

STRATEGIC PLAN OF THE AMERICAN WATER WORKS ASSOCIATION OHIO SECTION

(Draft from May 9, 2004 Strategic Planning Workshop)

I. INTRODUCTION

The Strategic Plan shapes the American Water Works Association (AWWA) Ohio Section's future. It helps determine our role in meeting the challenges facing the water supply community in coming years. The plan takes a broad view of the Association's activities, and does not provide a detailed listing of all Association programs.

II. VISION

The AWWA Ohio Section will support AWWA in its role as the leading force in the world dedicated to safe drinking water.

III. VALUES Our values are:

- A. **Safe and Sufficient Water for All People.** We are committed to safeguarding public health by adhering to the principle that the public has an absolute right to safe drinking water in sufficient quantity to meet community needs.
- B. **Consumer Confidence and Satisfaction.** We are committed to achieving consumer confidence and satisfaction through ongoing public involvement in planning, policy development, and regulatory, quantity, and quality issues regarding drinking water.
- C. **Total Water Stewardship.** Recognizing that water is the basic element of life, we are dedicated to helping assure that this vital resource is managed for the greatest good of people and the environment, and that all segments of society have a voice in this process.
- D. **Honesty and Integrity.** We promote honesty and integrity in all actions of our staff and members.
- E. **Continuous Quality Improvement.** We are committed to the highest standards of service, product, and operation to meet or exceed internal and external customers' needs through continuous review and improvement.
- F. **Diversity.** We are dedicated to expanding the diversity of our staff, membership, and leadership to achieve our vision.
- G. **Trust and Teamwork.** We help each other, openly share information, and solve problems in a spirit of cooperation and fellowship.

IV. MISSION

The Ohio Section AWWA is committed to affording leadership and guidance to the water community in order to provide sufficient, high quality, safe drinking water. The Ohio Section AWWA will accomplish this by encouraging stewardship through total water management, providing up-to-date technological and educational programs. The Section is committed to building and maintaining customer confidence in drinking water through its public involvement and effective communication.

V. GOALS

Goal 1: Provide continuity to all operations of the Ohio Section.

Goal 2: Provide an effective communication system among the water community and its stakeholders.

Goal 3: Provide education opportunities for the Ohio Section members and its stakeholders.

Goal 4: Increase and maintain membership in the Ohio Section.

Goal 5: Recognize water-related achievements and contributions of Ohio Section members and stakeholders.

Goal 6: Become as diverse as the stakeholders we serve.

Goal 7: Develop partnerships between stakeholders for the achievement of mutually beneficial goals.

Goal & Objective Planning Worksheet

Goal 1: Provide continuity to all operations of the Ohio Section

Objective	Who	When	Action Item/Task	Evaluation Measure
1. Maintain current contract with Professional Services.	Governing Board	Biannually	Negotiate new contract six months prior to the expiration of the current contract.	
2. Volunteer Orientation		Annually	Educate district and section officers and committee and council chairs about their roles and responsibilities, develop curriculum, hold first session at annual conference.	
3. Develop operations manual – prioritize sections of manual.	Vice Chair, Governing Board	Annually	Define what should be contained in the operations manual, prioritize sections then write operations manual starting with greatest priority.	
4. Update the Section Bylaws.	Committee selected by Governing Board.	As needed.	? Rewrite bylaws to fit Association model. ? Governing Board Review. ? Updates from Governing Board. ? Release to membership in newsletter. ? Approve at annual conference. ? Deliver to Association Board of Directors.	? May 2004 ? March 2005 ? June 2005 ? July 2005 ? September 2005 ? January 2006

Goal & Objective Planning Worksheet

Goal 2: Provide an effective communication system among the water community and its stakeholders.

Objective	Who	When	Action Item/Task	Evaluation Measure
1. Revitalize web page displaying current information and a member only area.	Governing Board and Professional Services	By August 2005		
2. Define and list (in operations manual) communication strategies for officers, chairs and members other stakeholders.	Secretary		Document types of communication to be pursued, e.g., written, electronic, personal, meetings.	Number of communications pieces documented in operations manual.
3. Update Strategic Plan	Gov. Board, Committee & Council Reps. & District Reps	Every three years (2004)		Written plan approved by the Governing Board
4. Monitor progress of Strategic Plan. G.B. liaisons will check progress of Strategic Plan quarterly.	Governing Board Liaisons	Quarterly	G.B. will use committee reports, etc. to monitor the progress of the Strategic Plan.	Status report
5. Communicate the Strategic Plan to the membership through newsletters and the web-site	Strategic Planning Committee	Quarterly	Use newsletter and website to communicate progress of the Strategic Plan.	Articles and website updates
6. Develop plan to reward Strategic Plan successes	Strategic Planning Committee	September 2004	Develop and present award at Section annual conference	Award presented annually

Goal & Objective Planning Worksheet

Goal 3: Provide educational opportunities for the Ohio Section members and its stakeholders.

Objective	Who	When	Action Item/Task	Evaluation Measure
1. Make available more opportunities for operators to obtain contact hours.	Education Committee	Annually		
2. Offer two OSHA 10-hour courses.	Safety Committee	Annually		
3. Offer meaningful technical sessions within districts for operators	Small Systems Committee District Officers	Annually		Offer 3 annually
4. Develop web page from OAWWA web site to include: Story of Drinking Water; list of resources for teachers, scout leaders, etc.;	Youth Education Committee			
5. Provide youth education display at festivals and conferences.	Youth Education Committee	Annually		Offer 3 annually
6. Host half-day session at Ohio Section AWWA conference.	Research Committee	Annually		September 2004

Goal & Objective Planning Worksheet

Goal 4: Increase and maintain membership in the Ohio Section.

Objective	Who	When	Action Item/Task	Evaluation Measure
1. Recruit 300 new members.	Membership Committee	Annually		
2. Maintain a 90% retention rate of membership	Membership Committee	Annually		
3. Achieve total membership number of 2,800 members.	Membership Committee	December 2005		
4. Send a new member packet to all new members of the Ohio Section.	Membership Committee	Annually	Packet should include welcome letter, brief questionnaire, past newsletter, section pin and voucher to attend a district meeting	
5. Call all new members and welcome them to the Association.	District Committees	Annually		
6. Establish contacts at Junior Colleges, particularly those offering applicable programs.	?	Annually		

Goal & Objective Planning Worksheet

Goal 5: Recognize water-related achievements and contributions of Ohio Section members and stakeholders.

Objective	Who	When	Action Item/Task	Evaluation Measure
1. Develop a "Best Paper" award from published newsletter article. Develop a "Best Paper" award from the specialty conferences.	Technical Program Committee; Awards Committee	Annually 2005	Encourage publications/presentation and recognize quality submittals.	Awards presented annually.
2. Develop individuals awards to recognize diverse membership such as: Customer Service, Distribution, Administrator, IT etc.	Awards Committee; Diversity	Annually, 2005 Conference	Recognize contributions of more diverse population of the organization.	Awards presented annually.
3. Provide sample press releases and resolutions to publicly recognize achievements of members and supporters.	Awards Committee	Annually		
4. Utilize pathways to recognize achievements (web, newsletter, conference)	District Representatives Awards Committee	Annually		
5. Nominate at least one person for a National AWWA award.	Awards Committee	Annually		
6. Determine if new section awards are warranted.	Awards Committee	Annually		

Objective	Who	When	Action Item/Task	Evaluation Measure
7. Choose the "Best Paper" to be presented at the conference.	Technical Program Committee	Annually		
8. Develop and award a small systems award.	Small Systems Committee	Annually		

Goal & Objective Planning Worksheet

Goal 6: Become as diverse as the stakeholders we serve.

Objective	Who	When	Action Item/Task	Evaluation Measure
1. Revamp the education committee.	Governing Board	2005	Draft new volunteers interested in developing educational opportunities for the diverse membership. The committee currently is comprised of only OTCO trustees.	New training opportunities for different areas of the membership.
2. Define diversity.	Diversity Committee	December 2004	Develop a definition of diversity to ensure we are encompassing all aspects of diversity	Definition created.
3. Have district officers and committee chairs evaluated membership makeup of their committees to determine whether they are populated appropriately to accomplish their mission.	Governing Board, District Officers, Committee Chairs	January 2005	Makes officers/chairs more aware of the need for diversification and encourage broader recruitment/participation.	The diversity of district officers and committees.
4. Incorporate diversity objectives into membership objectives.	Diversity Committee, Membership Committee	?		
5. Evaluate member-specific information and provide to the appropriate committees for use with mailings, etc.	Membership Committee	2005		

Objective	Who	When	Action Item/Task	Evaluation Measure
6. Give presentations to large utilities encouraging nontraditional and diverse membership in AWWA.	Diversity Committee Membership Committee	Annually		
7. Develop training to encourage diverse membership.	Diversity Committee New Education Committee			
8. Track new member information, regarding gender, race, age, occupation, etc	Membership Committee	2006		

Goal & Objective Planning Worksheet

Goal 7: Develop partnerships between stakeholders for the achievement of mutually beneficial goals.

Objective	Who	When	Action Item/Task	Evaluation Measure
1. Hold meeting with OWEA, ORWA and WMAO.	Section Chair	Annually	Review agreements, common topics, and meeting agendas.	Chair will update Board at Governing Board Meeting.
2. Visit legislators and co-sponsor/participate in Review administrative and organizational documents.	Water Utility Council; Public Communications Committee	Annually	Invite legislators to luncheon and keep communication open beforehand. Create draft letter for communication with legislators.	Committee Chair updates at Board Meetings.
3. Partner and strengthen communications with ORWA by hiring a lobbyist to better monitor legislation.	Water Utility Council	January 2005	Establish budget. Establish topics of legislative interest. Establish their own dialogue with legislators.	Committee Chair updates at Board Meetings.
4. Work with Ohio EPA to design and perform studies and methodologies to research special interests and projects.	Research Committee	Quarterly	Give updates on accepted methodologies and research.	Committee Chair updates at Board Meetings.
5. Committees assigned objectives under goal 7 will report minutes of their activities to professional services for posting on the web.	All applicable committees	Quarterly	Communicate and provide minutes to be posted.	Committee Chairs updates at Board Meetings.
6. Work with Ohio EPA to produce guidelines for implementing new technology for membranes for groundwater and UV disinfection.	Technology Committee with Ohio EPA	September 2004	Complete guideline preparation	Completion by September 2004, and acceptance by Ohio EPA. Review at Governing Board Meeting.
7. Work with Ohio EPA to produce guidelines for implementing new technology for water system rated capacity and O and M of filters for water plants serving less than 10,000 people.	Technology Committee with Ohio EPA	September 2005	Complete guideline preparation	Completion by September 2005, and acceptance by Ohio EPA. Review at Governing Board Meeting.

Objective	Who	When	Action Item/Task	Evaluation Measure
8. Meet with WEF to share ideas regarding water pollution, water purification, reuse and reclamation.	Research Committee; WEF Representative	Annually	Discuss joint ventures or sharing ideas at annual meeting.	Meeting of committee takes place at annual meeting
9. Establish communications between Young Professionals and Section Districts for event planning.	Chair, Young Professionals; Chairs, Districts	November 2004	Plan meetings to discuss cooperative events.	Review at Governing Board Meeting.