

## Special Projects Decision Tree and Examples

The Waterbird Society (WbS) is in the enviable position of having a budget surplus each year. The recently approved financial plan has designated a proportion of the annual surplus, currently up to a maximum of 30%, to be used to advance the mission of the WbS. For the past 5 years the annual operating surplus has been \$20 - \$30K so the amount available annually for special projects is ~\$9K per year. The exact amount available will be adjusted depending on the annual surpluses.

This special project list is designed to be a ‘living’ document wherein projects can be added, deleted, or held for later consideration. The purpose is to generate a list for planning purposes, and also to guide implementation in an orderly fashion. Some projects are one-time only projects which when completed would be removed from the list. Other projects are of a reoccurring nature, either every year (e.g. travel awards) or on an ‘as needed’ basis (e.g. recognition awards). Annual projects, if they prove to be beneficial to the Society, may be removed from the special projects category to become a standard part of the operating budget. The project order of the list is irrelevant and there is no intent to necessarily fund all, or any of the projects immediately, or in the same year. Also, the priority of an item may change as other projects are added or subtracted.

All special projects should enhance the Society in some way. Columns 4 – 7 in the table indicate where the main enhancement(s) might be expected to occur. Specifics on enhancements will be included in the projects descriptions. For projects of a reoccurring nature, they will be reassessed at an appropriate time to determine whether they have met expectations and then either dropped or continued. Measurable objectives, based in part on the enhancement specifics, will be established as the project is being developed and will be used in the aforementioned assessments. Examples of measurable objectives for “logistical aid in support of meeting” could include: Reduction of the time commitment of meeting organizers on logistical issues or Increase the number of offers by various hosts for future meetings. Measurable objectives for “Teleconference ability enhancements” could include Increase participation in annual and society business meeting by scientists unable to travel for health, budget, or travel restrictions.

It is anticipated that projects would be added to the list at any time, but that once/year, usually at the annual Council meeting, a decision would be made on which, if any, of the special projects to fund. the main criterion that would be used to rank and select the projects would be the degree to which they will enhance and further the mission of the WbS. As projects are completed, added or dropped the priority of a particular project may change.

Special Project title <sup>1</sup>	Cost <sup>2</sup>	Timeframe <sup>3</sup>	Priority	Area of Enhancement <sup>4</sup>			
				Membership	Journal	Meeting	General Society
	1-time cost or reoccurring cost. If reoccurring the timeframe.	Short, Medium, Long	High, Medium, Low				
				✓	✓	✓	✓


<sup>1</sup> A paragraph explaining and justifying the project should be included as a foot note. Measurable objectives should also be included in the footnoted paragraph.

<sup>2</sup> Whether the project is a one-time expenditure, or would be reoccurring on some schedule (annually, occasionally, every 3 – 5 years, etc.). Annual projects, if they prove beneficial would likely move to a standard entry in the operating budget.

<sup>3</sup> Timeframe needed for implementation. Substitute date completed when the activity or action has been implemented. Timeframe, and priority rating (next column), may change as projects are completed, added, or dropped.

<sup>4</sup> Check the box(es) indicating the area(s) to be enhanced and include possible metrics to assess the effectiveness for each area individually in the explanatory footnote.

Examples of special projects extracted from discussions at recent Council meetings

Special Project title (see full description in footnote below for each numbered entry)	Cost	Timeframe <sup>a</sup>	Priority	Enhancement			
	1-time or reoccurring cost			Membership	Journal	Meeting	General Society
1. Establish a research fund analogous to, but complimenting the Nisbet and Kushlan Funds	\$2000/year	Medium					
2. Provide logistical aid in support of meeting: purchase meeting software (registration and abstract submission), development, or rental	\$3000 - \$4000 if purchased/programed, or \$4500 - \$7500 /year if contracted	Short					
3. Teleconference ability enhancements	?	Short	?				
4. Travel award enhancements	\$3000 - \$5000/year	Short					
5. Miscel. meeting enhancements	\$1000/year	Long					
6. Recognition awards	\$3000/year as needed	Short					
7. Expand number of pages published	\$2000 - \$4000/year	Long					
8. Other projects							

<sup>a</sup> time frame for implementation

1. There are now worthy, but unfunded research proposals being received by the Nisbet and Kushlan award committee. There is now perhaps room for some of these proposals to be funded by the General Endowment. This would be done only after consultation with both Ian Nisbet and Jim Kushlan so that the value of those two award funds is not diminished in any way. The Nisbet and Kushlan awards were established to fund research on gulls and terns (Nisbet) and long-legged wading birds (Kushlan). On occasion that mandate has been broadened to include conservation activities on those taxa rather than strictly research. A niche for the General Endowment might be to fund conservation activities and leave the other two endowments for research projects. Another niche might be to fund waterbird studies on other groups of Waterbirds e.g. marsh birds or waterfowl. Other options should be considered as well. A tentative amount could be set at \$1500 - 2000/year to be consistent with the other two awards. **Assessment metrics:**

1. A greater diversity of proposals submitted for consideration. 2. A greater number of proposals submitted for consideration. 3. Higher quality of proposals submitted.

2. The annual scientific meeting is a critical aspect of the WbS's mission. As the membership has grown, and the size and complexity of the annual meeting has increased, it has become more difficult to find individuals willing to step forward and organize these meetings. There are two aspects to hosting a successful annual meeting: the scientific program and the logistical detail. Those logistical details include many mundane tasks such as accepting registration fees, printing up name badges and receipts, organizing a web page, accepting abstracts etc., etc., all of which are needed to have a smooth running meeting. These details can be time consuming and the learning curve steep. The WbS could help with the latter by providing support, both financially and with expertise, for abstract submission, registration fee payment, name tag and receipt preparation, budgeting etc. Whereas some of this help is already contained in the Meeting Handbook, logistical help could be expanded. Options include purchasing meeting organization software, paying for additional programming by our current web page provider, or paying the annual fee for such software from OSNA or a commercial organization (eg. <http://theconferencemanagers.com/>). We would also provide the knowledge to use that software efficiently and easily. \*\* \$2000 has already been allocated in the 2013 budget for this purpose, but initial estimates for new programming from our current web page provider would be an additional \$1500. **Assessment metrics:** 1. Easier to find local hosts for the annual meeting. 2. Positive feedback from local hosts about the ease of organizing an annual meeting.

3. Because of the increasing costs to attend meetings, and our desire to have the broadest representation from across the world on Council, the Society could also pay the cost to have high-quality teleconference capability at all Council meetings. Video conferencing capability does not seem to be necessary. The amount needed to purchase equipment (e.g. inexpensive hand-held cord-less microphones), rental of audio equipment, or paying for teleconferencing services on site all would need to be investigated to find the most appropriate solution and might vary based on the amenities offered at each venue. **Assessment metrics:** 1. Conference call participants can actually hear what is being said at the Council meeting. 2. Conference call participants report satisfaction with the process.

4. On an occasion basis, funds have been appropriated to fund student travel awards over and above the silent auction proceeds. This expenditure could be codified as a standard expenditure of the operating budget. Additionally, additional funds could be appropriated to fund, or partially fund,

scientists from developing countries to attend the scientific meeting. Guidelines would be established, but cost effective options might be to fund scientists from developing countries that are relatively near the annual meeting site. A tentative amount could be set at \$3000 - 5000/year ± for these two travel categories together with the silent auction proceeds being applied to the student travel portion, i.e. if \$1000 were raised at the silent auction then the amount contributed for student travel awards would = \$500. Relatively more money should be appropriated for established scientists rather than students because of the higher probability that established scientists will remain active in the Society. **Assessment metrics:** 1. A higher number of scientists from developing countries attend the annual meeting. 2. An increase in the number of members from developing countries.

5. An additional meeting enhance could be providing funds annually to the local organizing/scientific program committees for one or more plenary speakers. A set amount should be established (e.g. \$1000/year/speaker) to provide stability for the planning process and could be used at the discretion of the local committee.

6. In conjunction with the newly reconstituted Awards Committee (formerly the International Awards Committee), a set amount should be appropriated annually, biennially or triennially, for these awards. These awards have not been given for several years because of earlier financial limitations. The Honorarium to the awardee is used to defray travel costs to the annual meeting at which the award is presented. Money appropriated for these awards would not be used if suitable a candidate was not selected for an award. An initial amount could be set at \$3000 per award/meeting.

7. Currently the maximum number of scientific pages published per year is set at 599. This number could be raised to 640 - 700 pages, an additional 10 - 50 page per issue, when the quantity and quality of the submissions warrants. Additional pages would cost the Society between \$1000 and \$4000/year.

8. other projects . . . . .

## Appendices

### 2013 budget vs. actual

<b>Ordinary Income/Expense</b>	<b>Jan - Dec '13 Budgeted</b>	<b>Spent to date (July 24, 2013)</b>	<b>Difference</b>
<b>Income</b>			
Auction/Raffle Proceeds (transferred from 2011 + unknown amount from NAOC)	1,549.00	2,430.00	881.00
BioOne	38,000.00	46,163.00	8,163.00
JSTOR	3,700.00	3,670.75	-29.25
Interest	300.00	156.98	-143.02
Membership Dues	35,000.00	29,625.18	-5,374.82
Page Charges	28,000.00	18,168.00	-9,832.00
<b>Total Income</b>	<b>106,549.00</b>		
<b>Expense</b>			
Allen Press	1,600.00	1,700.69	-100.69
Awards (student travel + unk. From NAOC)	1,549.00		
BioOne-expenses	1,800.00	1,308.00	492.00
Dues (OSNA, ABS, OC)	7,800.00	4,995.92	2,804.08
Credit card fees	1,800.00	592.00	1,208.00
Insurance (D&O and general liability)	2,044.00	2,047.00	-3.00
Journal Editor Expenses	16,500.00	9,325.00	7,175.00
Mailing Ballots/Meeting Notices	600.00		
Miscellaneous Expenses (wire fees, etc.)	100.00		
Officer Expenses	1,000.00	172.20	827.80
Printing & Postage	45,000.00	26,996.08	18,003.92
Professional Fees (web page, accountant fees)	1,500.00	269.70	1,230.30
Recognition award	2,000.00		
Meeting software	2,000.00		
<b>Total expenses</b>	<b>85,293.00</b>		
<b>Net</b>	<b>21,256.00</b>		

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Accrual Basis

**Waterbird Society**  
**Profit & Loss**  
January through December 2012

	<u>Jan - Dec 12</u>
Ordinary Income/Expense	
Income	
Back Issue Sales	1,141.16
BioOne	31,657.00
Interest Income	372.25
JSTOR	3,707.17
Membership Dues	
credit card fees	-1,302.41
donations	15.00
Endowment donations	0.00
Family Dues	100.00
Life Dues	250.00
List rental	0.00
OSNA miscel.	868.00
Regular Dues	26,375.00
Student Dues	3,060.00
Subscriptions	5,400.00
Total Membership Dues	34,765.59
Page Charges	
Vol33(1)	450.00
Total Page Charges	450.00
PageCharges_2012	37,783.50
Total Income	109,876.67
Expense	
Allen Press	1,890.21
Awards	
Miscel	300.00
Student Travel Awards	1,500.00
Total Awards	1,800.00
BioOne-expenses	1,974.40
Credit Card fees	707.19
Dues	8,029.33
ELAN - credit card fees	804.52
Insurance	2,044.00
Journal Editor Expenses	13,022.64
Mailing Ballots/Meeting Notices	387.74
Miscellaneous Expense	102.00
Officer Expenses	
President	690.00
Officer Expenses - Other	6,269.80
Total Officer Expenses	6,959.80
Print/Mail 2012	39,742.88
Professional Fees	1,104.70
Total Expense	78,569.41
Net Ordinary Income	31,307.26

## Waterbird Society Profit & Loss January through December 2011

	Jan - Dec 11
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Auction/Raffle Proceeds	4,466.00
Back Issue Sales	108.00
BioOne	28,850.00
Donation	50.00
Interest Income	447.37
JSTOR	3,100.25
<b>Membership Dues</b>	
credit card fees	-1,239.98
donations	160.00
Endowment donations	0.00
Family Dues	100.00
Life Dues	0.00
List rental	0.00
OSNA miscel.	958.00
Regular Dues	25,625.00
Student Dues	2,560.00
Subscriptions	6,300.00
<b>Total Membership Dues</b>	<b>34,463.02</b>
Miscellaneous Income	0.31
<b>Page Charges</b>	
Vol32(3)	770.00
Vol33(2)	950.00
Vol33(3)	1,570.00
Vol33(4)	5,112.28
<b>Total Page Charges</b>	<b>8,402.28</b>
<b>PageCharges_2011</b>	<b>24,319.00</b>
<b>Total Income</b>	<b>104,206.23</b>
<b>Expense</b>	
Allen Press	1,159.52
<b>Awards</b>	
Miscel	179.70
Student Travel Awards	4,070.00
<b>Total Awards</b>	<b>4,249.70</b>
BioOne-expenses	1,710.40
Credit Card fees	164.93
Dues	7,573.57
<b>ELAN - credit card fees</b>	
EFSNB fees	27.90
ELAN - credit card fees - Other	1,227.36
<b>Total ELAN - credit card fees</b>	<b>1,255.26</b>
Insurance	2,169.00
Journal Editor Expenses	11,835.00
Mailing Ballots/Meeting Notices	514.04
Miscellaneous Expense	197.00
<b>Officer Expenses</b>	
Treasurer	94.34
<b>Total Officer Expenses</b>	<b>94.34</b>
Print/Mail 2011	25,371.63
<b>Printing &amp; Postage</b>	
Vol33(4)	9,556.47
<b>Total Printing &amp; Postage</b>	<b>9,556.47</b>
Professional Fees	2,315.20
Reconciliation Discrepancies	2.83
<b>Total Expense</b>	<b>68,168.89</b>
<b>Net Ordinary Income</b>	<b>36,037.34</b>



**Waterbird Society**  
**Profit & Loss**  
 January through December 2010

	Jan - Dec 10
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Back Issue Sales	64.00
BioOne	24,699.00
Interest Income	743.88
JSTOR	3,009.38
<b>Membership Dues</b>	
credit card fees	-1,412.93
donations	180.00
Endowment donations	0.00
Family Dues	30.00
Life Dues	300.00
List rental	0.00
OSNA miscel.	729.14
Regular Dues	29,830.00
Student Dues	2,875.00
Subscriptions	6,660.00
Membership Dues - Other	10.00
<b>Total Membership Dues</b>	39,201.21
<b>Page Charges</b>	
Vol32(2)	614.00
Vol32(4)	6,955.00
Vol33(1)	6,128.00
Vol33(2)	9,930.00
Vol33(3)	6,520.00
<b>Total Page Charges</b>	30,147.00
<b>Total Income</b>	97,864.47
<b>Expense</b>	
Allen Press	1,884.76
BioOne-expenses	1,782.40
Dues	7,456.30
ELAN - credit card fees	1,127.60
Insurance	2,168.00
Journal Editor Expenses	11,870.00
Mailing Ballots/Meeting Notices	504.02
Miscellaneous Expense	60.00
<b>Officer Expenses</b>	
President	588.77
Treasurer	101.60
<b>Total Officer Expenses</b>	690.37
<b>Printing &amp; Postage</b>	
Vol32(4)	9,194.98
Vol33(1)	8,336.21
Vol33(2)	9,860.68
Vol33(3)	9,604.26
<b>Total Printing &amp; Postage</b>	36,996.13
Professional Fees	847.65
Uncategorized Expenses	0.00
<b>Total Expense</b>	65,387.23
<b>Net Ordinary Income</b>	32,477.24
<b>Other Income/Expense</b>	
Other Income	
Investment Income/Loss	68,728.65
<b>Total Other Income</b>	68,728.65
<b>Net Other Income</b>	68,728.65
<b>Net Income</b>	101,205.89

**Waterbird Society**  
**Profit & Loss**  
 January through December 2009

	Jan - Dec 09
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Auction/Raffle Proceeds	1,144.00
Back Issue Sales	599.90
BloOne	17,730.00
Interest Income	601.63
JSTOR	2,844.46
<b>Membership Dues</b>	
credit card fees	-1,474.04
donations	125.00
Endowment donations	25.00
Family Dues	45.00
Life Dues	0.00
List rental	0.00
OSNA miscel.	1,025.00
Regular Dues	29,351.97
Student Dues	3,385.00
Subscriptions	8,820.00
Membership Dues - Other	160.00
<b>Total Membership Dues</b>	41,462.93
Miscellaneous Income	1,459.41
<b>Page Charges</b>	
vol31(1)	300.00
vol31(2)	1,260.00
Vol31(3)	11,984.00
Vol31(4)	7,020.00
Vol32(1)	9,515.00
Vol32(2)	5,490.00
Vol32(3)	3,470.00
<b>Total Page Charges</b>	39,039.00
<b>Total Income</b>	104,881.33
<b>Expense</b>	
Allen Press	1,182.54
<b>Awards</b>	
Miscel	101.61
Student Travel Awards	1,750.00
<b>Total Awards</b>	1,851.61
BioOne-expenses	2,857.30
Dues	6,781.16
ELAN - credit card fees	1,119.00
Insurance	2,158.00
Journal Editor Expenses	14,562.24
Mailing Ballots/Meeting Notices	427.81
Miscellaneous Expense	20.00
<b>Officer Expenses</b>	
Membership	25.00
Treasurer	85.84
<b>Total Officer Expenses</b>	110.84
<b>Printing &amp; Postage</b>	
Vol31(4)	11,774.99
Vol32(1)	12,486.16
Vol32(2)	10,172.07
Vol32(3)	7,602.36
<b>Total Printing &amp; Postage</b>	42,035.58
Professional Fees	1,130.20
<b>Total Expense</b>	74,236.28
<b>Net Ordinary Income</b>	30,645.05

**Waterbird Society**  
**Profit & Loss**  
 January through December 2008

	Jan - Dec 08
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Auction/Raffle Proceeds	1,215.52
Back Issue Sales	535.00
BioOne	16,874.00
Interest Income	1,176.80
JSTOR	2,592.16
<b>Membership Dues</b>	
credit card fees	-2,013.06
donations	145.00
Endowment donations	0.00
Family Dues	145.00
Life Dues	0.00
List rental	0.00
OSNA miscel.	1,127.29
Regular Dues	33,355.60
Student Dues	5,252.40
Subscriptions	9,015.00
<b>Total Membership Dues</b>	47,027.23
<b>Page Charges</b>	
Vol30(2)	865.00
Vol30(3)	1,434.38
Vol30(4)	5,330.00
vol31(1)	5,590.50
vol31(2)	4,580.00
<b>Total Page Charges</b>	17,799.88
<b>Total Income</b>	87,220.59
<b>Expense</b>	
Allen Press	1,251.45
<b>Awards</b>	
Miscel	46.00
Student Travel Awards	3,178.00
<b>Total Awards</b>	3,224.00
BioOne-expenses	4,751.20
Dues	7,250.90
ELAN - credit card fees	637.37
Insurance	3,269.50
Journal Editor Expenses	5,000.00
Mailing Ballots/Meeting Notices	502.89
Miscellaneous Expense	101.50
<b>Officer Expenses</b>	
Treasurer	86.31
<b>Total Officer Expenses</b>	86.31
<b>Printing &amp; Postage</b>	
Vol30(4)	11,934.00
Vol31(1)	10,477.79
Vol31(2)	10,530.25
Vol31(3)	12,921.73
<b>Total Printing &amp; Postage</b>	45,863.77
Professional Fees	890.70
<b>Total Expense</b>	72,829.59
<b>Net Ordinary Income</b>	14,391.00