. Understand the financial and time commitments of serving on the Board. To reduce barriers to volunteer service, PNCWA may budget funds for travel and activities when the volunteer's employer is unable to fund these expenses.
4. Be informed about the organization's mission, services, policies, and programs.
5. Set policy and direction through goals and actions to fulfill the Association's mission and achieve its vision. Provide thoughtful, visionary decision-making for the ongoing benefit of the Association's members.
6. Attend and participate in Board meetings; review the Board meeting agenda and supporting materials prior to meetings. At the discretion of the President, a board member's position may become vacant if the members fails to attend at least 75% of the meetings in each year of office or two unexcused absences.

7. Stay informed about the Association's financial status by reviewing the monthly Treasurer's reports and annual financial statements.
8. Declare any potential conflicts of interest and abstain from voting in such instances.
9. Support decisions made by the Board of Directors.
10. Express concerns or disagreements during Board discussions.
11. Participate in the Board's annual planning workshop.
12. Represent the Association at Regional Short Schools and/or other events as requested.
13. Attend the annual conference and participate in specific activities as requested.
14. Serve as a committee liaison as requested.
15. Serve on special committees, task forces, or take on special assignments as requested.
16. Suggest possible nominees to the Board and committees who can make significant contributions to the work of the Association.
17. Communicate with Association members to become aware of problems, opportunities, attitudes and needs. Be informed about current issues, prevailing attitudes and known membership needs.
18. Stay up to date on developments in the water environment field.
19. Inform others about the Association.
20. Maintain membership in WEF and PNCWA as required by the PNCWA Constitution.

## **Duties and Responsibilities of the President**

The office of President is a four year commitment that begins by serving as Vice President and President Elect, and is followed by being the Past President. In addition to the general duties of a Board member, the President shall:

1. Serve as primary liaison with the Association Manager, consulting at least monthly to prioritize activities, develop ideas, and provide direction to the the manager.
2. Serve as a member of the Executive Committee, with the President Elect and the Secretary, and Treasurer, as required by the PNCWA Constitution.
3. Preside at all meetings of the Association, the Executive Committee and the Board of Directors.
4. Act as “master of ceremonies” for various PNCWA functions, as requested.
5. Represent the Association at events and functions or designate someone to do so.
6. Recommend or appoint Committee Chairs and support committee work through regular communication with committee chairs.
7. Perform other duties as assigned by the Executive Committee and the Board of Directors.
8. Attend WEFTEC and WEF Regional Meeting(s).
9. Attend appropriate Member Association (MA) activities, such as an MA Exchange.
10. Attend Regional Short School(s) as agreed upon by the Board.
11. Write a President’s Message column for each issue of the Newsletter that is also posted on the website.
12. Prepare and send appointment letters describing the duties and responsibilities for all board nominees.

## **Duties and Responsibilities of the President Elect**

This office is the second in a four-year commitment to the Board, preceded by the Vice President position and followed by the President and Past President positions. In addition to the general duties of a Board member, the President Elect shall:

1. Serve as an officer of the Association and a member of the Executive Committee, with the President and the Secretary, and Treasurer, as required by the PNCWA Constitution.
2. In the absence of the President, preside at Board and Executive Committee meetings and Association meetings and functions.

3. Act as liason through regular communication and an annual meeting with the Regional Directors.
4. Preside at the awards ceremony during the annual conference.
5. Lead the Association's presentation at the MA Exchange.
6. Attend Regional Short School(s) as agreed upon by the Board.
7. Attend the WEF Leadership Training (held in alternate years) if not attended while Vice President.
8. Identify and confirm Committee Chairs no later than July of his/her term as President. A letter stating the duties and responsibilities shall be sent to each Committee Chair prior to finalizing their appointment.
9. Schedule and preside over regular conference calls with committee chairs. Report committee activities to Board members.
10. Perform other duties as assigned by the Executive Committee and the Board of Directors.

## **Duties and Responsibilities of the Vice President**

This office is the first in a four-year commitment to the Board, as the Vice President is expected to then serve as President Elect, President and Past President. In addition to the general duties of a Board member, the Vice President shall:

1. In the absence of the President or President Elect, preside at Board and Executive Committee meetings, and Association meetings and functions.
2. Assist President and President Elect in supervision of affairs of the association.
3. Perform other duties as assigned by the Executive Committee or Board of Directors.
4. Serve as liaison to specific Committee Chairs as agreed upon by the Board.
5. Attend the WEF Leadership Training (held alternate years) as Vice President or President Elect.
6. Attend an MA Exchange.
7. Attend Regional Short School(s) as agreed upon by the Board.
8. Coordinate the Association's Awards program by serving as Chair of the Awards Committee, appointing an Awards Selection Committee, and working with the chairs of other awards committees.
9. Act as Association Parliamentarian.

10. Review and update Policies and Procedures manual (annually).

## **Duties and Responsibilities of the Past President**

This office is the last in a four-year commitment to the Board, preceded by serving as Vice President, President Elect and President. In addition to the general duties of a Board member, the Past President shall:

1. Coordinate with the Association Manager to set up location, format, and other aspects of the “August Advance” annual planning workshop.
2. Serve as Chair of the Futures(Nominating) Committee, which includes the nominations for new officers.
3. Serve as liaison to specific Committee Chairs as agreed upon by the Board.
4. Assist President and President Elect in supervision of affairs of the association and perform other duties as assigned by the Board.

## **Duties and Responsibilities of the Secretary**

Term for the Secretary shall be two years, and shall start following the close of the Association’s annual meeting. In addition to the general duties of a Board member, the Secretary- shall:

1. Present the Secretary’s Report at Board meetings, refer draft minutes for approval, and share any notable correspondence.
2. Ensure the Association has a “registered agent” in all states to receive official notices related to nonprofit status reporting. (The registered agent must have a physical address in the state, but does not have to be an officer of the Association. The duty is to reliably convey official notices to the Association manager and the Board.)
3. Assist in qualifying PNCWA members in applying for Life Memberships and Quarter-Century Club memberships.
4. Attend an MA Exchange.
5. Keep copies of incorporation, nonprofit status, tax-exempt status, and other business documents; coordinate with the Association manager to archive as necessary.
6. Train the incoming Secretary Elect.

## **Duties and Responsibilities of the Treasurer**

Term for the Treasurer shall be two years, and shall start following the close of the Association's annual meeting. In addition to the general duties of a Board member, the Treasurer- shall:

1. Serve as an officer of the Association and a member of the Executive Committee with the President and the President Elect, as required by the PNCWA Constitution.
2. Present the Treasurer's Report at Board meetings.
3. Keep one of two keys to the Association safety deposit box, and coordinate with the Association manager according to policies and procedures regarding documents kept in the box.
4. Maintain the Reserve Account checkbook and communicate account activity to the Association manager.. Pay staff invoices and requests for reimbursement.
5. Conduct and monitor funds transfers between bank accounts. The Utility Account is used by the Association manager to pay all bills except staff invoices and reimbursement requests, and to receive all income except monthly WEF membership rebates.
6. Serve as signer on Association accounts as requested. Sign tax forms, corporate registration and other documents that require a signature from an officer of the Association; coordinate with the Association manager to submit the documents.
7. Review and monitor monthly transaction reports and balance sheets prepared by the Association manager.
8. Review financial reports prepared by the Association manager for Board meetings and annual conference; present to Board and membership.
9. Participate on the Budget/Audit Committee and be familiar with PNCWA financial management policies and function as part of a team in carrying them out with President, Budget/Audit Committee Chair and the Association manager.
10. Attend an MA Exchange.
11. Train the incoming Treasurer Elect.

## **Duties and Responsibilities of the Regional Directors**

There are four Regional Directors (Idaho, Oregon, Eastern Washington, Western Washington) selected according to the rules of operation for the respective Region. The term of office is three years. The term begins after the election at the Association's business meeting at the annual conference. Regional Directors shall be elected by members of the Region, at the Region's annual meeting.

Only two Regional Directors shall vacate their office in a given year. The Eastern and Western Regional Director shall change in alternating years. Regional Directors may also

have other responsibilities within their respective Regions beyond their duties as PNCWA Board members. In addition to the general duties of a Board member, a Regional Director shall:

1. Present reports of Region activities at Board meetings.
2. Communicate with the Sections on a regular basis. At a minimum, this shall include quarterly conference calls.
3. Act as a liaison between the Board of Directors and the Sections. Provide a written report of Region's activities on a (minimum) quarterly basis.
4. Attend a meeting of each active Section in the Region every year, at a minimum. In addition to building relationships with the Sections, the Regional Director will promote the Association and WEF, inform the Sections of PNCWA news and business, and gather ideas and issues for discussion.
5. Attend annual Regional meeting. If possible, attend Regional Short Schools and other PNCWA or WEF events held in the Region.
6. Contribute to the Association newsletter on matters of the Region and its Sections.
7. Keep an organized file to be passed to the next Regional Director. Record copies shall be sent to Association manager on an annual basis.
8. While representing the Region, must also serve all members of PNCWA and act in the Association's best interests.
9. Budget and finance oversight.

## **Duties and Responsibilities of the Federation Directors**

There are two Federation Directors who serve three-year terms on the WEF House of Delegates and the PNCWA Board. (The term on the PNCWA Board may vary slightly from other Board members, depending on the date of installation as a member of the WEF House of Delegates.) The Federation Director terms are staggered to provide for continuity.

To further ensure continuity, a Federation Director Elect is chosen approximately one year before the Director position expires. During this year of apprenticeship, the Federation Director Elect attends PNCWA and WEF functions with the Federation Directors to become familiar with routines and procedures and to begin developing working relationships in preparation for the term as Federation Director. The Federation Director Elect is not a voting member of the WEF House of Delegates or the PNCWA Board of Directors.

Federation Directors have additional duties specific to the role as a member the Water Environment Federation House of Delegates. In addition to the general duties of a PNCWA Board member, a Federation Director shall:

1. Serve four consecutive years, one as Federation Director Elect and three years as Federation Director.

2. Attend WEF Board of Directors meetings including budget workshops and other functions as appropriate to PNCWA's interests.
3. Balance the responsibility of representing PNCWA with the responsibility of serving all Member Associations, and the responsibility of acting in the best interests of PNCWA with the responsibility of acting in the best interests of WEF.
4. Attend WEF and PNCWA meetings and other functions.
5. Provide updates on WEF activities and issues to the PNCWA membership throughout the year via the newsletter, website and other appropriate means; present a brief verbal report to the membership during the Association's annual business meeting.
6. Serve as a communication link between PNCWA and WEF, keeping both Boards informed of issues, policies, decisions, etc. relevant to the other.
7. Attend an MA Exchange.
8. Attend WEF Leadership Training (held alternate years), at least once.
9. Act as host to the visiting WEF Officer at the PNCWA annual conference. Generally the "senior" Federation Director hosts, but may delegate at the direction of the Board.

## **Duties and Responsibilities of Committee Chairs**

Much of the work of the Association is accomplished by the committees. The Committee Chairs are essential to the progress and success of the Association. In turn, they develop professional and personal skills by serving on committees. Committee work offers a unique opportunity to gain organizational and communication skills, meet colleagues from a variety of locations and disciplines, and share challenges and achievements. It is important to create stable committees that are capable of carrying on Association traditions, while also being dynamic and representative of the Association's diversity. Committee Chairs must engage able and talented volunteers to accomplish the committee's work plan. In addition to the specific duties related to the committee, each committee chair shall:

1. Act in the best interests of the Association as a part of the leadership team.
2. Strive to manage committee activities to produce revenue for the association as appropriate.
3. Provide the time and resources for successful committee activities.
4. Review the committee mission and goals each year and revise as needed to fit current Association objectives.
5. Prepare committee action plan and budget proposal for the upcoming fiscal year; submit to the Treasurer or Budget/Audit Committee by November 30.
6. Submit committee reports to the Board as requested, and communicate with the Board member assigned as a committee liaison.
7. Participate in Board meetings and conference calls, as requested.
8. Hold regular committee meetings (generally by conference call).
9. Maintain committee records and protocols; share them with new committee members.
10. Identify potential successors and help them develop the background and skills to effectively chair the committee.
11. Communicate with other committee chairs and seek opportunities for cooperation.
12. Convey complete committee records to the next Chair upon end of service.
13. Maintain a roster with contact information of all committee members.
14. Appoint a Vice-Chair for the committee.

All committees and their descriptions are listed in the Appendix. The President-Elect shall send a letter describing the responsibilities and commitments to each (newly appointed) Committee Chair. The Committee Chair contact information is posted on the website.

PNCWA does not currently have a Biosolids Committee, as these functions are handled in partnership with the Northwest Biosolids Management Association. A copy of the partnering agreement is included in the Appendix.

## **Duties and Responsibilities of the Association Manager**

The Association manager supports and assists the work of the Board according to contract. Key duties of the Association manager include:

1. Manage the day to day activities of the Association to help ensure that the Board policies and goals are achieved.
2. Respond to requests from members, leadership, partner organizations, the general public and the media.
3. Staff all Board meetings, distribute the agenda, prepare and distribute minutes or meeting notes.
4. Maintain Association financial records (Quickbooks), bank accounts and safety deposit box in cooperation with the Treasurer.
5. Maintain membership databases (supported by WEF).
6. Maintain website, leadership rosters, calendar of events, administrative calendar, and all correspondence and electronic and paper files.
7. Maintain the Association Policies and Procedures manual; post the most current version on the PNCWA website.
8. Assist the Treasurer in preparation and timely submission of tax filings, business registrations, and nonprofit reporting in Idaho, Oregon and Washington.
9. Maintain current, accurate rosters of Board, Committee Chairs, and Section presidents and post them on the website.
10. Ensure the annual conference Local Arrangements Committee and Program Committee receive the support they need for a successful and profitable event.
11. Support the Federation Directors to ensure appropriate arrangements are made for the WEF officer and guests attending the annual conference.
12. Provide an annual conference report to WEF, including the roster of new officers, conference highlights and photos.
13. Support the Committees and Sections as directed by the Board.
14. Travel to and attend WEF/PNCWA functions, as outlined below in the Travel Expectations section of this manual.

## Travel Expectations for PNCWA Leadership

The Association's volunteer leaders make a commitment to attend Board meetings and a variety of other WEF and MA functions.

### PNCWA Board Meetings

Monthly Board meetings are held by conference call, except for in person meetings in: January at the President's geographical location, June at the next conference site, and September or October at the annual conference.

The January and June meetings are generally held on Friday or Monday and may include an informal evening session.

The annual conference Board meeting is generally a half-day on the Saturday or Sunday preceding the conference. There may also be a short meeting of the newly-elected Board as the conference concludes.

Conference calls are one to two hours long, and members are expected to review the agenda and materials before the meeting. A toll-free call-in number is provided

The Annual Planning meeting in August is a full day on Friday or Monday at the location of the Past President. It may include an informal evening session.

### **Chart of meetings and attendance expectations (X = required; O = suggested)**

	Board Meeting	Annual Planning Meeting	Annual Conference	WEF Leadership (1)	WEFTEC	WEF Board Meetings	Section Meetings	Short Schools	MA Exchange	Section Exchange
President	X	X	X		X		O	O	X	X
President Elect	X	X	X	X	X		O	O	X	X
Vice President	X	X	X	X	O		O	O	X	X
Secretary	X	X	X	O	O		O	O	X	X
Treasurer	X	X	X	O	O		O	O	X	X
Past President	X	X	X		O			O	O	X
Federation Director 1	X	X	X	O	X	X		O	X	X
Federation Director 2	X	X	X	O	X	X		O	X	X
Regional Director ID	X	X	X				O	X		X
Regional Director OR	X	X	X				O	X		X
Regional Director E WA	X	X	X				O	X		X
Regional Director W WA	X	X	X				O	X		X
Federation Director Elect	X	X	X			X			X	X
Committee Chair	O	O	O							
Section President	O	O	O				X	X		X
Association manager <sup>(2)</sup>	X	X	X	X	O			O	O	X

(1) Attend as Vice-President or President Elect

(2) Staff will attend one WEF event to be chosen by the Board.

WEF Leadership Meetings are held odd-numbered years, usually in June and in or near WEF headquarters in Alexandria, VA. Attendance involves three days plus travel time.

## **Lobbying and Political Activity**

PNCWA is a 501 (c) (3) nonprofit organization, and therefore is limited to participate in public debate by providing facts rather than urging specific action on specific legislation. Because the laws regulating lobbying and political activities may change, the PNCWA Board of Directors is advised to follow the advice provided by the Water Environment Federation. This advice may be updated from time to time, and the most current source may be available on the WEF website.

Relevant excerpts from the WEF position on lobbying include:

The definition of lobbying applies only to the legislative branch, and does not include communications with executive branch officials. A 501(c) (3) organization continues to be prohibited from any involvement in campaign or campaign finance activities. The IRC lobbying definitions also indicate what should not be counted as a lobbying expense. These include technical advice and communications with legislators about issues that do not include a call to action; non-partisan research; self-defense communications; and discussions of broad social issues (even if related legislation is pending before Congress).

## **Communications**

The work of the Association relies on effective communications and educational programs. Key benefits of membership are technical training and professional development, therefore the annual conference is PNCWA's primary activity. Pre-conference or specialty workshops associated with the conference are integral to the success of the conference. Specialty workshops throughout the year and in a variety of locations are desired by the membership. Specialty workshops are an excellent opportunity for PNCWA to partner with the Regions, Sections, WEF and other organizations to enhance the level of service to our members. Some PNCWA committees are expected to coordinate specialty workshops on a regular basis to provide access to the latest information and technologies to the profession.

Other sections of this manual define how to conduct the annual conference, workshops and partnerships.

### **Website [www.pncwa.org](http://www.pncwa.org)**

The PNCWA website is the Association's primary communication tool. The website is maintained by the Association manager and features up to date News, Training and Events Calendar, leadership rosters, Sections News and Links, Links to other organizations and more. The website is supported by sponsors.

### **Newsletter**

PNCWA produces a quarterly newsletter that is distributed to all members. The newsletter is supported by advertising and many of the contributors are active members of the Association. The Newsletter Committee Chair is the editor of the newsletter. Additional information is included in the Appendix.

## Logo Use Policy

The PNCWA Logo represents the Association's identity and integrity. The PNCWA logo is to be used only as described below.

PNCWA's logo is generally used in conjunction with the WEF logo according to the specifications of the licensing agreement with the Water Environment Federation. The current licensing agreement is on file in the Association offices. An important element of that agreement states, "WEF hereby grants PNCWA a non-exclusive, royalty-free, worldwide, revocable license to use the following trademarks and service marks which are the sole property of WEF: Wave symbol, WEF Logo and ® symbol."

### **PNCWA Logo**

The name, symbol, and foundation date are the three elements that make up the logo and shall always be used together as one element. An alternative logo includes the tri-state motif, with the round logo in the center, as shown on the website at [www.pncwa.org](http://www.pncwa.org).

### **Use of PNCWA Logo**

The logo shall be included on all printed materials used in communicating PNCWA messages. PNCWA Sections may use this logo on all materials related to official section business. PNCWA members may use the logo with the word "Member" under the logo in a typeface and point size similar to the PNCWA text.

**Size:** As required to fit application.

**Colors:** As a package: Green: Pantone 356, Blue: Pantone Reflex Blue, Yellow: Pantone Yellow or Process Yellow. Other package: Black.

**Availability:** The logo shall be available from the Association manager in an electronic and print format and provided to members requesting a copy. Copies of the logos are included in the Appendix.

## Cooperative/Partnership Agreements

PNCWA has a history of successful partnerships and cooperative agreements with organizations that share our mission and goals. Formal partnering agreements are encouraged, as they are often helpful in establishing the framework for a successful partnership. Examples of formal agreements are included in the Appendix, to be used as guidelines for future joint endeavors.

## Sponsorship

PNCWA member services and educational activities are supported in part by sponsorships. The annual sponsorship campaign is coordinated by the Association manager and appropriate Committee Chairs.

# Accounting and Financial Policies

## Financial Goals

1. PNCWA will establish an annual operating budget using a cash-based method of accounting (zero based).
2. PNCWA will maintain a Reserve balance at or above a target amount of \$100,000. Reserve monies shall be invested to maximize interest return without jeopardizing principal.
3. The Reserve balance target shall be revisited annually with the development of the Annual Operating Budget, and adjusted as appropriate based on actual conditions and more current information with respect to cash flow needs.

## General Financial Policies

**Accounting Method:** PNCWA uses the cash basis of accounting that recognizes revenues when they are received and expenses when they are paid.

**Bonding of Employees:** PNCWA bonds volunteers or contracted service providers involved in the financial functions of the Association.

**Chart of Accounts:** PNCWA maintains a chart of accounts. All involved with accounting coding responsibilities or budgetary responsibilities will be issued a chart of accounts, and the chart of accounts must be updated on a routine basis.

**Collection Procedures:** PNCWA invoices for services immediately following completion of the service. If payment is not received according to schedule, the Treasurer may authorize the use of a collection agency. Attempts to collect payments will be noted and kept on file.

**Committee Fund and Accounting:** All funds for and from PNCWA Committees will be run through the PNCWA utility bank account and be part of the PNCWA accounting procedures. Committees shall not maintain separate funds or bank accounts.

**Conference Fees:** PNCWA Board of Directors reviews all conference fees at least biennially and may adjust those fees to keep up with inflation and other changes in costs, revenues, and budgetary needs.

**Contributions:** PNCWA sends thank-you letters on PNCWA letterhead acknowledging all contributions and PNCWA's tax identification number, regardless of the amount. The letters will indicate the dollar amount contributed. See also Quid Pro Quo Contributions.

**Credit Cards:** PNCWA will not establish a credit card account and credit cards will not be issued to members or others acting on behalf of the Association. However, PNCWA will establish and utilize a debit card for the utility account to conduct routine business.

**Finance, Budget, and Accounting Schedule:** The Treasurer shall establish an annual, fiscal-year schedule for budget preparation and approval, budget review, fiscal

year audit, conference budget estimates, committee budgets, and appropriate other reports. Key tasks and deadlines will be included in the Administrative Calendar.

**Financial Statement Preparation and Distribution:** The PNCWA President will receive and review annual financial statements from the Treasurer to be distributed to the Board at its regular meetings. The official statements will be distributed to the Board of Directors and the Budget and Finance Committee upon request.

**Fiscal Year:** The fiscal year shall be from January 1 to December 31.

**Loans Prohibited:** PNCWA prohibits loans to members under all circumstances.

**Refunds:** PNCWA does not allow refunds for dues. Full refunds for conference registrations, less a processing fee if appropriate, will be granted if the customer or member requests the refund prior to the pre-registration deadline.

**Quid Pro Quo Contributions:** PNCWA informs contributors in writing of a good faith estimate of the nondeductible portion of any quid pro quo contributions made for any fund-raising activity of the Association if the contribution exceeds \$75 individually.

**Software:** Quick Books Pro shall be the base software for financial management.

## **Bank Accounts and Cash Management**

**Cash Management Policy:** Two accounts will be maintained: a Reserve Account (Savings) and a Utility Account (Checking). The Utility Account will be used to pay Association expenses, other than staff invoices. The Utility Account will be maintained at approximately \$10,000. Receipts from checks and other sources of income, except for membership checks from the Water Environment Federation, will be deposited in the Utility Account.

The Reserve Account will be used to provide interest income and manage cash flow in the Utility Account. Funds will be transferred from the Reserve Account to the Utility Account whenever the balance in the Utility Account drops below \$5,000. A funds transfer memo will be used by the Treasurer or Administrative Business Manager to request a transfer of funds and/or to advise that funds will be or have been transferred.

**Bank Reconciliation:** PNCWA addresses Utility Account bank statements to the Treasurer, who will do an initial review of checks cleared during the prior statement period. Within two business days, the Treasurer will forward the bank statement to the PNCWA Association manager for reconciliation. Association manager will answer any questions by the Treasurer and prepare the bank reconciliation within 15 working days.

PNCWA addresses the Reserve Account bank statements to the Association manager who will do an initial review of checks that cleared during the prior statement period. Within two business days, the Administrative Business Manager will forward the bank statement to the Treasurer and reconcile the account. The Administrative Business Manager will prepare the bank reconciliation within 15 business days.

**Checks and Disbursements:** PNCWA keeps unused check supplies safeguarded under lock and key. All check disbursements will require approved invoices or expense

vouchers. The resulting checks will be signed by an authorized check signer as described in “Check Signers”.

**Check Endorsement Policy:** It is the policy of PNCWA to endorse all checks received with a bank-issued stamp for deposit only to the appropriate bank account

**Check Signers:** It is the policy of PNCWA to give check-signing authority to the following positions: President, Treasurer and The Association manager

For the Reserve Account, the Treasurer will be the primary signatory and the President will be second. For the Utility Account, the Association manager is the primary signatory, with the Treasurer and President also signatory.

**Control of Checks and Cash:** It is the policy of PNCWA that checks and cash will be deposited on at least a bi-weekly basis.

**Purchasing Authority:** The following table indicates authority for approving purchases or expenses:

Authorized to Initiate Purchase	In budget (requires only documentation from primary approver)	Less than \$500 NOT in budget (requires documentation and secondary approval)		Greater than \$500 NOT in budget (requires documentation and secondary and tertiary approval)
Committee	Committee Chair	+ Treasurer		+ Treas. + Board
Board	Board Member	+ Treasurer		+ Treas. + Board
Association manager	Association manager	+ Treasurer		+ Treas. + Board
Treasurer	Treasurer	+ President		+ Treas. + Board
Approval or Confirmation Process	None	Phone/fax followed by original documentation		Written request to Treasurer to present to Board
Documentation	Receipt & reimbursement request OR invoice and request for payment	Same, plus initials and date by person above		If approved by Board, follow steps for >\$500 in budget

## **CPA Firms**

**CPA Firms: Audited Financial Statements:** At its discretion, the Board may direct the Treasurer to distribute the audited financial statements to the Board of Directors and to organizations entitled to receive a copy because of contractual agreement. The decision to publish the statements or otherwise make them available to the membership will be made by the Board of Directors at its meeting following issuance of the statements. The authority to distribute the statements to other individuals or firms requesting them will be left to the discretion of the President. An Audited Financial Statements Distribution Log will be maintained.

**CPA Firms: The Engagement Letter:** It is the policy of PNCWA to review the draft of the CPA engagement letter immediately before it is signed to ensure it covers matters important to management. The engagement letter will be reviewed at the Board of Directors meeting immediately before the audit commences. Board approval is required before the Treasurer is given authority to execute the document.

**CPA Firms: The Management Letter:** It is the policy of PNCWA Board of Directors to discuss the CPA management letter with representatives of the auditing firm and to direct volunteers or staff as to the appropriate action required to correct deficiencies addressed. Distribution of the management letter to individuals or firms other than those entitled to a copy by contractual obligation is left to the discretion of the Board of Directors. A CPA Management Letter Distribution Log will be maintained as a record of those receiving a copy of the report.

**CPA Firms: Selection of Firm:** The Budget and Finance Committee, in consultation with the President, will select a CPA firm experienced in auditing not-for-profit organizations, and will notify the Board of Directors of this selection. Re-awarding the contract for auditing services to the existing auditing firm is acceptable as long as its performance is satisfactory and its continued use is cost-effective. Additionally, the contract awarding the audit to the CPA will have a clause allowing PNCWA to contract with another firm before the end of the contract period if the current firm provides unsatisfactory service.

## **Contracts and Contractors**

**Contract Signing Authority:** PNCWA grants authority to sign contracts to the President and Association manager, as long as the financial implications of the contract are included in the Association's budget. If the financial implication of signing a contract is not included in the Association's budget, Board of Directors' approval is required before authority to sign the contract is granted. In the absence of the President or Association manager, the Treasurer may execute contracts upon the direction of the Board of Directors.

**Independent Contractors:** PNCWA evaluates criteria established by the IRS when assigning individual employee or independent contractor status. Individuals qualifying as independent contractors will sign an Independent Contractor Agreement and will be issued IRS Form 1099 if compensation is \$600 or more during the fiscal year.

## Investments

**Investment Vehicles:** It is the policy of PNCWA to invest excess funds in the following list of approved investments:

***Certificates of Deposit*** – placed with commercial banks or savings and loan companies. Certificates of deposit shall be deposited with various institutions so that each certificate will be covered by FDIC Insurance for the full amount of deposit.

***Passbook Savings Accounts*** – placed with commercial banks or savings and loan companies in FDIC insured accounts.

The decision to invest cash in approved investments must be made by the Board of Directors upon the advice of the Secretary-Treasurer. Investment in common stock and other securities not fully insured by the Federal Deposit Insurance Corporation (FDIC) is prohibited. Original documents pertaining to investments shall be placed in a safe location as deemed appropriate by the Treasurer. The Association manager shall retain copies of the documents in the Association's safety deposit box..

An adequate percentage of the portfolio should be maintained in liquid, short-term securities which can be converted to cash if necessary to meet the disbursement requirements. Yield should only become a consideration after the basic requirements of safety and liquidity have been met. The investment portfolio shall be designated to attain a market-average rate of return throughout the budgetary and economic cycles, taking into account the Association's risk constraints and cash flow requirements. Where possible, after considering the size of the investment instruments, the portfolio will be diversified to avoid incurring unreasonable and avoidable risk regarding specific security types or individual financial institutions.

Every investment transaction shall be documented and authorized by the Treasurer.

**Investment Reporting:** The Treasurer shall submit with the annual statement a report to the Board of Directors on the status of all investments for the Association. The report shall include: the type of investment, the institution, the date of maturity, the amount of deposit or cost of security, the rate of interest, and a statement that there are sufficient liquid funds to meet projected expenses for the next year.

## Travel Expenses

Some travel will be required of staff and members of the Board of Directors, as well as others on occasion, to effectively fulfill their various obligations to the Association. The Travel Expectations matrix in this document identifies the events in which PNCWA leaders should participate to remain informed and involved in PNCWA and Water Environment Federation (WEF) activities. Any leader of PNCWA should consider at least three possible sources of funding for travel: PNCWA funded, employer funded, or self funded. Actual travel requirements will vary for each individual each year. The expenses to be reimbursed must be covered by the approved budget of PNCWA. Therefore, reimbursement eligibility of expenses for officers will be established annually by the PNCWA Board adopted budget.

Expenses incurred by the President of PNCWA at regularly scheduled meetings of PNCWA are eligible for reimbursement if the President's employer cannot provide. In addition, staff expenses for Board approved activities are also reimbursable per contract arrangements. The budget amounts should be included in the PNCWA Board adopted budget. For other Board members and appointed committee representatives, the eligibility for reimbursement is decided by the PNCWA Board and reflected in the PNCWA Board adopted budget. Other PNCWA sponsored activities that may also be considered for reimbursement during a budget cycle include Section Meetings, PNCWA Specialty Workshops, Committee Meetings, and Partnership Agreement meetings.

Reimbursements will be only for expenses not otherwise paid for by others (e.g., employers, Water Environment Federation, etc.) or pre-paid by the Association. Original receipts and related supporting data to verify reimbursable expenses must be attached to the Request for Reimbursement Form.

It is the policy of PNCWA to establish travel expense limitations and guidelines as indicated below. Travel expense reimbursements will be distributed within 30 days of receipt of properly approved requests. Disbursements shall be filed on the disbursement request form included in this document. All travel requests must be for budgeted travel and approved in advance by the Board of Directors in the annual budgeting process.

**Fax Charges:** FAX charges incurred at a commercially offered service may be reimbursed at cost.

**Personal Mileage:** Use of personal vehicles for PNCWA business will be reimbursed at the federally approved rate. Commuting mileage will not be reimbursed.

**Postage and Shipping:** Postage and shipping charges in connection with official PNCWA business are reimbursable. Receipts are required.

**Public Carrier:** Travel for official PNCWA business may be reimbursed for coach or economy fares only. Receipts are required.

**Lodging:** When attending conferences, lodging must be obtained at official conference-approved facilities unless approved by the President. The most reasonable rates should be sought. Reimbursement for lodging shall be limited to cost actually incurred. Receipts are necessary.

**Meals:** For official PNCWA business, reasonable costs for meals and tips, including taxes will be reimbursed. Receipts are required.

**Registration Fees:** Fees charged for registration at pre-approved meetings other than regularly scheduled meetings of PNCWA are reimbursable. Receipts are required.

**Taxi:** Ground transportation between airport and hotel meeting functions are reimbursable. Receipts are required.

**Telephone:** Long distance telephone toll charges in connection with official PNCWA business are reimbursable.

**Tips:** Reasonable tips for baggage handling and similar services will be reimbursed. Receipts are not required.

## **Volunteer Expenses**

It is the policy of PNCWA not to pay travel expenses, conference registration fees, etc. for volunteers unless approved in advance by the Board of Directors. At the discretion of the President, exceptions can be made for registration fees for volunteers to exhibit on behalf of PNCWA for public education purposes where the volunteer would have no reason to attend other than to represent PNCWA; such exceptions must be approved in advance. The President may authorize reimbursement for expenses for purchase of goods and services by volunteers, including copying, film processing, etc. Such purchases must be approved in advance by the President, and receipts are required.

## **Requests for Reimbursement**

Volunteers and staff may request reimbursement for approved expenses by submitting a Request for Reimbursement form to staff within 60 days of the date the expense is incurred. The reimbursement shall be paid within thirty (30) days of receipt.

# **Records and Archives Policies**

**Access to Records:** In accordance with federal law, it is the policy of PNCWA to immediately provide copies of the following records of the Association to any person appearing at the business office of the PNCWA during normal business hours of operation:

- IRS Form 990 – most recently filed
- Not-for-profit tax-exempt status letter from IRS
- Financial statements – most recent balance sheet and income statement

The Association may charge the actual cost of reproduction and transmittal of the copies. If requested by mail, the copies will be made available within 30 days.

**Records Storage and Archives:** Association memorabilia will be stored by Association staff. Some materials have been archived at Washington State University's Compton Library.

**Safe Deposit Box:** It is the policy of PNCWA to rent a safe deposit box from the Association's bank to store securities, valuables, and important documents such as incorporation papers, audited financial statements, annual reports, and backup of electronic data. Access to the safe deposit box will be limited to the President, the Treasurer, and Association manager. The Treasurer and Association manager will each hold a key to the box. A Log of Safe Deposit Box Contents and a Log of Safe Deposit Box Access will be maintained.

# PNCWA Administrative Calendar

## Program Year Oct 1-Sept 30 Fiscal Year Jan 1 – Dec 31

### January

- 15 Expect Oregon Corporation Division annual report form
- 31 Deadline: issue IRS Form 1099-MISC to Association manager and contractors  
Board meeting (President's location)—approve budget  
Begin compiling information for tax preparation  
President Elect confirm next Conference Committee Chair  
Annual conference budget due to Secretary-Treasurer

### February

- 15 Prepare and transmit financial info to accountant for tax prep
- 15 New sletter deadline (ads and articles)
- 28 Deadline for filing IRS Form 1096 with copies of 1099's  
Board meeting by conference call

### March

- 12 Deadline: Oregon Corporation Division annual report form  
Board meeting by conference call  
Provide financial information to CPA for tax preparation

### April

- 15 Expect Directors and Officers liability insurance renewal notice
- 15 Expect Washington nonprofit corporation annual report form (sent by Secretary of State sent to current registered agent)  
Board meeting by conference call

### May

- 1 Renew Directors and Officers Liability insurance policy (expires May 9)
- 10 Expect General Liability/Officer Package and Commercial Crime/Fidelity Bond renewal notices (expire June 1);  
renew policies before June 1
- 15 Deadline: Form 990 to IRS and WA Secretary of State Charities Division \*
- 15 Deadline: OR CT 12-F to Oregon Dept of Justice \*
- 15 New sletter deadline (ads and articles)  
Board meeting by conference call  
Independent auditor reviews finances/procedures (at request of Board)  
\* Secretary-Treasurer signs, coordinates with Association manager to submit

### June

- Deadline: PNCWA Board nominations (and Federation Director Elect some years)  
Nominations due for WEF and PNCWA Awards (Bedell, Hatfield, Burke, Lab Analyst, Ketcham, Individual Distinguished Achievement)  
Nominations due for Public Education and selected PNCWA awards
- 30 Expect Idaho annual report form from Secretary of State  
Deadline: Washington nonprofit corporation annual report form  
Board meeting at annual conference site  
Auditor's Report (if requested by Board)

### July

- Board meeting by conference call  
President Elect contact Committee Chairs for next year (if not done prior)

### August

- 15 New sletter deadline (ads and articles)
- 31 Deadline: Idaho annual report form  
Planning workshop (August Advance/Organizational Retreat)  
Summer Newsletter distributed

### September

- Board meeting by conference call  
Budget Worksheets/Request Forms distributed to Board and Committee Chairs  
WEFTEC/WEF Board Meeting

### October

- Annual Conference (if not in September)  
Board meeting (at annual conference)  
Annual Business Meeting and Elections (at annual conference)  
Section Exchange (at annual conference)  
Deadline for committee budget worksheets to Treasurer  
Annual financial statement (year-to-date) approved by Board of Directors

### November

- 15 New sletter deadline (ads and articles)  
Board meeting by conference call  
Draft budget to Board from Treasurer; review/comment

### December

- Treasurer submits final draft budget to Board  
Board meeting by conference call

# **Appendix**

## **PNCWA Policies and Procedures Manual**

# Committee Descriptions

## Audit Committee

**Committee Purpose:** Audit the financial records of the Association and report on the Association's financial status at the Association's annual meeting.

**Chair Term & Membership:** The Past President will serve as Chair. The committee will also include one Past President that is not currently serving on the Board, Treasurer, and one At-Large member not currently on the board. The At Large member shall be appointed by the President.

### Specific Duties:

1. Develop annual committee goals.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Set calendar dates for activities related to the receiving proposals and certifying audit.
6. Establish and maintain budgeting and auditing procedures.
7. Request preliminary budgets from committee chairs to be delivered on time.
8. Evaluate committee budget requests, determine expenses and compare to anticipated income to ensure sound financial management.
9. Prepare an annual budget presentation for the Board of Directors' December meeting.

Lead responsibility for Items 7 - 9 are typically assigned to the Treasurer.

## Collection Systems Committee

**Committee Purpose:** Promotes the importance, understanding and training related to the design, construction, and operation and maintenance of wastewater collection and conveyance systems in the Pacific Northwest.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. The Chair is responsible for nominating a replacement before the term ends.

### Specific Duties:

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.

5. Develop trainings, partnerships and other opportunities that support the development of collection systems operators.
6. Promote advances in the design, construction, and operation and maintenance of collection systems.
7. Coordinate a specialty workshop on a relevant topic at least every three years.

## **Conference Committees**

The Annual Conference requires a well-planned and coordinated effort that spans several years and depends upon the effective coordination of committees. The conference site rotates from Idaho to Oregon to Washington. Due to the size of the conference and exhibitor hall, the venue must be selected and reserved several years before the conference. The Conference Guide in the Appendix provides more detail on the schedule and specific tasks to achieve a successful conference.

The Conference Chair, four standing committees and many ad hoc committees plan and deliver the conference, as outlined:

**Conference Chair:** Responsible for all necessary arrangements for the Annual Conference and related workshops.

**1. Program Committee:** Coordinate an outstanding technical program to serve the interests of PNCWA members, provide CEUs and showcase water quality activities in the region.

**3. Manufacturers and Representatives Committee:** Coordinate the Exhibitors Hall and related publicity and registration materials.

**Chair Terms & Membership:** The President Elect appoints the Conference Chair one year before the conference. The Conference Chair selects the Program Committee Chair. The President appoints the Chairs of the Site Selection Committee and the Manufacturers and Representatives Committee with no term limit because their duties require unusual experience and expertise. The President Elect is the Chair of the Awards Committee.

### **Specific Duties of the Conference Chair:**

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair will keep committee records and provide them to the next chair.
4. Provide for an annual conference that nets a minimum of \$35,000 or the target set by the Board, and strives to maximize proceeds to fund the Association activities.
5. Communicate regularly with the President, Board and Chairs of the Program, Site Selection, Manufacturers and Representatives, Awards, Operations Challenge, Training and Opportunities, and other committees.
6. Work with the President to develop the conference theme and logo.
7. The Chair may convene subcommittees as needed, such as: Luncheon/Banquet, Meeting Room, Guest Program, Publicity, Registration, Entertainment, Tours, Sponsorship, Visual and Sound Equipment, Finance, etc.
8. Write a conference summary report for the Board of Directors.

**Specific Duties of the Program Committee Chair:**

1. Provide written reports to Board of Directors as requested.
2. The Chair will keep committee records and provide them to the next chair.
3. The Chair may convene subcommittees as needed.
4. Organize and present an opening session (Monday Morning).
5. Organize and develop technical session schedule (typically Monday afternoon, all day Tuesday, and Wednesday morning).
6. Solicit, review and select technical papers for presentation.
7. Coordinate the Continuing Education Units (CEU) program.
8. Ensure the pre-conference workshops are integrated with the technical sessions.

**Specific Duties of the Conference Site Selection Committee Chair:**

1. Provide written reports to Board of Directors as requested.
2. The Chair may convene subcommittees as needed.
3. The Chair will keep committee records and provide them to the next chair.
4. Research, review, and recommend sites to the Board of Directors four to five years in advance of each conference. Compile data for decision-making, to include: availability and cost of meeting and exhibit space; meals and cost; accommodations for meals, opening sessions, concurrent sessions, Operator's Challenge, Exhibitors Hall, Board meetings and other events; accommodations for attendees at main site and other sites nearby; number of room nights required for complimentary rooms or discounts; activities and other amenities; special requirements such as buses, catering, guest programs, etc.; number of reserved rooms and rates, etc.
5. Negotiate contracts on behalf of the Association.
6. Reconfirm future sites with reserved facilities each year.
7. Coordinate closely with the Conference Chair.
8. Track and document conference statistics.

**Specific Duties of the Manufacturers and Representatives Committee Chair:**

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Encourage active participation in PNCWA events by the manufacturers and suppliers who service the wastewater industry.
6. Coordinate other opportunities for vendor/manufacture displays such as Short Schools and specialty conferences.
7. Coordinate closely with the Conference Chair.
8. Coordinate the Exhibitors Hall (Manufacturers and Vendors Display) at the annual conference. Key tasks include: send notices and registration forms to prospective exhibitors and past participants; coordinate registrations with staff; send confirmation letters and floor layout to exhibitors; develop the Exhibitors Hall layout in collaboration with facility staff; coordinate on-site logistics such as electrical, tables, draping, signage, etc.

**Specific Duties of the Awards Committee Chair (President Elect):**

1. Coordinate the selection of award nominees and timely submission of nomination packets to WEF, the Board, and other award-giving entities.
2. The Chair may convene a committee that includes the coordinators of the various awards, including WEF (Hatfield, Bedell, Burke, Individual Distinguished, etc.), Operator of the Year, Biosolids, Safety, EPA O&M, Municipal Protection, Industrial, Ketcham, Public Education, 5 S and other awards.

3. Coordinate publicity for WEF, PNCWA, EPA and other awards via the newsletter, website and other publications and media.
4. Provide nomination criteria and application forms, and seek out qualified nominees.
5. Coordinate with Association manager to submit nominations before deadlines and order awards and plaques to be presented at the annual conference.
6. Coordinate the production of the brochure for the awards banquet.
7. Provide written reports to Board of Directors as requested.
8. The Chair will keep committee records and provide them to the next chair.

See Appendix for awards criteria, rules and forms. See the Conference Guide for more detail on preparation for the annual conference.

## **Constitution and Bylaws Committee**

**Committee Purpose:** Ensure the Association Constitution and Bylaws are updated as needed and that protocols followed as outlined in WEF, PNCWA, Region and Section governance documents.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. Committee members shall include, at a minimum, a current or former Federation Director, Past President, one Regional Director, and Secretary.

### **Specific Duties:**

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Review the PNCWA Constitution and Bylaws annually and determine the need for updates and revision.
6. Submit proposed revisions of the PNCWA Constitution to WEF for approval.
7. Review Section and Region constitutions and bylaws that are submitted to the Board for approval and make recommendations to the Board.
8. Review PNCWA Polices and Procedures to ensure they are applicable to current operations and compatible with the Constitution and Bylaws.
9. Coordinate other work of the Association related to governance documents.

## **Futures Committee**

**Committee Purpose:** Provide long-term strategic perspective and direction to the Board to increase the capacity of the Association to serve its members. Coordinate the nominations process for new officers.

**Chair Term & Membership:** The Past President is the Chair. The membership will be the President Elect and Regional Directors, at a minimum. Additional members may be included as appointed by the Chair, including other past Presidents who remain active in the Association. The President is an ex officio committee member.

**Specific Duties:**

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Coordinate nominations as required for the vacant positions of President, President Elect, Vice President, Secretary, Treasurer, Secretary-Elect, Treasurer-Elect and Federation Director Elect.
  - a. Solicit nominations from the membership by articles in the Newsletter, at meetings of the Board, and at Region/Section meetings.
  - b. Forward the list of nominees to the Board of Directors to be compiled for the election during the business meeting at the annual conference.
  - c. Maintain an active file on all nominated candidates and organize by state.
  - d. Strive for nominees who represent diversity within the industry.
  - e. Strive to rotate the presidency among the three states and to coordinate the nominations so the annual conference takes place in the state of the current President.
  - f. Contact each candidate to gain their consent to serve, and to describe the responsibilities, time and resource commitments of volunteer service.
  - g. The Chair presents the nominees for election during the business meeting.
6. Coordinate at least one strategic planning meeting each year.
7. Develop and propose long-range strategic initiatives to meet the Mission.
8. Review and support various committee activities that coincide with long-range strategic initiatives.
9. Periodically review and assess the Association's governance documents, business and marketing plans, and policies and procedures.
10. Provide proposals and recommendations to the Board on topics to include: governance, membership, financial stability, leadership development, policies and procedures, and staffing.
11. Maintain a contact list of past presidents who remain involved in the Association.
12. Each year, the Chair will solicit commitments from Past Presidents to serve on the committee to maintain institutional knowledge of the Association's practices.

## **Member Services Committee**

**Committee Purpose:** Ensure the growth of PNCWA by promoting and retaining membership and identify opportunities to improve member services.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. The Chair is responsible for nominating a replacement before the term ends.

The Section Presidents are members of the committee.

**Specific Duties:**

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.

5. Stimulate interest in PNCWA and its programs.
6. Stimulate interest in WEF membership and its programs.
7. Recruit new members and retain memberships in cooperation with WEF.
8. Coordinate with Association manager to ensure membership records and mailing lists are updated.
9. Coordinate with Association manager to send a welcome packet to new members.
10. Strive to contact non-renewing members and encourage renewal.
11. Coordinate with Association manager to place PNCWA recruitment display at conferences, Section and Region meetings, Short Schools and other appropriate events.
12. Review WEF membership reports and alert the Board if there are issues to be addressed. For example, membership counts determine the number of the Association's Federation Directors.

## **Newsletter Committee**

**Committee Purpose:** Oversee the production and distribution of the quarterly newsletter to communicate items of interest, Association policies, news and upcoming events and to generate income through advertising.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. The Chair is responsible for nominating a replacement before the term ends.

The Chair serves as the newsletter editor. The committee includes regular contributors to the newsletter who represent diverse fields of expertise, and may also include a Vice Chair or Subcommittee to promote advertising.

**Specific Duties:**

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Solicit technical papers, meeting schedules, PNCWA organization information and any other items of interest for inclusion in the newsletter.
6. Establish yearly deadlines and publication schedules.
7. Assemble and edit the information and articles.
8. Select and coordinate with the graphic designer, printer, and mailing service to ensure timely, high quality and cost effective production.
9. Actively solicit advertisers to support the production costs of the newsletter.
10. Ensure the current advertising rates and information are posted on the website.
11. Periodically review advertising rates and adjust as appropriate.
12. Coordinate and manage advertising; ensure placement of ads as ordered.
13. Coordinate with Association manager to provide accurate databases to the mailing service for effective distribution.

## Operations Challenge Committee

**Committee Purpose:** Develop, promote and coordinate the annual Operations Challenge and other activities demonstrating the skills and knowledge of wastewater personnel.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. The Chair is responsible for nominating a replacement before the term ends.

The Operations Challenge Committee closely coordinates with the Conference Committee.

### Specific Duties:

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Coordinate with the Conference Chair to integrate the Operations Challenge competition into the annual conference and maximize the audience for the event.
6. Publicize Operations Challenge to operators, and motivate teams to form and compete.
7. Coordinate arrangements for the Operations Challenge at the annual conference, including the provision of equipment and supplies, competition events, and officials to time and monitor the events.
8. Solicit sponsor support to offset the costs of the competition.
9. Follow WEF guidelines for Operations Challenge promotion and development.

## Public Education Committee

**Committee Purpose:** Develop communication strategies and programs to help educate the public, students and officials about water quality.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. The Chair is responsible for nominating a replacement before the term ends.

### Specific Duties:

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Develop programs of practical, educational benefit to the membership and the public.
6. Administer the Water Environment Education Award program to recognize teachers in Idaho, Oregon and Washington.
7. Conduct the nomination and selection process for the PNCWA Water Environment Public Education Award.
8. Coordinate a specialty workshop on a relevant topic at least every three years.

## Regulatory Affairs Committee

**Committee Purpose:** Monitor proposed legislation and alert the Board and membership of impending legislation that may impact them.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. The Chair is responsible for nominating a replacement before the term ends.

### Specific Duties:

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Maintain communication with local, state and regional policy makers to establish a presence as a technical resource on water quality, wastewater and stormwater issues.
6. Educate and inform Association members on government affairs issues.
7. Identify relevant legislation, administrative policies, rules and regulations and establish appropriate action to achieve the objectives of the committee.
8. Maintain liaison with WEF government affairs committee and make recommendations where appropriate for action on the national level.
9. Assist Board in matters related to government affairs.
10. Act as a clearinghouse on WEF issue and position papers.

## Source Control Committee

**Committee Purpose:** Promote technical training opportunities, professional networking and communications addressing the industrial community and government representatives with regard to environmental regulations.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. The Chair is responsible for nominating a replacement before the term ends.

### Specific Duties:

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Promote the interests of source control and industrial pretreatment professionals through training, networking, and communications.
6. Coordinate with source control regulators and associations.
7. Coordinate a specialty workshop on a relevant topic at least every three years.

## **Students and Young Professionals Committee**

**Committee Purpose:** Enhance student knowledge of water environment professions to encourage student participation in Association activities and networking opportunities.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. The Chair is responsible for nominating a replacement before the term ends.

### **Specific Duties:**

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Encourage faculty and students to become active members of the Association.
6. Encourage and stimulate participation of students and faculty in Association activities.
7. Arrange for student technical presentations at the PNCWA annual conference.
8. Assign judges for Student Papers at the PNCWA annual conference.
9. Arrange functions that enhance student knowledge of the industry.
10. Promote and lead the formation of student activities within PNCWA.
11. Establish and promote a Student Design Competition.
12. Coordinate with Student Chapters.
13. Assign a committee liaison to each Student Chapter.

## **Water for People Committee**

**Committee Purpose:** Develop activities to promote the Association's Water for Humanity programs, which include charitable contributions to Water for People.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. The Chair is responsible for nominating a replacement before the term ends.

### **Specific Duties:**

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Promote the Water for Humanity program.
6. Develop communications and activities that will encourage support and contributions to Water for Humanity among PNCWA membership.

## **Water Reuse Committee**

**Committee Purpose:** Promote wastewater reclamation and reuse as an accepted practice in the Pacific Northwest.

**Chair Term & Membership:** The incoming President will appoint a Chair after the annual conference. The term of office is two years with the option of reappointment. The Chair is responsible for nominating a replacement before the term ends.

**Specific Duties:**

1. Develop annual committee goals and budget for approval by the Board of Directors.
2. Provide written reports to Board of Directors as requested.
3. The Chair may convene subcommittees as needed.
4. The Chair will keep committee records and provide them to the next chair.
5. Provide a focal point to collect and disseminate information regarding technologies, health, and environmental risk and related projects.
6. Educate the public, professionals, and elected officials about water reuse.
7. Provide input to pertinent regulatory actions.
8. Provide for learning about new and proposed reuse projects and related items, legislative and regulatory issues.

# Awards Program

PNCWA and the Water Environment Federation honor the outstanding professionalism, service and personal dedication of members by presenting awards during the annual conference. The Vice President coordinates the annual awards program. The categories of awards and the nomination processes are summarized below, followed by more detail for each award. It is encouraged that award nominations be completed via the PNCWA website, which is available for most awards with the exception of Operator of the Year and Collection System Operator of the Year.

## Water Environment Federation

Arthur Sidney Bedell—personal service  
William D. Hatfield—wastewater operator  
Laboratory Analyst Excellence  
George W. Burke, Jr.—safety  
Life Member  
Quarter Century Operators Club

The Vice President coordinates the nominations process for these awards. Nominations are submitted to WEF at least eight weeks before the annual conference to allow for production and delivery of the plaques. The WEF booklet “Distinguished Honors and Awards” provides more detail and information on other WEF awards that may be presented less than annually.

## PNCWA

Lyman Ketcham—collection system  
Individual Distinguished Service Achievement  
Water Environment Education—teacher  
Safety—divisional no accident/zero lost time  
Operator of the Year (Idaho, Oregon, Washington)  
Select Society of Sanitary Sludge Shovelers  
Student Design Competition  
Excellence in Water Reuse  
Municipal Water Protection  
President’s Award  
Students and Young Professional Awards  
PNCWA Committees and coordinators lead the nomination process for these awards.

## EPA Industrial Pollution Control Award

Each state’s environmental regulatory agency coordinates this award program for innovations in pollution abatement.

## Stockholm Junior Water Prize

WEF coordinates this national competition for high school science projects related to water. PNCWA’s Public Education Committee selects a state winner from regional science fairs to attend the national SJWP competition sponsored by WEF and others. PNCWA honors its SJWP competitors at the annual conference.

## NBMA-PNCWA Excellence in Biosolids Management Award

NBMA leads the nomination process for this award.

## Criteria and Nomination Processes

The awards criteria and nomination processes may vary according to the preferences of the Vice President and the subcommittees that coordinate the nomination and selections. The purpose of each award, basic criteria and the nomination process are summarized in the following pages. Nomination forms are frequently revised and can be obtained from the subcommittee or Association manager.

### **Arthur Sidney Bedell Award**

This award acknowledges extraordinary personal service to a Member Association. The award is named for Arthur Sidney Bedell, the second president of the Water Environment Federation.

#### **Criteria**

- a) A nominee must be a member of the Water Environment Federation.
- b) A nominee has demonstrated sustained and ongoing contributions for at least five years to further and improve Association activities, such as organization leadership, administrative service or membership activity. Contributions may include:
  - Organizational leadership—Nominee has served and demonstrated leadership as a PNCWA officer, Federation Director, Regional Director or PNCWA Committee Chair
  - Administrative service—Nominee has actively participated on one or more PNCWA committee.
  - Membership activity—Nominee has actively participated in PNCWA activities, such as regular attendance at the annual conference, supporting the annual conference, presenting papers at the annual conference.

#### **Submit nominations to the Awards Committee**

1. Online nomination form
2. Biography (1 page) of the nominee to include membership history and general details of participation in PNCWA and WEF activities.
3. Description (2 page maximum) of the nominee's activities and benefits to PNCWA.

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### **William D. Hatfield Award**

This award is presented to wastewater treatment plant operators for outstanding performance and professionalism. The award was established in honor of Dr. William D. Hatfield who served as President of the Water Environment Federation in 1958-59.

#### **Criteria**

- a) A nominee must be a member of the Water Environment Federation.
- b) A nominee has demonstrated sustained and ongoing contributions for at least five years to further and improve the field of treatment plant operations.
- c) Activities that demonstrate contributions may include:
  - Development or participation in a successful reporting system of reports fulfill the information requirements and provide suggestions for improvements.
  - Use of an effective public communications program.
  - The dissemination of information about advancements in the field.

### **Submit nominations to the Awards Committee**

1. Online nomination Form
2. Biography (1 page) of the nominee to include work and volunteer history and details of the nominee's accomplishments in operation of treatment plants.
3. Description (2 page maximum) of the nominee's accomplishments in operation of treatment plants.
4. Supporting material (5 page maximum) documenting the nominee's dissemination of information about advancements in the field.

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### **Laboratory Analyst Excellence Award**

This award recognizes individuals for outstanding performance, professionalism, and contributions to the water quality analysis profession.

#### **Criteria**

- a) A nominee must be a member of the Water Environment Federation.
- b) A nominee must be employed at an educational facility laboratory, industrial, commercial, or municipal laboratory that performs wastewater-related analysis, and must have direct analytical responsibilities.
- c) Candidates are eligible for this award only once.
- d) Qualifying criteria may include:
  - Membership and involvement in professional associations. Examples: WEF Committees, Standard Methods Joint Task Groups, MA Committees and conferences
  - Outstanding efforts in wastewater and environmental aquatic analyses, including innovative sampling techniques or solutions to a treatment, analytical or environmental problem
  - Involvement in community activities or public relations
  - Presentations at professional conferences and meetings relevant to water quality analysis
  - Professional certifications
  - Continuing education
  - Contributions that have been beneficial to the nominee's facility
  - Unusual initiative or performance "beyond the call of duty"

### **Submit nominations to the Awards Committee**

1. Online nomination form
2. Biography (1 page) of the nominee to include work and volunteer history and details of the nominee's accomplishments in the laboratory analysis field.
3. Description (2 page maximum) of the nominee's accomplishments in the laboratory analysis field.
4. Supporting material (5 page maximum) documenting the nominee's activities and accomplishments.

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### **George W. Burke, Jr. Award**

This award encourages active and effective safety programs in municipal and industrial wastewater facilities. The award was established in honor of George W. Burke, Jr. who was instrumental in developing WEF's annual safety survey.

### **Criteria**

The documented and illustrated safety program and safety record of the facility for the preceding calendar year are the primary criteria for the award. WEF allows PNCWA to establish its own criteria for the award. PNCWA has established these criteria:

- a) At least one employee of the facility must be a WEF member before submitting the application.
- b) The facility shall have an effective safety program as demonstrated by its injury/fatality rates.
- c) The facility shall have a designated safety official or contact.

### **Submit nominations to the Safety Awards Subcommittee**

1. Submit online nominations to the Safety Awards coordinator.

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## **WEF Life Membership**

Those WEF members who have achieved 35 years of membership and the age of 65 are eligible for Life Membership. Life Members are entitled to complimentary registration for the PNCWA annual conference. Applications are made to WEF.

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## **Lyman Ketcham Award**

This award is established to honor PNCWA members who have made outstanding contributions in the field of wastewater collection system maintenance and operation. It is the equivalent of the Hatfield Award for treatment plant operations and maintenance.

### **Criteria**

- a) A nominee must be an active PNCWA member.
- b) A nominee has demonstrated sustained and ongoing contributions for at least five years to further and improve the field of collection system maintenance and operations.
- c) The nominee's area of service must have been in one or more of these areas: management, planning, operations, maintenance facility design, education, training and research.
- d) Activities that demonstrate contributions include:
  - Active participation in PNCWA, WEF, and other organizations on projects and committees focused on collection system maintenance and operations issues
  - Presentation of papers on collection system maintenance and operations at conferences of PNCWA, WEF, APWA, and other relevant organizations
  - Publication in a Federation periodical of a formal report or article on collection system maintenance and operations challenges and successes  
Implementation of successful programs and policies that improve efficiency, productivity, and cost-effectiveness within the nominee's organization

### **Submit nominations to the Awards Committee**

1. Online nomination form
2. Biography (1 page) of the nominee to include work and volunteer history and details of the nominee's accomplishments in operation of treatment plants. D

3. Description (2 page maximum) of the nominee's accomplishments in the collection system maintenance and operations field.
4. Supporting material (5 page maximum) documenting the nominee's accomplishments.

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## **Individual Distinguished Achievement Award**

This award is presented to a PNCWA member who is most deserving of special recognition as a result of distinguished service rendered in the interest of pollution abatement, and who has contributed fundamentally and practically to the advancement of the industry.

### **Submit nominations to the Awards Committee**

1. Online nomination form

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## **Safety Awards-Divisional Safety Awards and Zero Lost Time Accident Awards**

Divisional awards are given out to facilities with no lost time accidents of 5, 10, 15, 20, etc. years and certificates in recognition of one year zero lost time are also presented. Divisional awards are based on accumulative time since last lost time accident (per calendar year) and application submittals. Applications should be based on statistics from the previous calendar year.

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## **Operator of the Year Awards**

The PNCWA Operator of the Year Award (OYA) is presented to one wastewater plant operator from Idaho, Oregon, and Washington in recognition of outstanding job performance of regular duties, and for individual or collective accomplishments of an experimental, developmental, or innovative nature.

### **Criteria**

- a) Any certified operator is eligible for nomination. PNCWA is not required, although Section membership is required.
- b) A nominee must have demonstrated an outstanding contribution to wastewater treatment in at least one of these areas: Section activities, safety, certification, training, plant performance, or public relations.

### **OYA Nomination Packet**

The nomination packet for each OYA candidate shall include:

1. Title Page: date, name and title of applicant, name and title of supervisor assisting in preparing materials, name and address of plant, nominating Section
2. Plant Description: type, degree of treatment, capacity mgd, description of industrial discharges if any, receiving waters, flow diagram, pump stations and collection system maintained by plant personnel
3. Plant Operation: operation program, testing, personnel, budget, records, etc.

4. Applicant Information: photo, supplemental information limited to six pages including pictures, letters of recommendation, special awards, how the application has demonstrated ingenuity and proficiency, major contributions to improve operations, innovations, etc.
5. Applicant Activities: PNCWA volunteerism, certification, education, and training, public relations (news clipping, tours, public meetings, etc.)

**Submit nominations to OYA coordinator as directed**

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### **Excellence in Water Reuse Award**

The purpose of this program is to recognize recycled water programs that have demonstrated outstanding performance in moving the concept of water reuse forward in the Pacific Northwest region. The focus of the Awards is to recognize outstanding programs, which have demonstrated production and use of recycled water meeting or exceeding state treatment quality requirements. Competitive nominations will have implemented internal application projects or have partnered with others to implement successful application of the recycled water. The Award program is designed to recognize one reuse program each in Washington, Oregon and Idaho. In addition to the individual state Awards, each Award recipient will be considered for receipt of the PNCWA Reuse Program of the Year Award. The committee may choose to recognize both a large and small program in one or more states. The committee encourages small programs to apply.

The water reuse awards program is open to all programs and facilities that produce recycled water, including recycled water projects without public access irrigation. Wastewater treatment plants that use recycled water within the plant site will also be eligible to apply. Purveyors or entities that participated in developing infrastructure to supply recycled water to end users (such as residents or parks) are also eligible. For utilities having multiple wastewater facilities, a separate application may be submitted for each facility if they are not served by an interconnected recycled water distribution system, or they may choose to submit a combined application for the program. Previous winning Programs will not be eligible for an Award for 5 years following their prior award.

#### **Criteria**

- a) Facility performance and compliance with permit requirements;
- b) Efforts and successes of public outreach and education regarding the value and safety of recycled water;
- c) Demonstrated proactive programs to develop and market recycled water;
- d) Activities aimed at advancing the technology of water reuse (research, etc.);
- e) Effective support of recycled water customers;
- f) Finance mechanisms - finance through loans or users pay vs. funded by grants. Innovative financing approach; and
- g) Successful recycled water program with good documentation.

#### **Submit nominations to the Awards Committee**

1. Online nomination form

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## **Municipal Water Protection Award**

This award recognizes municipalities that have contributed to control or prevention of water pollution through construction of pollution abatement facilities; reduction of pollutant discharges; research and development on waste control or elimination, including monitoring the influence of pollutants on receiving waters; and building public understanding and cooperation.

### **Submit nominations to the Awards Committee**

1. Online nomination form

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## **President's Award**

This award is given by the PNCWA president in appreciation of outstanding contributions to PNCWA activities and to fulfilling it's mission. Recipients are chosen solely by the president.

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## **NBMA-PNCWA Excellence in Biosolids Management Award**

This award recognizes significant contributions in the development and implementation of cost-effective and environmentally beneficial biosolids management programs and practices.

### **Criteria**

- a) Current member or active participant of the NBMA and/or PNCWA
- b) A wide range of activities may be considered, including biosolids recycling projects, technological improvements, research, and public acceptance and marketing. Contributions may include:
  - a. Significant recycling/reuse of natural resources
  - b. Consistent cost effective operation
  - c. Excellence in project management
  - d. Sustained excellence in advancing our knowledge of technologies that recycle biosolids
  - e. Resolution of previous biosolids management or utilization problems

### **Submit NBMA-PNCWA nomination form to Association manager**

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## **Select Society of Sanitary Sludge Shovelers (5S's)**

The Select Society of Sanitary Sludge Shovelers is sanctioned by PNCWA but is directed by the members of the Society. The Society gives recognition PNCWA members who have contributed to PNCWA but do not qualify for or have not received other honorary awards or have not served as PNCWA officers. Past receipt of other awards does not preclude membership in the Society. The Society supports PNCWA activities as deemed suitable by the Society, with the approval by the Board. Society members select the nominees. A nominee must be an active member of PNCWA. Honorary membership may be extended to non-members at the discretion of the Society for significant contribution to WEF and the profession of environmental engineering. (Example: The WEF President is attending the PNCWA conference.) The Chair or "pH7" of the Society conducts the induction of new Society members at the annual conference.

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## **Stockholm Junior Water Prize**

WEF coordinates this national competition for high school science projects related to water. PNCWA's Public Education Committee selects a state winner from regional science fairs to attend the national SJWP competition sponsored by WEF and others. PNCWA hosted the 2005 SJWP national competition. PNCWA also honors its SJWP competitors at the annual conference

***NOTE: Stockholm Junior Water Prize and Student Design Competition criteria to be developed.***

## **Pacific Northwest Clean Water Association Past Presidents**

Listed by year elected

1935	Carl E. Green	1972	Charles V. Gibbs
1936	Roy M. Harris	1973	Alfred T. Wallace
1937	W. V. Leonard	1974	Robert E. Pailthorp
1938	John W. Cunningham	1975	Donald J. Benson
1939	William P. Hughes	1976	Doug Olesen
1940	A. D. Butler	1977	Waite Dalrymple
1941	C. D. Forsbeck	1978	Gerry Calkins
1942	Ray E. Koon	1979	Walter L. Berschauer
1943	Max S. Campbell	1980	Dave Wilson
1944	C. V. Signor	1981	Waite Dalrymple
1945	C. V. Signor	1982	Jack Irvin
1946	C. M. Howard	1983	Bill Funk
1947	Herbert C. Clare	1984	Tom Binford
1948	Kenneth H. Spies	1985	Gary Towell
1949	Emil C. Jensen	1986	Mike Matthews
1950	William P. McNamara	1987	Gale Olich
1951	William W. Tinniswood	1988	Doug Christensen
1952	Curtiss M. Everts, Jr.	1989	Paul Klopping
1953	James H. Melton, Jr.	1990	Forrest Butler
1954	Fred Merryfield	1991	Patricia Brown
1955	Edward F. Eldridge	1992	Stan LeSieur
1956	Andrew J. Wahl	1993	George Mason
1957	R. Trumbull Smith	1994	Doug Berschauer
1958	Marvin W. Runyan	1995	J. Michael Read
1959	Robert O. Sylvester	1996	Richard Bishop
1960	Raymond S. Fish	1997	Linda Kelly
1961	Charles S. Zickefoose	1998	Irene Wall
1962	Robert E. Leaver	1999	Ray Hyde
1963	Gilbert H. Dunstan	2000	Mark Walter
1964	Ralph E. Roderick	2001	Owen Boe
1965	Leland L. Sphar	2002	Lynn Moser
1966	Orrin Crooks	2003	Paul Schuler
1967	James R. Boydston	2004	John Poppe
1968	Dale A. Carlson	2005	Steve James
1969	Walter W. Saxton	2006	Dale Richwine
1970	Victor M. Terry	2007	Ron Moeller
1971	Edgar R. Lynd		

## **PNCWA Award Recipients** *(through 2002)*

The Water Environment Federation (WEF) and Pacific Northwest Clean Water Association (PNCWA) may present awards to individuals and organizations that have given extraordinary service to the industry. This document lists award recipients from PNCWA. Please note that awards are not presented in every category every year. *[Note: Any inaccuracies or omissions in this listing should be reported to PNCWA manager.]*

### **The William D. Hatfield Award**

The William D. Hatfield Award is presented to operators of wastewater treatment plants for outstanding performance and professionalism. The award was established in honor of Dr. William D. Hatfield, Superintendent of the Decatur, Illinois Sanitary District, who was President of the Central States Sewage Works Association in 1944-45 and served as President of the Federation in 1958-59.

#### **PNCWA recipients of the Hatfield Award**

1957	Andrew Wahl	1983	Forrest Butler
1958	Kenneth Mathews	1984	John Squires
1960	James Burns	1985	Thomas Kolby
1961	Kenneth Larson	1986	Dick Finger
1963	Samuel Krause	1987	Sam Logan
1964	Art Reisdorph	1988	Donald Caldwell
1966	Charles Munkres	1989	Jay Ulrich
1967	Charles Zickefoose	1990	Marvin Kennedy
1968	Orrin Crooks	1991	Alton Prouty
1969	O. A. Bless	1992	Timothy Pelton
1970	Thomas Barnes	1993	Carlo Spani
1971	Glade Wilson	1994	Bruce Bates
1972	Eugene Davis	1996	Bill Harlan
1973	Clifford Reed	1998	Kim Barte
1974	Paul Page	1999	Urban Wessels
1975	James Easley	2000	Robert Sprick
1976	Edwin Sironen	2001	Jim Fleming
1977	Jack Irvin	2002	Ron Moeller
1978	Clarence Ortman	2003	John Shawcroft
1979	Howard Harris	2004	Miles Beach
1980	Ronald Hathorn	2005	Joe Whisler
1981	Gary Towell	2006	Max Hildebrand
1982	Gale Olrich	2007	Gilbert Sanchez

## **Arthur Sidney Bedell Award**

The Arthur Sidney Bedell Award acknowledges extraordinary personal service to a Member Association, including organizational leadership, administrative service, membership activity, stimulation of technical functions or similar participation. The award is named for the second president of the Federation, who exemplified its purpose by his long devotion and service to the New York Sewage and Industrial Wastes Association.

### **PNCWA recipients of the Bedell Award**

1949	Carl Green	1983	Waite Dalrymple
1952	Ray Koon	1984	Gordon Koblitz
1955	Emil Jensen	1985	David Wilson
1957	Robert Sylvester	1986	Forrest Butler
1958	Kenneth Spies	1987	George Mason
1960	R. T. Smith	1988	Gale Olrich
1961	Gilbert Dunstan	1989	Stan LeSieur
1963	M. S. Campbell	1990	Patricia Brown
1964	Marvin Runyan	1991	Norva Sobotta
1966	Robert Leaver	1992	Bill Hoagland
1967	H. Loren Thompson	1993	Timothy Neketin
1968	Leland Sphar	1994	Woodie Muirhead
1969	Warren Westgarth	1995	Alton Prouty
1970	Arthur Van't Hull	1996	Owen Boe
1971	Ralph Roderick	1997	Carl Jones
1972	V. M. Terry	1998	Skip & Mel Harlan
1973	Ed Lynd	1999	Marvin Daniels
1974	Carl E. Carlson	2000	Dale Richwine
1975	Walter Saxton	2001	Ray Hyde
1976	William Funk	2002	Linda Kelly
1977	Gerald Calkins	2003	J. Michael Read
1978	Charles Zickefoose	2004	Mark Walter
1979	Thomas Binford	2005	Doug Berschauer
1980	Surinder Bhagat	2006	Bob McDaniel
1981	Thomas Krumsick	2007	Irene Wall
1982	James Boydston		

## **George W. Burke, Jr. Award**

This award was established in 1982 in honor of George W. Burke who was instrumental in developing the Federations annual safety awards program. The award encourages effective safety programs in municipal and industrial wastewater facilities.

### **PNCWA recipients of the Burke Award**

1997	Salmon Creek Treatment Plant, Vancouver WA
1999	City of McMinnville, Oregon
2000	City of Gresham, Oregon—OMI
2001	US Filter Operating Services

- 2002 EarthTech, Quincy WA
- 2003 City of Aberdeen, WA
- 2004 City of Hansen, ID (OMI)
- 2005 City of Caldwell, ID (Veolia Water)
- 2006 City of Meridian, ID
- 2007 Clean Water Services, Hillsboro, OR

### **Laboratory Analyst Excellence Award**

This award recognizes individuals for outstanding performance, professionalism and contributions to the water quality analysis profession.

#### **PNCWA recipients of the Laboratory Analyst Excellence Award**

- 1995 Steve Snider
- 1997 James Ollerenshaw
- 1998 Keith Chapman
- 1999 Andy Tiller
- 2000 Steve Snider
- 2001 Paul Jue
- 2003 Angela M. Parrish
- 2004 Rick Schultz
- 2005 Marel Harstad
- 2006 Loren Weideman
- 2007 Victoria Boettcher

### **Public Education Award**

This award recognizes Federation members for significant accomplishments in promoting awareness and understanding of water environment issues through public education programs.

#### **PNCWA recipients of the Public Education Award**

- 1991 Linda Kelly
- 1999 Pacific Northwest Pollution Control Association (now PNCWA)

### **Lyman Ketcham Award**

This award honors members of the Association who have made outstanding contributions in the field of wastewater collection systems maintenance and operation. The award is named for its first recipient, Lyman W. Ketcham, Superintendent of Sewer Utilities, City of Tacoma, Washington.

#### **PNCWA recipients of the Lyman Ketcham Award**

- 1971 Lyman Ketcham, *City of Tacoma WA*
- 1973 Jim Day, *City of Spokane WA*

- 1975 Leland Spahr, *Concrete Products Association of WA*
- 1978 Bud Toy, *City of Corvallis OR*
- 1980 Don Proctor, *City of Bremerton WA*
- 1982 Duane Worley, *Clackamas County OR*
- 1982 Francis Olmstead, *City of Spokane WA*
- 1985 Larry Zandi, *City of Longview WA*
- 1987 Tom Liston, *City of Coeur d'Alene ID*
- 1988 W. H. (Dub) Burnum, *Clackamas County OR*
- 1989 Clint Read, *Des Moines Sewer District WA*
- 1990 Craig Johns, *City of Stayton OR*
- 1991 C.E. "Corky" Mattingly
- 1992 Jene Prudent, *Idaho Falls ID*
- 1993 Jimmie D. Robbins, *Chelan County PUD WA*
- 1994 George Kneese, *City of Hillsboro OR*
- 1996 Wes Reynolds, *City of Seattle WA*
- 1997 John Lewis, *Clackamas Community College*
- 1998 Don Jacoby, *City of McMinnville OR*
- 1999 John Jurgens, *Trenchless Resources International*
- 2000 Bill Peacock, *City of Spokane, WA*
- 2001 Victor Cole, *Municipal Service Company*
- 2002 Mike Myers, *City of Aberdeen, WA*
- 2003 Lynn Moser, *Eagle Sewer District, ID*
- 2004 Richard Dees, *City of Boise, ID*
- 2005 Jim Peterson, *HDR, Bellevue, WA*
- 2006 Linda Dartsch, *City of Portland, OR*
- 2007 Dan O'Malley, *City of Bend, OR*

### **Individual Distinguished Achievement Award**

This award is presented to a member who is most deserving of special recognition as a result of distinguished service rendered in the interest of pollution abatement, and who has contributed fundamentally and practically to the advancement of the industry.

### **PNCWA recipients of the Individual Distinguished Achievement Award**

- 1961 Harold Miller, *Washington*
- 1962 Frederick Burgess, *Oregon*
- 1964 Edward Eldridge, *Washington*
- 1965 Curtis Everets, Jr., *Oregon*
- 1966 Theodore Victor Berry, *British Columbia*
- 1967 Harlan Form, *Idaho*
- 1968 Gilbert Dunstan, *Washington*
- 1969 Stanley Copp, *British Columbia*
- 1970 Roger James, *Washington*
- 1971 Dr. Herman Amberg, *Washington*
- 1972 Kenneth Spies, *Oregon*
- 1973 Vaughn Anderson, *Idaho*
- 1974 Martin Northcraft, *Oregon*
- 1975 Howard Burkhardt, *Idaho*

- 1976 Dick Casouznt, *British Columbia*
- 1977 Bob Wubbena, *Washington*
- 1978 Don Proctor, *Washington*
- 1979 Warren Westgarth, *Oregon*
- 1980 Gerry Calkins, *Washington*
- 1981 Edgar Lynd, *Oregon*
- 1982 Charles Zickefoose, *Oregon*
- 1983 Orlando Dalke, *Idaho*
- 1984 Waite Dalrymple, *Washington*
- 1988 Patrick D. Curran, *Oregon*
- 1989 Carl J. Andersen, *Oregon*
- 1990 Mark Andrews, *Idaho*
- 1995 Tim Neketin, *Oregon*
- 1996 Woodie Muirhead, *Oregon*
- 1997 Stan LeSieur, *Oregon*
- 1998 Dave Hufford, *Washington*
- 1999 Carl Jones, *Washington*
- 2000 Paul Proctor, *Washington*
- 2001 Gil Sanchez, *Idaho*
- 2002 John Poppe, *Washington*
- 2004 Otis Hampton, *Washington*
- 2005 Kathy Cupps, *Washington*
- 2006 Owen Boe, Bill Harlan (*Washington*)
- 2007 Kay Hust, *Washington*

### **PNCWA President's Award**

This award is given by the PNCWA president in appreciation of outstanding contributions to PNCWA activities and to fulfilling its mission.

#### **Recipients of the PNCWA President's Award**

- 1998 Norva Sobotta
- 2001 John Harrison
- 2002 Linda Kelly, Michael Read
- 2003 Chuck Loeffel, Mark Walter
- 2004 Owen Boe, Dave Green
- 2005 Eleanor Allen, Bill Harlan, Jim Hagstrom
- 2006 Sheri Wantland
- 2007 Chuck Zickafoose, Rob Bauer

## Operator of the Year

Idaho, Oregon and Washington may nominate their state's most outstanding operator. The award represents outstanding job performance of regular duties, and individual or collective accomplishments of an experimental, developmental or innovative nature.

### PNCWA Operators of the Year

#### 1993

Idaho Casey Fisher, *City of Coeur d'Alene*

Oregon Jack Reid, *City of Pendleton*

Washington Joan Thomasson, *Olympus Terrace*

#### 1994

Idaho Ross Stout, *S Fork Coeur d'Alene River Sewer District*

Oregon Eric Quinn, *City of Riddle*

Washington James Costello, *Washington Rural Water Association*

#### 1995

Idaho Raymond Hyde, *Idaho Rural Water Association*

Oregon Betty Studer, *J.R. Simplot, Hermiston*

Washington Dale Thayer, *City of Marysville*

#### 1996

Idaho Jeff Jordine, *City of Sandpoint ID*

Oregon William (Dave) Hull, *Winston-Green WWTF, Roseburg OR*

Washington Ed Griffenberg, *City of Everett WA*

#### 1997

Idaho Ron M. Gearhart, *West Boise WWTP*

Oregon Daniel H. Tiedke, *Wolf Creek Job Corps WWTP*

Washington Terry Nemeth, *Shelter Bay Swinomish Tribal Sewer District*

#### 1998

Idaho Greg Pearce, *Nampa ID*

Oregon Rich Nelson, *Myrtle Creek OR*

Washington Mike Trueblood, *Blaine WA*

#### 1999

Idaho Lyle Brouse, *Moscow ID*

Oregon Randy Turner, *Roseburg OR*

Washington Frank Merrick, *Spokane WA*

#### 2000

Idaho Mike Duehlmeier, *Boise ID*

Oregon Joe Dooley, *Roseburg OR*

Washington Ron Eaton, *Cheney WA*

## 2001

Idaho Mike Skow, *Central Orchards Water and Sewer District*  
Oregon Dawn Hanthorn, *OMI Lebanon OR*  
Washington Alan Gregory, *City of Hoquiam WA*

## 2002

Idaho Shane Chacon, *City of Pocatello ID*  
Oregon Max Hildebrand, *City of Corvallis OR*  
Washington Heather Earnheart, *Alderwood Water & Waste water District*

## 2003

Idaho Roger Jacobson  
Oregon James Bray  
Washington Steve Hanenburg

## 2004

Idaho James Bell, *Veolia Water, City of Caldwell*  
Oregon Joe Whisler, *City of Lincoln City*  
Washington Jim Fleming, *City of Centralia*  
**Collections Operator of the Year**  
Washington Kim Ashmore, *City of Centralia*

## 2005

Idaho Bruce Foster, *City of Idaho Falls*  
Oregon Lenee Casteel, *City of Albany*  
Washington Jack La Mont, *City of Everett*  
**Collections Operator of the Year**  
Idaho Brent Morgan

## 2006

Idaho Randy Schwartz, *City of Payette*  
Oregon Richard Abbas, *City of Redmond*  
Washington Steve Hatke, *City of Richland*  
**Collections Operators of the Year**  
Idaho Chris Johnson, *City of Caldwell*  
Oregon Jason Morrow, *South Suburban Sanitary District*  
Washington Mike Meyers, *City of Aberdeen*

## 2007

Idaho Shawn Moffitt, *City of Twin Falls*  
Oregon Andrew Knight, *City of Portland*  
Washington Bruce Wickard, *City of Pullman*  
**Collections Operators of the Year**  
Idaho Doug Jenkins, *City of Nampa*  
Oregon Vance Hardy, *City of Gresham*  
Washington Dan Vanlterson, *City of Kirkland*

## **WEF Life Membership Recipients**

Recipients have achieved 35 years of dues paying membership in the Federation.

### **PNCWA recipients of WEF Life Membership**

Walter Berschauer  
R. H. Bogan  
James Boydston  
Carlyle Briggs  
James Burns  
Gerry Calkins  
Max Campbell  
David Charlton  
Herbert Clare  
Lloyd Clark  
Patrick Curran '02  
Clarence Cuyler  
Leo Farr, Jr.  
William Funk '02  
Tom Haggarty, '00  
Charles Henry  
Ervin Hindin  
Emil Jensen  
Jerry Keesee '02  
Lyman Ketcham  
Paul Langdon '99

Robert Leaver  
Charles Lyon  
Michael Mathews  
Dan Norris  
C. Stanford Olsen  
Roy Peterson '00  
Robert Pailthorp  
Archie Rice  
Marvin Runyan  
Edwin Ruppert  
Walter Saxton  
Robert Seabloom  
Rolf Skrinde  
R. Trumbull Smith  
Leland Spahr  
Robert Spicher '00  
Kenneth Spies  
Ike Stead  
Robert Sylvester  
Norman Waggoner  
Warren Westgarth

## **WEF Quarter Century Operators Club**

To qualify for membership, one must have been a significant, fulltime participant in the water environment industry for 25 years, 10 years of which must have been actively involved in the day-to-day collections, maintenance, operations, laboratory or management of a wastewater collection system or treatment facility.

### **PNCWA Members of the Quarter Century Operators Club**

Owen Boe '98  
J.R. Burns  
G.P. Calkins  
Dan Clark '02  
James R. Croft '99  
Gerald Dennis '89  
Dick Finger '97  
Michael Gavin '02  
Will Haapala '02  
Robert Hall '85  
Bill Harlan '02

Ronald Hathorn '90  
Jack Irvin '85  
Thomas F. Johnson '85  
Marvin L. Kennedy '88  
L.W. Ketcham  
Gary Krahmer '85  
Don Lange '95  
Stan LeSieur '84  
Albert Mannthey '85  
M.B. Matthews '85  
C.E. Mattingly '89

Richard Miller '91  
Mike Myers '92  
Gale Olrich '91  
Clarence Ortman '91  
R.F. Sparling

Ralph Stephenson '95  
Dale Thayer '99  
B. Michael Webb '95  
Charles Zickefoose '86

## **Municipal Water Protection Award**

This award recognizes municipalities that control or prevent water pollution through construction of pollution abatement facilities, reduce pollutant discharges, research and monitor the influence of pollutants on receiving waters, and build public understanding and cooperation.

### **PNCWA recipients of the Municipal Water Protection Award**

- 1962 City of Springfield, OR
- 1963 City of Walla Walla, WA
- 1964 City of Twin Falls, ID
- 1965 Municipality of Metropolitan Seattle, WA
- 1966 City of Salem, OR
- 1967 City of Nampa, ID
- 1968 City of Eugene, OR
- 1970 City of Chehalis, WA
- 1971 City of The Dalles, OR
- 1972 City of Idaho Falls, OR
- 1973 City of Medford, OR & Bear Creek Sanitary Authority
- 1974 City of Sumner, WA
- 1975 City of Hillsboro, OR
- 1976 City of Boise, ID
- 1977 South Fork Coeur d'Alene Sewer District, ID
- 1978 Unified Sewerage Agency, OR
- 1979 City of Wilsonville, OR
- 1980 Pocatello, ID
- 1981 City of Woodburn, OR
- 1982 City of Meridian, ID
- 1983 City of Lincoln City, OR
- 1984 City of Hermiston, OR
- 1988 City of Medford, OR
- 1989 Washington Regional Sludge Management Committee
- 1990 Fremont County, ID
- 1991 Spokane River Phosphorus Management Tech Advisory Committee
- 1994 City of Ketchum/Sun Valley, ID
- 1995 City of Canby, OR
- 1996 Unified Sewerage Agency
- 1997 Kootenai Regional Wastewater Coordinating Committee
- 1998 City of McMinnville, OR
- 1999 City of Gresham, OR
- 2000 City of Caldwell, ID and City of Silverton, OR

## **EPA Operation & Maintenance Excellence Award**

This award recognizes communities that demonstrate a commitment to compliance through outstanding operations and maintenance, heighten public awareness of the contributions of publicly-owned wastewater treatment facilities to clean water, and encourage public support for effective operations and maintenance.

### **PNCWA recipients of the EPA Operation & Maintenance Excellence Award**

- 1986 Meridian, ID  
Aberdeen, ID  
Blackfoot, ID  
Spokane, WA
  
- 1987 Oak Lodge Sanitary District, OR  
Twisp, WA  
Port Orchard, WA  
Lacey/Olympia/Thurston Treatment Plant (LOTT), WA
  
- 1988 Ketchum/Sun Valley, ID  
Grand Coulee/Electric City, WA  
Nampa, ID  
Kuna, ID (national award)
  
- 1989 Newport, WA  
Omak, WA  
West Boise, ID  
Metro - Renton, WA (national award)  
Forks, WA (national award)
  
- 1990 Salem, OR  
Spokane, WA  
Juliaetta, ID  
Odell Sanitary District, OR (national award)
  
- 1991 Garfield Bay Water & Sewer District, ID  
Lafayette, OR
  
- 1992 City of Medford, OR  
Roseburg Urban Sanitary Authority, OR
  
- 1993 City of Blackfoot, ID  
City of Cannon Beach, OR  
Unified Sewerage Agency, Hillsboro, OR  
City of Morton, WA  
City of Forks, WA
  
- 1996 Chamber Creek Treatment Plant, Pierce County, WA

- 1997 Edmonds Wastewater Treatment Plant
- 1998 City of Cheney Wastewater Treatment and Reclamation Plant
- 2000 City of Gresham, OR  
City of Richland, WA

### **EPA Industrial Pollution Control Award**

This award encourages improvement in practices of industrial waste disposal and reporting by publicly recognizing an industry that has contributed to control or prevention of environmental pollution.

### **PNCWA recipients of EPA Industrial Pollution Control Award**

- 1990 A-1 Engine and Radiator Shop, *Blackfoot ID*  
Aero-DDL, Regional Award, *Beaverton OR*  
Atlantic Richfield Company/Cherry Point Refinery, *Ferndale WA*
- 1991 American Linen, *Blackfoot ID*  
J. R. Simplot Company Food Group, *Hermiston OR*  
Hewlett Packard, *Vancouver Division, WA*
- 1992 Hecla Mining Company, Yellow Pine Unit, *McCall ID*  
James River Corporation, *Halsey Recycling Plant OR*  
Hansen Fruit & Cold Storage Company, *Yakima WA*
- 1994 WEST-TAC  
Inland Empire
- 1995 Columbian Newspaper

## **Select Society of Sanitary Sludge Shovelers (5 S's)**

The Select Society of Sanitary Sludge Shovelers is sanctioned by the Association but directed by the members of the Society. The purpose of the Society is to give recognition to those members who have contributed to activities during the years, but who do not qualify for, or have not received other honorary awards.

### **1979 Spokane**

Forrest Butler  
George Mason  
Marvin Daniels  
Howard Harris  
Gary Towell  
Warren Westgarth  
Clarence Ortman

### **1980 Seattle**

Carl Carlson  
Art Reisdorf  
Karen Maust  
Tom Binford  
Ed Lynd  
Jack Irvin

### **1981 Portland**

Ralph Baggerly  
Chuck Zickefoose  
Ed Sironen  
Tom Krumsick

### **1982 Vancouver, BC**

Surinder Bhagat  
Stan LeSieur  
Carl Andresen  
James Felton  
Paul Klopping  
William Funk

### **1983 Boise**

Mike Mathews  
Robert Hall  
Mike Gann  
Doug Christensen  
Gerald Calkins

### **1984 Eugene**

Donna Heppell  
Gale Olrich

John Squires  
Waite Dalrymple

**1985 Seattle**

Patricia Brown  
Skip Harlan  
Emil Benz

Bill Hoagland

**1986 Portland**

Dave Wilson

Tom Kolby

Dan Leonard

**1987 Spokane**

Tim Neketin

Norva Sobotta

**1988 Coeur d'Alene**

Holly Mason

Diane Hickman

Tom Johnson

Shirley Rollins

**1989 Eugene**

Don Caldwell

Woodie Muirhead

Gordon Nicholson

**1991 Portland**

Irene Wall

Dick Finger

Fred Rowe

**1992 Boise**

Owen Boe

Doug Berschauer

**1993 Seattle**

Jerry McMackin

**1994 Spokane**

J. Michael Read

**1995 Eugene**

Mike Myers

Linda Kelly

**1996 Boise**

Steve Wilson

Carl Jones

**1997 Seattle**

Richard Bishop

Jim Croft

Dave Hufford

**1998 Portland**

Mark Ronayne

John Poppe

Ed Griffenberg

**1999 Bellevue**

**2000 Coeur d'Alene**

Dale Thayer

Mark Walter

**2001 Bend**

Al Prouty

Larry Annen

Sue Baumgartner

Heather Stephens

Jim Penkert

Bud Ruther

**2002 Yakima**

Jim Clark

Sue Lawrence

Chuck Loeffel

Jim Fleming  
Ron Moeller  
Lynn Moser

Paul Schuler

# **PNCWA Marketing Plan**

## **December 2002**

### **Introduction**

A marketing plan will help Pacific Northwest Clean Water Association (PNCWA) leadership understand the market in which we compete in order to set strategic initiatives, goals and objectives to carry out the mission of the organization. The plan will help focus PNCWA on core capabilities and a specific market niche to allocate resources appropriately and meet performance objectives. The plan answers these questions: What is our business? Who is our customer? What is the value to the customer? What will our business be? What should our business be?

PNCWA needs a clear concept of its services, the correct pricing strategy for them, and best methods for promoting products and services. In 2001, an analysis of the current state identified our value, customers, demographics and buying behaviors.

### **What is the Value?**

PNCWA provides technical information to its members and the general public, and a venue for water environment professionals to network and associate. The value to the consumer is in the continuing education training classes necessary for engineering registration and operator certification. Our customers need:

- Continuing education units (CEUs)
- Networking with other wastewater industry professionals
- Publications and industry information (newsletter, magazines, website, etc.)

### **Who are the Customers?**

Purchasers of PNCWA membership services are wastewater industry managers, wastewater operators, public works and municipal professionals, consulting engineers, and equipment suppliers focused on the municipal wastewater market.

### **Customer Demographics**

Our typical consumer works in the wastewater industry in Oregon, Washington, or Idaho and joins through their Water Environment Federation (WEF) affiliation. Most are men over 18 years of age with educations ranging from high school to Ph.D. Income levels range from \$20,000 to over \$100,000. We do not compile ethnic, religious or racial data, although it is readily apparent that minorities are not well-represented in our membership. Members are interested in the water environment and "outdoor" activities, most are conservative in approach, and many do not enjoy the networking value of membership.

### **Buying Behaviors**

Employers drive the decision to purchase membership, generally paying the dues. Many managers recognize the value of PNCWA and encourage membership and involvement. Those who do not are a potential market. Because the employer pays the fees, our individual customers would not be responsive to price changes or promotions.

Members become aware of PNCWA when they enter the water environment field from the activities of other members who are co-workers, clients, or consultants. They receive

information by word-of-mouth or on the Internet, and purchase services and become members at local Section meetings, regional conferences, and national conferences. They may join by using a membership form in the WEF magazine, a WEF or PNCWA application distributed by other members, or as part of a conference registration. After evaluation of alternative and substitute products, they will purchase if the perceived value is worth the price. Before renewing annually, members evaluate whether they received the value they purchased.

Purchase behavior correlates to the importance or perceived risk to the buyer; high or low risk correlate to high or low involvement (Impulse purchases are low involvement.). Knowing whether the product is a high or low involvement purchase helps identify the best methods to market the service.

Due to the price, PNCWA membership can be perceived as a high or low involvement purchase. WEF/PNCWA membership is \$98.00 per year for an individual, while PNCWA-only dues are \$20.00 per year. Dues for Sections range from zero to \$10, and do not include PNCWA member benefits. Training, workshops, publications, and other types of services cost more than \$20 and often require employer approval.

### **Market Analysis**

Market analysis looks at potential consumers, market sizes and trends. Here, we identify the relevant market, where the product is in its life-cycle, and the key competitive factors in the industry.

### **Relevant Market**

PNCWA's current market includes professionals employed in the wastewater industry in Oregon, Washington, and Idaho (treatment plant managers and administrators, wastewater plant operators, collection system and maintenance personnel, consulting engineers and equipment sales personnel).

Table 3.1 estimates the total number of potential members in the three states.

<b>Table 3.1 Total Number of Potential Members by State and Classification</b>			
<b>Classification</b>	<b>Oregon</b>	<b>Washington</b>	<b>Idaho</b>
Plant Managers and Administrators	165	220	70
Certified Operators	1550	1875	600
Maintenance and Collection Personnel	50	50	50
Consulting Engineers	185	200	80
Equipment Suppliers and Sales Reps	35	50	35
Regulators	10	10	10
<b>Total</b>	<b>1995</b>	<b>2,405</b>	<b>845</b>
<b>Three-state Total</b>	<b>5,245</b>		

PNCWA currently has approximately 1,500 members, down from a peak of 1550 in January 1999. Membership has been steadily declining for the past few years according to WEF records.

PNCWA is serving less than one third of the 5,245 potential members. Therefore, we should continue to focus on professional wastewater personnel until this market is saturated. We should continue to focus on the wastewater professional, so as not to dilute the networking value of products and services.

### **Product Life Cycle**

Product life cycle describes the growth of sales as new market segments become aware of and begin purchasing the product. The four phases are: introduction, growth, maturity, and decline.

PNCWA's product is in the maturity stage for wastewater industry professionals. They know how to join, the products and services, and the value and benefits of membership. Few competitors or choices offer the benefits of PNCWA membership, so the product is not in decline. For potential members outside the wastewater industry who are unaware of PNCWA, the product is in the introduction phase.

The product life cycle is very short for technical information including directories, which quickly become obsolete. To have value, this information must be disseminated rapidly.

### **Key Competitive Factors**

Five key factors of competition are: quality, price, advertising, research and development, and service. All impact how to approach the market. PNCWA competes best on price and service, with growing emphasis on quality.

PNCWA's primary competitors are the American Water Works (AWWA), the Oregon Association of Clean Water Agencies (ACWA), the Northwest Biosolids Management Association (NBMA), the Association of Metropolitan Sewerage Agencies (AMSA) and the National Rural Water Association (NRWA). Private training firms and WEF also compete for the same dollars, as does the choice not to join any professional organization.

Several competitors have specific market niches, but all compete for the same individuals and organizations PNCWA would like as members. Although AWWA and NRWA target drinking water professionals, many of PNCWA's members also operate drinking water systems especially in rural communities. NBMA was created to fill a void of activities targeted to biosolids specialists. ACWA and AMSA target membership through employers, focusing on the needs of the agencies. Private training firms provide CEUs to operators for a higher fee than the PNCWA. WEF also provides CEUs and technical information, typically for a higher price at a more distant location.

The term "competitor" is relative, as many PNCWA members also belong to these other organizations and this crossover might actually enhance the value of membership. Because PNCWA is a volunteer-driven organization that is only as strong as its active volunteers, the greatest "competition" may be the effect of stretching volunteers too thin.

## Competitive Analysis

<b>Competitor</b>	<b>Value Proposition</b>	<b>Customer Profile</b>
PNCWA	Networking Technical Information Training	Wastewater Treatment and Collection Professionals
AWWA	Specifications, Equipment Evaluation Lobbying Networking Technical Information Training	Water Professionals
ACWA	Technical Information Networking	Wastewater Utilities
NBMA	Networking Technical Information Training	Wastewater Professionals focused on Biosolids
AMSA	Regulations Lobbying Technical Information	Wastewater Utilities
NRWA	Networking Technical Information Training	Rural Water Professionals
Private Training Companies	Training	All Professionals that Require CEUs
Not joining	Lowest cost, least effort	All people

### Distribution Channels

Products and services are delivered by a variety of distribution channels that influence price and marketing. Direct and indirect distribution channels for PNCWA networking, technical information, training products and services are discussed below.

### Networking

Networking value is delivered at local Section meetings, regional conferences and in committee activities. Section meetings are indirect distribution, with the local Section as intermediary. Conferences and committees deliver services directly to the user or consumer. Networking is not the primary value for all members, although equipment suppliers probably join for this value. We have better control with direct distribution, but PNCWA interests are protected by the participation of PNCWA officers in Section meetings. Currently, about 30 percent of PNCWA revenue can be attributed to networking.

### Technical Information

PNCWA provides technical information directly through the website, conference proceedings, books, CDs and other media. Other than conferences and workshops, PNCWA has done little to develop technical information products. Conference proceedings have not been marketed consistently. So few income-producing activities fall into this category that we cannot ascertain the value of this service. Sales of the

microorganism CD were strong, suggesting that ventures in technical information products might be profitable.

### **Training**

Training includes short-schools, regional conferences and seminars. The annual conference is the main source of revenue, and PNCWA has total control over the cost, price and profit. Training is the primary reason most people join and pay dues, and has provided approximately 70 percent of PNCWA income.

### **Developing the Marketing Mix**

Based on the analysis of the consumer, the market, the competition, and the distribution channels, PNCWA leadership must determine the proper marketing mix of product, price, promotion, and place.

### **Products**

Features, fit and brand are what differentiate PNCWA products. For an organization of this the product fit is excellent. Networking, technical information and training are interdependent and mutually supportive. Strategic improvements to each product and distribution can increase the viability and future success of the organization.

Few can offer networking and training of equal caliber for the same price as PNCWA. Most of the leading wastewater organizations are members, and this greatly enhances the value of joining and participating, a feature not duplicated by the competition. The tight focus of PNCWA product fit is beneficial to a volunteer-driven organization that depends upon volunteers to accomplish long-range goals.

The brand association by affiliation with an international parent organization such as WEF helps with name recognition and membership recruitment. WEF's benefits are passed through to PNCWA members when the member joins both organizations. PNCWA has the local rights to the WEF membership and has "cornered" this market.

PNCWA's product life cycle is generally in the mature stage for wastewater professionals. Although PNCWA has a significant portion of this market, the growth potential is significant based on the data in Table 3.1. To fully saturate the market and optimize services to members, PNCWA should continue to add new products and features.

Technical information, such as books, CDs, and directories are products that PNCWA occasionally offers. These products have a short life cycle and a potential for a large profit. PNCWA should continue to pursue opportunities for providing new and innovative information.

### **Place**

The place of the sale affects the perception of the product and the target market, and distribution strategy can differentiate the product from the crowd.

PNCWA membership is typically sold at conferences and section meetings, the proper place for membership sales. New customers see others "using" the products and services, and the participation of others increases the value to the new member. PNCWA members are the greatest and most powerful sales force, selling products to their professional colleagues.

The website is a powerful marketing tool that has been underutilized. Membership application and renewal should be available on-line. Easier access removes barriers to joining, and provides better service to members. On-line membership could significantly impact new memberships, and would reinforce the loyalty of existing members.

Technical information and products such as directories, shirts, and logo-related items should be sold at every opportunity, every event and on the website. PNCWA must add the capability to sell information and items on the website.

Of note, cost-effective training on-line might increase revenues but would diminish the other values provided to members.

**Promotion**

The goal of promotion is to affect buyer behavior to create awareness, interest, trial, repurchase, and loyalty. This is done through advertising, personal selling, sales promotions, public relations and publicity, and direct selling.

PNCWA is well-known throughout the wastewater industry and little advertising is needed to build awareness among consultants, managers, operators, and equipment suppliers who already know the function and mission of the organization. Most people in the industry have been PNCWA members at some time during their careers. Trial of the product can be encouraged by including membership in conference registration.

Logo items should be provided at every event for name recognition, especially with the name change. The website is a key promotional item; its address [www.pncwa.org](http://www.pncwa.org) should be included in all communications and added to the logo.

**Price**

Pricing dramatically affects the marketing mix, channel of distribution and promotional program. Pricing can differentiate PNCWA products better than any other method.

In the past, price was determined by adding a desired profit to the cost. Even in a non-profit organization, this is not the way to set prices. Price should reflect the perceived value to the consumer. If the price is commensurate with the benefits provided, it is a good value to the consumer. Competitor prices can be matched if the perceived value is the same.

We can presume that membership will not change with a reasonable price increase. This is especially true for equipment suppliers and consultants who are purchasing the networking value. Operators join to obtain CEUs, which are required regardless of price.

PNCWA's current price is \$20 per year. The chart below compares prices with similar organization.

Organization	Regional Conference Price	Individual Annual Dues	Operator Dues	National Dues	Student Dues
PNCWA	\$285 3-day	\$20	\$62	WEF \$98	\$40
AWWA	\$300 2-day	-	\$50	\$99	\$32
NRWA	\$300/\$150 small	-	-	\$150-340	-

AMSA	N/A	-	-	> \$825	-
ASCE	-	-	-	\$50 - 215	-
NBMA	\$295 3-day	-	\$50	-	-
ACWA	\$200-335	-	-	-	-
ERWoW	\$95 3-day	\$60	-	-	-

It must be noted that conference prices are difficult to compare accurately. The cost and subsequent net income is dependent upon related expenses such as meals and speaker expenses, which can vary significantly.

None of the comparable organizations has a pricing scheme exactly like PNCWA. For example, some have national memberships only, or utility memberships based upon population served.

Another price related factor is the multi-tiered structure. PNCWA members may pay Section dues, plus PNCWA-only dues or joint WEF/PNCWA dues. Many Section members have not joined PNCWA. Some Sections are investigating why so few of their members belong to PNCWA. It might be wise for PNCWA to support these investigations, and consider a direct marketing campaign to the Sections.

As mentioned previously, technical information has a short life cycle. It should be priced high to make the most profit in the shortest time period.

A similar value approach should be taken for the regional training programs. The programs are generally higher quality and deliver a higher value, so the price should be higher.

Although the PNCWA is a non-profit organization, a profit must be made on certain products or services to contribute funding to critical missions that do not generate sufficient revenue to be self-supporting, such as Public Education. This type of subsidy is normal in any business. PNCWA can no longer afford to have a non-profit mindset for all activities

## Marketing Mix Recommendations Summary

### **Product**

PNCWA's business should continue to focus on service to wastewater professionals. Our members are technical professionals who understand the technical but not the public relations aspects of being an "environmental" organization. Other organizations such as the Sierra Club serve this segment well, and PNCWA should not strive to compete with them.

PNCWA's target market has not been saturated. Ongoing requests for technical training prove wastewater operators and utility managers are under-served. PNCWA could saturate the market within 10 years by doubling the number of members every 5 years, or by each member recruiting a new member every five years.

PNCWA's products should continue to be networking, technical information, and training. Many improvements can be made to deliver more high quality products and services at reasonable prices. Networking benefits can be enhanced with better and more up-to-

date membership directories such as the membership CD produced in 2002, a volunteer database for tapping into unused talents, and more local events. Dissemination of technical information can be improved by investing in technical guidance documents, readily available conference paper proceedings, and timely, relevant information on the website. Training can improve with more workshops and a higher level of involvement in short schools. Strategic partnerships for joint workshops have worked well, and should be expanded.

A great area of need is within the Operator CEU program. PNCWA should form a task force and become actively engaged in efforts in Idaho, Oregon and Washington to improve the CEU certification process and seek reciprocity between the states. Organizations perform these tasks for profit, but there is still a need for major improvement.

**Place**

The primary marketplace for PNCWA membership should continue to be local section meetings, workshops and regional conferences. PNCWA should also market membership at partner conferences, including AWWA and Rural Water. PNCWA has a new exhibit and fulltime staff that can be utilized in this effort. Membership application and renewal will be available via the website in 2003, as will the sale of other products and services. The on-line registration for the 2002 annual conference was very successful.

**Promotion**

Direct selling to people in the industry is the easiest and best way to sell services, and should be continued. One area ripe for promotion is employers and public agencies. A significant number of agencies and businesses have two to twenty or more PNCWA members, but many large agencies and businesses have none. These employers should be targeted for membership promotion. Another area ripe for expansion is to the sale of promotional items on the website, a relatively simple and inexpensive method of selling products.

**Price**

Membership dues should be increased after the website and other services are upgraded. To offset the cost of membership, PNCWA should develop a sponsor menu in which each sponsor chooses to join and is provided a certain level of benefits for each level of sponsorship. Sponsorships would last a year. An example sponsorship menu is included in the appendix.

<b>Recommendations Summary</b>	
Products	Networking, Technical Information, Training
Market	Wastewater Professionals – Operators, Managers, Maintenance, Collections, Laboratory, Consulting Engineers, Sales Representatives, Regulators
Delivery	Direct selling at section meetings, local short schools, conferences, in newsletter and WEF publications. Website membership renewals and website product/information sales.
Price	Develop better sponsorship programs and increase price paid by individual members.



## **PNCWA Sponsorship Opportunities 2003**

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PNCWA is a non-profit, volunteer driven organization that relies on sponsor support to provide premium services. Many sponsorship opportunities are related to the annual conference to be held September 14 – 17 in Boise, Idaho. Others include the recently upgraded website, the popular membership directory CD, advertising in the quarterly newsletter, and the new Clean Water Benefactor which supports vital Water for Humanity, Stockholm Junior Water Prize, Teacher Awards, and Students & Young Professionals activities. For the first time, PNCWA is offering sponsor packages for the convenience of our valued sponsors. Now, your company can choose a sponsor package worth more than if you purchase the items separately. Package sponsors will not be solicited for additional support, although they are welcome to sponsor more than the package includes.

<b>Conference Champion</b> <b>\$1,500</b>	Your name and logo displayed: <input type="checkbox"/> During Monday Dinner and Tuesday Banquet <input type="checkbox"/> Inside cover of annual conference program. <i>Limit of five.</i>
<b>Operations Challenge Sponsor</b> <b>\$500</b>	Your name and logo displayed: <input type="checkbox"/> During local competition at annual conference <input type="checkbox"/> In annual conference program thank you <input type="checkbox"/> On thank you board at national competition at WEFTEC <input type="checkbox"/> Banner at national competition at WEFTEC
<b>Annual Conference Session Sponsor</b> <b>\$250</b>	<input type="checkbox"/> Your logo or message displayed during three sessions. Choice of sessions on first-come basis. <i>Limit of five.</i>
<b>Pre-conference Workshop Sponsor</b> <b>\$250</b>	<input type="checkbox"/> Your logo or message during the workshop. Choice made by first paid sponsor. <i>Limit of two.</i>
<b>Coffee Break Sponsor</b> <b>\$500</b>	<input type="checkbox"/> Supply your logo mug or other promotional items. <input type="checkbox"/> Name and logo displayed during the break. <i>Limit of six.</i>
<b>Operators Breakfast</b> <b>\$1,000</b>	<input type="checkbox"/> Name and logo on welcome board <input type="checkbox"/> Special acknowledgement during breakfast. <i>Limit of one.</i>
<b>Tuesday Night Hospitality</b> \$300	<input type="checkbox"/> Name and logo displayed on thank you board during event. <i>Limit of five.</i>
<b>Consultant's Gallery</b> <b>\$300</b>	<input type="checkbox"/> Display and staff your consulting firm's booth on Monday in the Exhibitor's Hall.
<b>Golf Balls</b> <b>\$500</b>	<input type="checkbox"/> Supply golf balls with your logo and PNCWA log, to be distributed as agreed. [No golf tournament is scheduled.]

<b>Membership Directory CD Sponsor—Label</b> <b>\$1,000</b>	<input type="checkbox"/> Your company logo on the membership directory CD label. <input type="checkbox"/> Your logo and hotlink appear every time the CD is used. <i>Limit of one.</i>
<b>Membership Directory CD Sponsor</b> <b>\$500</b>	<input type="checkbox"/> Your logo and hotlink appear every time the CD is used. <i>Limit of nine.</i>
<b>Website Sponsor</b> <b>\$750</b>	<input type="checkbox"/> Your company logo and hotlink appear on the sponsor page of the newly upgraded PNCWA website. <i>Limit of ten.</i>
<b>Newsletter Advertiser</b> <b>\$1,600</b> Full Page <b>\$ 800</b> Half Page <b>\$ 500</b> Quarter Page <b>\$ 250</b> Business Card	<input type="checkbox"/> Your advertisement published in four issues of PNCWA's quarterly newsletter, mailed to 1600+ members and associates.
<b>Clean Water Benefactor</b> <b>\$500</b>	<input type="checkbox"/> Your logo on promotional materials for the project of your choice: Water for Humanity, Stockholm Junior Water Prize, Environmental Education Teacher's Award, Students and Young Professionals.
<b>Primary Sponsor Package</b>  <b>\$4,000 per year</b> <b>(Value \$4,550)</b>	<input type="checkbox"/> Conference Champion <input type="checkbox"/> Operations Challenge Sponsor <input type="checkbox"/> PNCWA website posts your logo and a link to your website <input type="checkbox"/> Your logo appears every time the PNCWA membership directory CD is used <input type="checkbox"/> 4 free ½ page ads in PNCWA newsletter mailed to 1,600+ <input type="checkbox"/> Clean Water Benefactor for the project of your choice
<b>Secondary Sponsor Package</b>  <b>\$3,000 per year</b> <b>(Value \$3,250)</b>	<input type="checkbox"/> Coffee Break Sponsor <input type="checkbox"/> Operations Challenge Sponsor <input type="checkbox"/> PNCWA website posts your logo and a link to your website <input type="checkbox"/> Your logo appears every time the PNCWA membership directory CD is used <input type="checkbox"/> 4 free ¼ page ads in PNCWA newsletter mailed to 1,600+ <input type="checkbox"/> Clean Water Benefactor for the project of your choice
<b>Tertiary Sponsor Package</b>  <b>\$1,500 per year</b> <b>(Value \$1,750)</b>	<input type="checkbox"/> PNCWA website posts your logo and a link to your website <input type="checkbox"/> Your logo appears every time the PNCWA membership directory CD is used <input type="checkbox"/> 4 free Business Card ads in PNCWA newsletter mailed to 1,600+ <input type="checkbox"/> Annual Conference Session Sponsor

**To become a sponsor, please contact  
PNCWA manager or Committee Chair.  
[www.pncwa.org](http://www.pncwa.org)**



# PNCWA and WEF Logos

These are the official PNCWA and WEF logos. Use them only in accordance with the PNCWA Logo Use Policy. Request files of the logos from PNCWA manager.



# **PNCWA Benefits and Services for Sections and Regions**

The obvious benefits of PNCWA membership are training, CEUs, professional networking and interaction with others facing the same challenges. Dues paying members also receive substantial discounts on PNCWA's Annual Conference, specialty workshops and logo products. Special products and services that are free to members include the quarterly newsletter, membership pin, and membership directory.

## **For Sections and Regions Only**

Sections and Regions are an integral part of PNCWA's organizational structure. As such, the PNCWA Board of Directors provides them organizational and leadership support and an array of valuable services without charge, from liability insurance to publicity. The Board's intent is help the Sections and Regions develop and retain strong leaders, contain costs, and increase visibility with the ultimate goal of better service to the membership.

Services provided especially for the Sections and Regions include:

### PNCWA Name and Logo

The Sections and Regions are allowed to use the PNCWA name and logo for their events and publications. The PNCWA name and logo give instant recognition and enhance marketability because we've been the "go to" organization for wastewater professionals in Idaho, Oregon and Washington since 1935. People know and trust PNCWA to deliver high quality training at an affordable price and to provide unparalleled networking opportunities.

### Directors and Officers Liability Insurance

PNCWA provides Directors and Officers liability insurance free of charge to Section and Region officers to help protect them against potential claims faced by all nonprofit decision-makers. The PNCWA Board elected to pay more to cover Section and Region leaders so that volunteers would be encouraged to serve without fear of being sued. The annual cost to PNCWA for this additional insurance is \$75 per Section and Region.

### Nonprofit Postage Permit

PNCWA is a 501 (c) (3) nonprofit organization and holds a nonprofit postage permit in Oregon, which greatly reduces the cost of postage. Sections and Regions may use the permit for discounted postal rates for training and workshop mailings if arranged in advance to receive permission from the U. S. Postal Service.

### Credit Card Processing

PNCWA is authorized to process credit cards, and offers to process credit card payments for Section and Region workshop and short school registrations. This service is free of charge except for the bank fee that is automatically charged to PNCWA (currently 3 percent of the transaction amount). The ability to accept credit cards can increase attendance at events, and brings in revenue earlier and more reliably than checks and purchase orders.

#### PNCWA Mailing Lists and Databases

PNCWA's combined membership of WEF/PNCWA and PNCWA only members exceeds 1500. The mailing lists and databases are available to Sections and Regions to be used to promote workshops, short schools, and other events. When appropriate, PNCWA may also share mailing lists from other organizations with which PNCWA has formal partnering agreements. Up to date mailing lists are invaluable for marketing trainings.

#### PNCWA Website and Section Websites

The PNCWA website maintains a page dedicated to Sections and a current roster of Section presidents. PNCWA offers a discounted web hosting fee for Sections that choose to host their website through the PNCWA site, and free links to Section websites that are not hosted by the site. The Training and Events calendar and News pages also publicize meetings and workshops, greatly enhancing publicity at no cost to the Section or Region.

#### PNCWA Newsletter

Sections and Regions are encouraged to publicize their calendar of events, news and accomplishments free of charge in the quarterly PNCWA newsletter that is mailed to more than 1500 water environment professionals. The publication also lists a current roster of Section Presidents.

#### Email Broadcasts

PNCWA staff currently has limited ability to broadcast email messages to more than 1,000 water environment professionals. The capability will increase as more people sign up for PNCWA's email list through the website.

#### Leadership Training

The PNCWA Board of Directors developed the Learn to Serve, Serve to Learn training to help Section and Region volunteers develop their leadership skills. The training is available free of charge to Section and Region leaders.

#### Conference Call Service

PNCWA maintains an account with a telephone conference call service. Regions and Sections may use this service for their conference call meetings and reimburse PNCWA for the call charges.

# Annual Conference Guide

It is the Conference Committee's responsibility to plan and execute an annual conference that delivers outstanding training and networking opportunities while returning a profit to the Association. This guide outlines the key tasks for a successful conference, but the Conference Committees are encouraged to be creative and resourceful in response to innovations and the unique features of each conference venue.

## Basic Conference Format

### Sunday

7 am	Registration opens
9	Pre-conference Workshops (if applicable) Board of Directors meeting
Noon	Lunch ( <i>workshop and Section Exchange attendees</i> )
1 pm	Section Exchange ( <i>PNCWA Board, Section Leaders</i> )
4:30	Operations Challenge
5	Meet and Greet Social (no host)
7	President's Dinner ( <i>by invitation; leadership and spouses</i> )

### Monday

7 am	Breakfast
7	Exhibitors Hall opens
7	Registration opens
8	General Session/Keynote—President presides; welcomes keynote, WEF guest
Noon	Awards Luncheon—VP presides ( <i>Head table: Pres, VP, WEF guest, Awards Chairs; WEF guest hands out awards for Safety, Operator of the Year, SJWP, Education, Biosolids Excellence</i> )
1:30 pm	Afternoon Sessions
5	Social Hour (no host)
7	Fun Night Dinner

### Tuesday

7 am	Breakfast
7	Operators Breakfast ( <i>by ticket only</i> )--local Regional Director presides Introduction, acknowledge OYA winners, presentations
7	Exhibitors Hall
7	Registration
8	Morning Sessions
Noon	PNCWA Business Lunch—( <i>Head table: Board and WEF guest</i> ); President presiding: Call to Order Introduction of Head Table Federation Directors Report Treasurer's Report (Auditor's if applicable) Nomination and election of officers Past President presiding: Nomination and election of officers
1:15 pm	Afternoon Sessions
6	Social Hour (no host)

- 7 Banquet—President presides (*Head table: Board, WEF guest, Conference Chair, spouses-- reserved tables in front for life members, Committee Chairs and other special guests*)  
 President presiding:  
     Introduce head table, conference chairs, Life Members present  
     Acknowledge award winners from Monday  
     Present WEF Safety, Hatfield, Bedell, Burke, Ketcham, etc.  
     WEF Guest speech  
     Outgoing President's message  
     Gift to WEF guest  
     President's Award  
     Introduce new President  
     New President (passing and acceptance of the gavel)  
     Service award to outgoing president  
 Induction of new Select Society of Sanitary Sludge Shovelers  
 Entertainment (optional)

### **Wednesday**

- 7 am Breakfast  
 8 Morning Sessions  
 Noon Conference ends; Board and Conference volunteers debrief  
 (Afternoon sessions optional.)

## **PNCWA Annual Conference Planning Timeline**

The PNCWA annual conference takes place in September or October. This timeline suggests the sequence of events for an October conference, and must be adjusted accordingly for a September conference. (See Basic Conference Format)

### **Year before the conference:**

**Summer** President, Conference Committee Chairs and staff establish and maintain contact. Invite the next year's conference chairs to attend the planning process.

**October** President, Conference Committee Chairs and staff attend conference debrief, usually on Wednesday after conference events are done.

**November** Conference Committee Chairs begin regular meetings by conference call, recruit and develop conference volunteers, and work with the President and Association manager to develop: conference theme, presentation categories and format, opening Session ideas (if applicable), identify attendee gifts, plant tours, and any special features that are not part of the traditional conference format. The Conference Chair prepares a draft budget and schedule of events.

### **Year of the conference:**

**January** President chooses the conference theme. Conference Chair and Association manager coordinate development and distribution of the Request for Abstracts (direct mail, email, newsletter, website, partner organizations, other MAs, etc.) Conference Chair submits draft budget to the Board for approval

**February** Conference Chair starts attending Board meetings. Continue to publicize the Request for Abstracts. Contact the facility events coordinator and tour the conference facilities. Contact and confirm keynote speakers. Retain conference entertainment, transportation, and related amenities. Begin to develop pre-conference workshops. Consult with graphic designer for ideas and cost of conference logo (if desired), banners, registration brochure, program booklet, awards luncheon program, conference signs, etc.

**March** Follow up on abstracts; seek additional presenters if necessary.

**May** Deadline for submission of abstracts. Program Committee reviews abstracts, selects presenters, finalizes the technical program schedule and notifies presenters. Review menu options for meals and breaks. Develop and mail "hold the date" post cards with hotel information. Manufacturers and Representatives Committee prepares and mails exhibitor packets.

**June** Develop draft conference brochure; include keynote speaker, WEF guest, Exhibitors Hall, Operations Challenge, Consultants Gallery, pre-conference workshops, awards events, etc.

**July-August** Develop final conference registration brochure; print and mail. Order the attendee gifts. Open on-line registration and begin processing early registrations.

**September** Finalize facility layout for sessions and events, AV needs. Develop and print program booklet. Produce signage for conference sessions.

**October** Train registration desk volunteers. Stuff registration packets, name badges, arrange registration desk. Bring logo store items, PNCWA exhibit, newsletters, membership applications, etc. to the conference. **Enjoy the conference!**

# Conference Planning Tasks

Thousands of tasks go into planning and delivering a successful conference. Many of the key tasks are listed here, in general groupings that can be assigned to volunteers and subcommittees as appropriate.

## General

The Conference Chair is responsible for these key tasks:

- Develop conference theme and logo
- Develop conference budget with target net proceeds set by the Board
- Coordinate with Association manager to prepare a conference Playbook for the Board and special guests which includes schedule of events, each person's roles, special attire, etc.
- Debrief with committee chairs after the conclusion of the conference
- Provide recognition or gifts for conference volunteers (luncheon, gift certificates)
- Provide final report to PNCWA Board

## Budget

The Conference Chair is responsible for these key tasks:

- Determine anticipated net profit in the annual budget
- Identify the number of complimentary rooms to be provided by the facility
- Purchase and arrange for presentation of a gift for the WEF officer
- Solicit conference sponsors (coordinate with general sponsorship campaign)
- Analyze committee plans and costs
- Develop conference registration fees
- Set refund policy (generally 90% if received before conference)
- Prepare final budget for Board approval
- Follow these guidelines for registration, travel and accommodations:
  - a) Presenters are expected to register for and pay the conference fees. Exceptions may include the keynote speaker and any presenter for whom the registration fees have been waived by the Conference Chair in accordance with the approved conference budget.
  - b) Provide complimentary registration for invited WEF guests, OYA winners and any WEF Life Members who attend.
  - c) Complimentary hotel rooms are reserved at the conference hotel and paid for from the conference budget for the PNCWA President, President Elect, Vice President, Secretary-Treasurer, Newsletter Editor, Association manager and invited WEF guest.

## Program

The Program Chair is responsible for, and may assign subcommittees to these key tasks:

- Determine topic areas/session titles
- Determine pre-conference workshop topics; contact and confirm presenters
- Set deadline for abstracts
- Develop and distribute Request for Abstracts including presenters's qualifications

- Activate on-line abstracts submission system (coordinate with Association manager and web developer)
- Publicize Request for Abstracts by direct mail, email, web site, newsletter, partner organizations and other MA web sites and newsletters
- Select and arrange for keynote speakers and other opening session features
- Develop schedule for sessions and breaks for maximum CEU value; coordinate with Exhibitors Hall, Operations Challenge, etc.
- Apply for CEU approval
- Seek additional abstracts if necessary
- Review abstracts and select presenters and alternates
- Notify applicants whether their abstract was accepted; clarify expectations (presenters come at their own expense and register, with few exceptions)
- Compile session descriptions, biographical information for keynote speakers and presenters, local attractions and other information for the registration brochure
- Develop Continuing Education Unit (CEU) forms, stamps, and certificates
- Arrange plant tours and for off-site sessions (if applicable)
- Determine volunteer needs for sessions (include students when possible)
- Coordinate with Training & Opportunities Committee on pre-conference workshops
- Plan distribution process for CEU certificates (consider doing on site if possible)
- Send thank you notes to presenters following conference
- Arrange for and present gift to keynote speakers

## **Pre-Conference Workshops**

The Conference Chair works with the Program chair to plan the pre-conference workshops, and may appoint subcommittees as needed. Key tasks include:

- Identify potential topics and presenters as early as possible.
- Approve topics and number of workshops.
- Include at least one “anchor” presenter who is a nationally-recognized expert
- Ensure the workshops are profitable by following these guidelines:
  - a) PNCWA pays travel and accommodations for the “anchor” presenter(s).
  - b) PNCWA pays travel and accommodations for no more than two presenters per workshop; exceptions may be made when budgeted for in advance.
  - c) Seek expert consultants who are able to pay their own transportation and hotel costs.
  - d) Encourage presenters to make conference presentations other than the workshop.
  - e) Workshop presenters who plan to attend the conference register and pay fees for the conference.
  - f) Workshop presenters who are consultants pay their own airfare and hotel accommodations; if staying beyond the workshop date (i.e., for other conference days), they are required to pay for conference registration.
  - g) Plan workshops so that all costs are met; coordinate all budgetary issues with the Conference Chair.
  - h) Ask workshop presenters make their airfare and hotel reservations; reimbursement is by prior approval only as described above. If reimbursement is budgeted, submit request forms to Association manager.
  - i) Coordinate with Conference Chair to provide meals and refreshments as appropriate and as budgeted.
- Conference Chair approves the content, cost and method of distribution for all workshop promotional materials.
- Contact presenters regarding their availability; confirm topics and schedule.
- Develop the workshop title, theme and agenda.

- Determine the registration fee.
- Publicize the workshops in the newsletter, on the website and in conference materials.
- Send thank you letters to the presenters.

## **Session Moderators**

The Program Chair is responsible for, and may assign subcommittees to these key tasks:

- Ensure presenters are prepared for their sessions.
  1. Notify each presenter of the day and time of their presentation, and the amount of time they will have including question periods
  2. Remind presenters to register for the conference and make hotel accommodations.
  3. Obtain presenter qualifications (should be submitted with abstract)
  4. Inform presenters of the audio visual equipment to be provided; accommodate any additional needs if possible
- Introduce the presenter and cite their qualifications
- Monitor seating during sessions; encourage filling in the center and front seats
- Keep the sessions on schedule
- Count the number of attendees for each session
- Coordinate with the CEU monitors to ensure attendees receive proper credit

## **CEU Monitors**

The Program Chair is responsible for, and may assign subcommittees to these key tasks:

- Apply for CEU approval in the state hosting the conference
- Apply for acceptance of the CEU approval in the other two states
- Convey written CEU approval/acceptance to Association manager
- Notify Conference Chair and Association manager of the number of total available CEUs
- Provide CEU forms for the registration packets
- Monitor attendance at each session
- Stamp attendees' CEU forms
- Provide a receptacle for completed CEU forms
- Tally CEUs for each attendee
- Issue CEU certificates to all attendees (on site or by mail)
- Submit a list of CEUs earned by each attendee to the regulatory authority for Idaho, Oregon and Washington

## **Publicity/Printed Materials**

The Conference Chair is responsible for, and may assign subcommittees to these key tasks:

- Develop production schedule and deadlines for printed materials
- Incorporate logos (conference, PNCWA and WEF) into printed materials, signs, badges, gifts, etc. as appropriate
- Distribute news releases to other organizations, municipalities, etc.
- Research and recommend attendee gifts; order when approved by Board
- Design and produce:
  - a) Conference registration brochure

- b) Signage for all conference events, sessions and activities
- c) Nametags and “reserved” placards for President’s Dinner and awards events
- d) Conference program (if applicable)
- e) Participant directory (if applicable)
- f) Publicity for distribution at Short Schools
- Provide high quality, reasonably priced materials for print and electronic distribution
- Distribute all publicity materials on schedule

## **Facilities**

The Conference Chair is responsible for, and may assign subcommittees to these key tasks:

- Coordinate closely with Site Selection Chair to ensure facilities comply with contract
- Identify space needs for all conference events
- Liaison with facility staff to arrange for session rooms, the Exhibitors Hall, meeting rooms, registration desk and other conference spaces
- Coordinate audio-visual equipment needs for all conference activities
- Provide and staff a Speakers’ Ready Room that includes AV equipment, water and other amenities for the presenters
- Coordinate meeting space and equipment needs with others

## **Meals**

The Conference Chair is responsible for, and may assign subcommittees to these key tasks:

- Select the menus, room set-up and decorations (as needed) for all meals, social events and breaks, including the Board meeting breaks and lunch, Sunday night Meet and Greet, and President’s Dinner
- Coordinate schedules, room arrangements, AV needs, etc.
- Liaison with hotel food service staff
- Track numbers of meals to ensure accurate billing

## **Special Events**

The Conference Chair is responsible for, and may assign subcommittees to these key tasks:

- Choose the Monday Fun Night theme
- Plan and conduct Fun Night activities at the conference
- Plan and conduct an entertaining fundraising activity such as a golf tournament, fun run or local attraction
- Coordinate the Sunday night Meet and Greet
- Prepare appropriate persons welcome attendees to the special events and to introduce Conference Committee volunteers at the Opening Session

## **Sponsorships**

The Conference Chair, Board, Committee Chairs and Association manager strive to secure adequate sponsorship to support conference activities. Key tasks include:

- Develop sponsorship campaign or update Sponsorship Opportunities
- Distribute sponsorship information by mail, email, newsletter, and web site
- Identify potential sponsors and phone, email or write to ask for their support; follow up until they have made a commitment or declined

## **Exhibitors Hall**

The Manufacturers and Representatives Committee coordinates the Exhibitors Hall (Manufacturers Display and Consultants Gallery). Key tasks include:

- Establish exhibitor fee for the year
- Develop list of potential exhibitors
- Mail “save the date” letter or post card to potential exhibitors
- Prepare and mail exhibitors packet (cover letter, registration form, hold harmless statement)
- Collect registrations and transmit fees and forms to Association manager
- Plan the Exhibitors Hall layout
- Order the exhibitor booth furnishings (skirts, pipes, curtains, etc.)
- Notify exhibitors of their floor assignment
- Coordinate with the Conference Chair to encourage maximum traffic for the vendors
- Monitor the Exhibitors Hall and ensure the exhibitors follow policies and procedures

## **Operations Challenge**

The Operations Challenge Committee Chair is responsible for and may assign subcommittees to these key tasks:

- Develop the Operations Challenge events
- Refine the competition and rules for each year’s event
- Publicize the competition in the newsletter and on the website
- Recruit teams for four-person and two-person competitions
- Provide rules and guidelines for teams
- Inform potential teams of financial incentives from PNCWA adopted by the Board
- Coordinate the acquisition of materials and equipment necessary for the competition
- Coordinate a team of judges and volunteers for the competition
- Coordinate with the Conference Chair to ensure adequate space and accommodation for the event, and to encourage spectators to attend
- Seek sponsorship for the competition
- Ensure all borrowed materials and equipment are returned

## **Awards**

The Awards Committee is chaired by the Vice President who may appoint subcommittees for various awards. Key tasks include:

- Identify volunteers who will coordinate the nominations process for various awards (WEF, Safety, Operator of the Year)
- Coordinate the development of nomination forms and publicity materials
- Publicize awards, criteria and deadlines in the newsletter and on the website
- Coordinate the nomination and selection of award winners
- Coordinate with Association manager to ensure WEF awards are submitted more than eight weeks before the conference
- Keep a list of WEF Life Members, Quarter Century and other honors and awards that do not occur every year to make sure they are included in the Awards Banquet
- Identify a sponsor or arrange for the production and printing of a brochure for the awards banquet. The brochure lists all awards to be presented but, to maintain the element of surprise, does not list the winners except for the Operators of the Year.
- Ensure the Operator of the Year award coordinator is tracking the nomination process in Idaho, Oregon and Washington. Key tasks include:

- a) Coordinate an OYA selection committee in each state, provide guidance and monitor their progress.
  - b) Provide the nomination forms, criteria and information about the nomination process and timelines.
  - c) Order the award plaques.
  - d) Contact all Section presidents to encourage nominations.
  - e) Provide a brief description of each winner to the person presenting the awards at the conference.
  - f) Send a letter of congratulations to the management or administration of each winner to explain the purpose and significance of the award.
  - g) Keep records and provide them to the next OYA coordinator.
  - h) Notify the Conference Chair and Association manager of the winners. Conference registration and the awards luncheon is complimentary for the Operator of the Year award winners.
  - i) Remind the Conference Chair to arrange for space at the conference to display the OYA books.
  - j) Ask each OYA to bring their notebook to be displayed at the annual conference.
- Coordinate with Association manager and subcommittee chairs on ordering plaques for the winners (several different vendors produce the awards)
  - Prepare brief biographical notes of each winner's accomplishments for the presenter to make an appropriate introduction
  - Bring the appropriate plaques to the presentation events:
    - a) Awards presented at the Awards Luncheon: Water Environment Education (teacher), Stockholm Junior Water Prize, Operators of the Year (Idaho, Oregon, Washington), Public Education Award, Safety (Accident Free/No Lost Time)
    - b) Awards presented at the Awards Banquet: Bedell, Hatfield, Burke, Ketcham, Individual Distinguished, WEF Safety Awards (Division A – E), incoming president's recognition to outgoing president, President's awards
    - c) Select Society of Sanitary Sludge Shovelers (5 S) induction may be done during Monday Fun Night or Awards Banquet
    - d) Operators of the Year are also acknowledged at the Operators Breakfast
  - Identify and communicate with all awards presenters to make sure they know their role
  - Encourage award winners to be present at the banquet
  - Prepare a list of award winners and convey to Association manager to update the official award recipients lists and to publish in the newsletter and post on the website

## Registration

The Conference Chair is responsible for, and may assign subcommittees to these key tasks:

- Send confirmation to registrants (if applicable)
- Determine registration desk staff needs, schedule, training, process, etc.
- Identify volunteers who will staff the conference registration desk and process registrations and logo store sales, hand out packets, and accept payments by cash, check and credit card
- Identify who will produce name badges, including "ribbons" denoting officers, keynote speaker, presenters, etc. (Obtain ribbons from previous Conference Chair.)
- Identify who will assemble conference packets; develop a system for assembling more than 400 packets with subtle variations (meal, tour tickets, etc.)
- Train registration desk volunteers how to greet attendees, process walk-ins, sell logo store items, make name tags, provide information, etc.

- Train volunteers to process payments:
  - a) Accept only cash, check or Visa and Mastercard (PNCWA does not have accounts with American Express or Diner's Club)
  - b) Issue receipt for payments
  - c) For credit card payments, verify the card has not expired
  - d) Write the amount and item purchased on receipts, credit card slips
  - e) Keep cash, checks and credit card documents in the cashbox
- Assemble conference packets (schedule, name badge, local information, CEU certificate, etc.); make enough for pre-registered and walk-ins
- Develop a system (label, color code, etc.) to distinguish unpaid registrants to key volunteers to collect payment before handing out the packet
- Arrive by 7 a.m. on the Sunday before the conference begins to start handing out packets
- Staff the registration desk with volunteers throughout the conference (this is the information center, too)
- Keep track of attendee arrival and packets and gifts that are picked up
- Use registration database and walk-in counts to determine the number of meeting rooms, meals, giveaways, etc. to accommodate attendees
- Keep the cash box, bank and credit card slips in a secure place when not in use
- Submit all payments received to staff daily with adequate accounting documents

## **Guest Program**

While the demand for guest programs has declined, plan to offer information and resources for self-directed family and guest activities. The Conference Chair is responsible for and may assign to subcommittees these key tasks:

- Offer information for guest and family activities readily accessible from the conference site.
- Coordinate scheduling, information for conference registration brochure, guest registration package options and fees.

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**Letter of Intent  
for a  
Partnering Agreement**

**Between the**

**Northwest Biosolids  
Management Association**

**and the**

**Pacific Northwest Clean  
Water Association**

The Northwest Biosolids Management Association (NBMA) and the Pacific Northwest Clean Water Association (PNCWA), contingent upon approval of the respective boards of each association, have developed this agreement to establish a strong partnership and working relationship.

The NBMA is a solution-oriented organization which provides technically sound information and coordination in biosolids management and advances environmental stewardship through the practical utilization of a valuable resource and furthers the acceptance of biosolids into the recycling ethic.

The PNCWA is dedicated to preserving and enhancing the water quality in the states of Idaho, Oregon, and Washington. The organization promotes the technical development of members, the dissemination of information to the public and the advancement of science needed to protect the water environment.

NBMA and PNCWA will develop a work plan covering cooperative efforts. The work plan will be revised and updated, as needed, and implemented through a series of specific contracts and memoranda of understanding.

Cooperation between NBMA and PNCWA will be accomplished by:

- Examining existing programs and other resources for potential cooperative efforts and exchange of information.
- Developing cooperative opportunities to jointly publish, market, and distribute each other's products and materials.
- Maintaining regular communication between leaders of the associations and developing avenues to promote dialogue amongst the associations' members that share similar expertise.
- Looking for new programs to develop cooperatively and share expertise, results, and program benefits.

**Partnering Agreement  
2008-2010**

This agreement will become effective upon signing by both parties, and will be reviewed every three years. The agreement will remain in effect until such time either or both parties decide to vacate the agreement, which may be at any time with 180 day written notice to the other party. If the agreement is vacated, any ongoing joint activities may continue to their natural conclusion.

Executed this 24<sup>th</sup> day of January, 2008.

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Peggy Leonard, President  
Northwest Biosolids  
Management Association

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Ronald Moeller, President  
Pacific Northwest Clean Water  
Association

**Partnering Agreement  
2008-2010**

**Work Plan**

This work plan defines the tasks anticipated in 2008 through 2010 to satisfy the Partnering Agreement between the Northwest Biosolids Management Association (NBMA) and the Pacific Northwest Clean Water Association (PNCWA). The specific projects and activities below will be pursued in the spirit of the agreement, and will be completed as far as possible, considering the constraints and the resources, priorities, and time for the partnering associations.

- It is agreed that NBMA training opportunities (scheduled after the date of this agreement) in the Pacific Northwest (Idaho, Oregon, and Washington) will supplement and not compete with regularly scheduled programs and training opportunities of PNCWA.
- It is agreed that PNCWA training opportunities (scheduled after the date of this agreement) in the Pacific Northwest will supplement and not compete with regularly scheduled programs and training opportunities of NBMA.
- NBMA and PNCWA will co-sponsor the annual Excellence in Biosolids Management Award.
- NBMA and PNCWA will promote membership in both organizations.
- NBMA and PNCWA will promote each organization's materials and publications as requested.
- NBMA and PNCWA agree to exchange complimentary display space at their respective conferences/workshops.
- NBMA will recommend speakers on biosolids at the PNCWA Annual Conference and/or other PNCWA-sponsored workshops. PNCWA will recommend speakers to NBMA as requested.
- Maintain direct links on each respective Web page.
- Effectively communicate to each association's members about the partnership and its goals and objectives.
- The President of NBMA (or another representative) will be invited to attend in-person Board meetings of PNCWA.
- The President of PNCWA (or another representative) will be invited to attend in-person Board meetings of NBMA.
- The NBMA President will assign a liaison to PNCWA.
- The PNCWA President will assign a liaison to NBMA.