



Ohio Section

American Water Works Association

Strategic Plan

2016 - 2018

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Prepared by:

Kate Brunswick, CAE, Accent on Management

Debbie Nunner, CAE, Accent on Management

Forward

A strategic plan serves as a road map for an organization. It guides leadership, committees and staff in achieving goals and in allocating resources (both time and money). It provides a framework for the organization's activities and is the driving force for agendas, board discussions, budgeting and focus of successive leaders.

On 11/9/15, the following individuals met to draft a strategic plan for OAWWA: Jason Adkins, Dan Barr, William Blakely, Laura Carter, Jay Cermanero, Tyler Converse, Mike Giangliordano, Richard Griffing, Larry Huber, Sam Jacob, Robin Liss, Dick Lorenz, Franco Lucarelli, Sierra McCreary, Chris Nielson, Todd Radel, Melinda Raimann, Chad Roby, Nichole Sajdak, Cliff Shrive.

Mission/Vision/Core Principles

Mission Statement

An organization's mission clearly and succinctly states its core purpose.

OAWWA's mission statement was: ***Providing solutions for Ohio Section members to effectively manage water, our most important resource.***

It was determined that this should be amended to more accurately reflect the reach of the Ohio Section of AWWA: ***Providing solutions in Ohio to effectively manage water, our most important resource***

Vision Statement

An organization's vision is a unifying statement of strategic direction.

It was determined that no changes are needed to the current OAWWA Vision Statement:
A better Ohio through better water.

Core Principles

An organization's Core Principles are shared beliefs that guide behavior.

OAWWA had previously adopted the AWWA's Core Principles:

- ***Protect public health through safe and sufficient water for all people***
- ***Safeguard the environment***
- ***Pursue excellence***
- ***Act with integrity and honesty***
- ***Provide Value***
- ***Foster diversity and inclusion***

Upon discussion, it was agreed to amend the Core Principle statements:

- ***Protect public health***
- ***Safeguard the environment***
- ***Pursue excellence***
- ***Act with integrity and transparency***
- ***Provide value***
- ***Foster diversity and inclusion***

Strategic Direction – 2016-2018

The group identified four goals for this strategic plan, which all agreed would be a three-year plan. It was recommended that a matrix or other document be developed in order to track advancement of the plan. The Vice President was suggested to be the Plan Champion.

The four goals identified in the plan are:

Membership Engagement – *Be the association of choice by providing exceptional value to the membership.*

Goal Champion: Board liaison to the Membership Committee or the Membership Committee Chair.

Education and Training – *Provide diverse educational opportunities and training resources.*

Goal Champion: Board liaison to the Education Committee.

Advocacy – *Be the definitive advocate for water in Ohio.*

Goal Champion: Association Director.

Organizational Effectiveness – *Ensure an effective governance structure.*

Goal Champion: Section Chair.

Objectives

Objectives were identified for each of the four goals. Objectives are steps identified to accomplish the goal. They include initiatives, projects and priorities designed to achieve the goal. They can include tactics or action steps: quantifiable performance measures, deadlines, budgetary considerations and accountability, including the responsible committee or position (identified below in parentheses). It is suggested the responsible committees/individuals submit their tactics / action steps to the Board for approval and performance measures be developed and reviewed annually.

Membership Engagement – *Be the association of choice by providing exceptional value to the membership.*

Goal Champion: Board liaison to the Membership Committee or the Membership Committee Chair.

1. Provide opportunities for networking (*Leadership, Conference Planning Committee and MAC Committees*)
 - Charge committees with incorporating networking into events
2. Regularly seek member input by assessing their needs and expectations and incorporating into member services (*Membership Committee with the Board*)
3. Define current and explore new benefits for joining (*Membership Committee*)
 - Look at member versus non-member pricing for benefits
4. Publicize member benefits and opportunities for involvement (*Communications Committee*)
5. Identify potential members of all types and develop recruitment and retention strategies to maintain a diverse membership (*Membership Committee*)
 - Student Chapters
 - YP Committee
 - Non-traditional
6. Recognize member achievements (*Awards Committee*)

Education and Training – *Provide diverse educational opportunities and training resources.*

Goal Champion: Board liaison to the Education Committee.

1. Provide training events that meet the needs of members (i.e. customer service, distribution, safe drinking water act, district training and study sessions, state conference) (*Education Committee*)
 - Collaborate with other organizations to increase offerings – have reciprocal board liaisons
 - Be the information source for water training opportunities in Ohio
 - Educate members on funding resources in Ohio
2. Ensure the Section Library serves as an effective educational resource (*Education Committee*)
3. Enhance the coordination (communicate) of the various educational offerings among the districts, committees, section (*Section Board*)
4. Support the educational development of current and future OAWWA members (*Scholarship and YP Committee*)
 - Scholarships
 - Science Fairs
5. Effectively communicate educational offerings and information to the industry and the public (*Communications Committee*)
 - Newsletters, web site, H2O in the Know, social media, blog
6. Create a clearinghouse for customized training (*Education Committee*)
 - Identify current available resources
 - Explore the development of webinars for training

Advocacy – *Be the definitive advocate for water in Ohio.*

Goal Champion: Association Director.

1. Identify and respond to regulatory policies and rules and legislative initiatives as they affect water in Ohio (*Water Utility Council*)
 - Advocate for funding for water in Ohio
2. Assure OAWWA representation on state and national initiatives (*Section Board*)
3. Promote public awareness of the environmental, economic and social benefits of water (*Water for People Cmt., Communications Cmt., Public Affairs Cmt.*)
4. Enhance credibility with decision makers and the media to become the voice for water in Ohio (*Public Affairs Committee*)
5. Promote research and knowledge transfer within the water industry (*Technology Committee and Research Committee*)
 - Water Technology Committee
 - Research (white papers) to advance the industry and inform legislators – communicate these to the membership

Organizational Effectiveness – *Ensure an effective governance structure.*

Goal Champion: Section Chair.

1. Ensure effective communication between the board and the districts and committees (*Trustees and Board Liaisons*)
 - Communicate the expectations including roles, responsibilities, fiduciary responsibilities
 - Communicate the expectations of the chairs
 - Clarify policies regarding district financials
2. Define OAWWA staff roles and responsibilities as they relate to the Board, Districts and Committees (*Section Chair*)
3. Review the Committee Structure – sunset outdated committees, combine where there is overlap and create new as needed (*Full Board*)
4. Develop and communicate clear policies for OAWWA activities (*Bylaws Committee Chair*)
 - Liability issues, Charitable contributions, OAWWA Spokesperson, leadership succession plan, orientation for new board members, best practices
5. Consistently meet and exceed our fiduciary responsibilities including record keeping and reporting (*Treasurer*)
 - Identify and communicate policies for districts
 - Plan for and maintain financial stability (budgeting)
 - Maintain/increase revenue base – membership dues, sponsorships, event registration fees, etc.

Steps to execute the OAWWA Strategic Plan:

1. Adoption by the OAWWA Board of Directors
2. Member awareness – via web site and other member communications
3. Monitoring and evaluation – goal champions report at each board meeting
4. Review plan at the end of each calendar year

Steps to implement the OAWWA Strategic Plan





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OAWWA Mission

Providing solutions in Ohio to effectively manage water, our most important resource.

OAWWA Vision

A better Ohio through better water.

OAWWA Core Principles

- Protect public health
- Safeguard the environment
- Pursue excellence
- Act with integrity and transparency
- Provide value
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OAWWA Goals

Membership Engagement – *Be the association of choice by providing exceptional value to the membership.*

Education and Training – *Provide diverse educational opportunities and training resources.*

Advocacy – *Be the definitive advocate for water in Ohio.*

Organizational Effectiveness – *Ensure an effective governance structure.*

<u>Membership Engagement</u>	<u>Education and Training</u>	<u>Advocacy</u>	<u>Organizational Effectiveness</u>
Provide opportunities for networking	Provide training events that meet the needs of members	Identify and respond to regulatory policies, rules and initiatives as they affect water in Ohio	Ensure effective communication between the board, districts and committees
Seek member input by assessing needs and expectations and incorporating into services	Ensure the Section Library serves as an effective educational resource	Assure OAWWA representation on state and national initiatives	Define OAWWA staff roles and responsibilities
Define current and explore new member benefits	Enhance the coordination of various educational offerings among the districts, committees and Section	Promote public awareness of the environmental, economic and social benefits of water	Review the Committee structure – sunset outdated committees, combine where there is overlap, and create new as needed
Publicize member benefits and opportunities for involvement	Support the educational development of current and future members	Enhance credibility with decision makers and media to become the voice for water in Ohio	Develop and communicate clear policies for OAWWA activities
Identify potential members of all types and develop recruitment and retention strategies	Effectively communicate educational offerings to the industry and the public	Promote research and knowledge transfer within the water industry	Consistently meet and exceed fiduciary responsibilities including record keeping and reporting
	Create a clearinghouse for customized training		