

Leadership Meeting Notes
Holiday Inn at the American Center, Madison, Wisconsin
Friday, November 2, 2018

Welcome and Introductions

Jodi Dobson welcomed the group to our 18th annual Leadership Meeting and outlined the meeting purpose. It gives WIAWWA leaders an opportunity to meet outside of the Annual Conference to discuss Section issues. She explained that we will do things a little different this year. We will be focusing on developing a strategic plan for our Section, and we have a guest (Jim Ginley) to help us with this process.

A list of upcoming Board members and their positions for 2019, is as follows:

- Chair – Jodi Dobson
- Vice Chair – Angel Gebeau
- Director – Richard Hope
- Past Chair – Rob Michaelson
- Secretary/Treasurer – Annette Stenzel
- Senior Trustee – John Richmond
- Trustee – Denise Schmidt
- Trustee – Joel Lemke
- Trustee – Sarah Nunn
- Trustee – Mike Heyroth

The following is a list of attendees who introduced themselves and described their involvement with our Section:

First Name	Last Name	Organization	Committee
David	Beyer	Ruekert Mielke Inc.	IT & Security
Dale	Broeckert	L.W. Allen, Inc.	MAC
Hunter	Cummings	CTW Corporation	Young Professionals
Curt	Czarnecki	Kenosha Water Utility	Distribution
Christine	DeMaster	Trilogy Consulting, LLC	Finance
Jodi	Dobson	Baker Tilly Virchow Krause, LLP	Board
Jill	Duchniak	WIAWWA	Staff
Joe	Finn	Wonderware Midwest	Expo
Angel	Gebeau	AECOM	Board
Jim	Ginley	Jim Ginley Consulting LLC	Strategic Plan Facilitator
Richard	Hope	AECOM	Board
Kelesy	Kaplan	Red Flint Sand and Gravel	MAC
David	Kelter	City of Appleton Water Treatment Facility	Regulatory
Al	Larson	Madison Water Utility	Engineering
Joel	Lemke	Stevens Point Water & Sewer	Board
Dave	Lewis	Kenosha Water Utility	Management
Robert	Michaelson	Manitowoc Public Utilities	Board
Frank	Miller	Cudahy Water Utility	Membership
Sarah	Nunn	CTW Corporation	Board



First Name	Last Name	Organization	Committee
John W.	Richmond	Marshfield Utilities	Board
Rosalind	Rouse	Milwaukee Water Works	Customer Service
Denise	Schmidt	Public Service Commission of Wisconsin	Board
John	Steinbrink	Pleasant Prairie, Village of	Regulatory
Annette	Stenzel	Oak Creek Water & Sewer Utility	Board
Terry	Vandenbush	Milwaukee Water Works	Research
Kelly	Zylstra	Waukesha Water Utility	Newsletter

Information for Committee Chairs and Vice Chairs

Jodi Dobson stated that the 2019 budget was approved at our October Board meeting. She explained that in the past, our budget has been very conservative; this year, we stepped back and decided to budget more realistically. If anyone comes up with an idea or an event for their committees to do during the year, they should let their liaisons know so it can be brought to the Board.

As we go into the strategic planning process today, she would like everyone to know that we set aside \$50,000 to be used toward ideas that come out of our discussions. The Board is committed to making new things happen if they benefit the Section.

She reminded the committees that if they are thinking of planning a new event or trying to do something else that is new, they should reach out to other committees to help. It’s a reminder that if we put our heads together, we can ultimately do more. Rob added that we also have great resources through AWWA, and we should tap into these more often as well.

When making purchases, everyone should remember to use our tax exempt cards to get taxes removed since we are a nonprofit 501(c)(3) organization.

There are instructions in our packets on how to set up WebEx meetings. Jill added that expense reimbursement forms are on our website. She also included contact information for Jill and Annette on the sheet in our packets.

Jodi was happy to receive good feedback on our Annual Conference format. For next year, we are taking the positives and running with them, but there will be some changes to improve things going forward. Angel added that the exhibit hall that was open Thursday evening was not as well received, so we are looking at shifting it to Thursday morning instead.

Jodi stated that AWWA has a strategic plan that runs on a three-year cycle. This year is the year it needs to be updated. The Board decided to take a fresh look at it, so we can see where we want to be in the future and find a road map on how to get there. We want to know where we see our Section going in five years from now. She turned it over to Jim Ginley to guide us through this strategic planning process.

WIAWWA Strategic Plan Overview and Leadership Survey Results

Jim Ginley introduced himself and described his extensive experience with AWWA, its sections and his consulting business. He stated that he sent out a survey to everyone and thanked them for sending him their responses. He commended everyone for the volunteer work they are doing,

and wants everyone to realize it's not easy keeping up with everything. We've done things well, have earned a lot of money, and now we need to find a good way to use it.

The biggest question is "What's the most important thing for WIAWWA?" We will not work on the entire plan today; we will only be working on this one piece of it. We will spend most of our time today answering the above question. Hopefully we'll come up with about 5 things for us to work on.

A strategic plan should answer the following questions:

- What is the current purpose of our organization (and its members)?
- Where are we going and/or striving to become in the future?
- Who are we, what do we embrace, how are we known?
- What is strategically most important for us to achieve?
- How are we going to achieve these things?
- Who is going to do the work and when will it be done?
- How do we know we are making progress?
- When are we going to "review and reset" (like we are doing now)?

The steps and terminology of a strategic plan include the following:

- Organizational Assessment (ASSESS)
- Mission
- Vision
- Values
- Goals
- Objectives
- Action Items
- Performance Measures (IMPLEMENT)
- Communication
- Continual Improvement

Jim stated that in the survey almost everyone said the best thing about WIAWWA is the people, which is a great thing. Today, we are all going to be the "architects" of how big the ideas are and what the building blocks might be. Richard added that he'd like everyone to think big and outside the box, since we have the financial resources to make a step change(s).

The following results are from the survey we completed, our WIAWWA Assessment step.

Top Sector Challenges Identified:

- Infrastructure (including lead service lines)
- Budgeting and finance
- Workforce issues – retirements, succession planning, recruiting new people to sector
- Regulations and state agencies



- Effective communication to customers and general public/media
- Rates and affordability
- Small systems challenges and solutions
- More with less syndrome
- Keeping up with changes in technology

Top Things for WIAWWA to Provide:

- Education and training, especially for CEU's
- Networking and community
- Information on new regulations
- Problem solve/technical assistance/share experiences
- Membership – recruit/retain/explain benefits
- Industry trends and innovation
- Voice at the state level on local issues
- Great conferences – both attendance and quality of sessions, events, exhibits, etc.
- More recognition to volunteers
- Website upgrade
- Provide valued services
- Educate youth/next generation
- Get support for WIAWWA from AWWA headquarters

Top Challenges to WIAWWA:

- Getting new and younger members
- Succession planning/keeping Section vibrant and relevant
- Maintain and grow membership
- Overall value to members
- Best quality of training possible
- Trying to find people to run for the Board, especially utility employees
- Spend reserves to benefit membership
- Engage members to plan seminars
- Positive publicity in WI about the sector
- Competing with other state annual conferences for attendance
- Identify top 1 or 2 things and DO them
- Trying to do more with almost 100% volunteer labor
- Maintaining momentum
- New training topics for operations and maintenance staff

The main thing we are strategizing today is “What’s the best way we can make the best use of the resources and people we have?”

WIAWWA's Mission and Vision is as follows:

Mission

WIAWWA unites the Wisconsin water community to protect public health and to provide safe and sufficient water for all. Through collaborative leadership, WIAWWA advances technology, education, science, management, sustainability, and government policies.

Vision

WIAWWA is the authoritative resource on safe drinking water in the State of Wisconsin.

Goals of AWWA include member engagement and development, organizational stewardship, knowledge creation and exchange, and water policy and leadership. Our goals for WIAWWA are very similar, which include being a vibrant and expanding association, involvement, education and networking opportunities, and being an effective and efficient organization.

When discussing goals, they should support the achievement of our mission and vision. They should be organization-wide; focused on the future; based on the findings from our assessment, previous plans, and any other internal/external assessment information; and should be big ticket (really important) stuff. Goal characteristics should be inclusive and comprehensive of all we do; distinguishable from normal work (not business as usual); generally not measurable; captures all characteristics of the mission and vision; and meaningful, while leaving specifics to objectives and action items.

WIAWWA Initiative Brain Storming

Jim Ginley asked the group to complete the worksheet in our handouts, listing down the top three Section challenges, the top three WIAWWA "need to provide" things, and the three areas where we could help.

Top 3 Section Challenges (from the group responses):

- Technology
- Attracting more volunteers from existing membership
- Workforce
- Recruiting new members and replacing retirees
- Covering state-wide training needs with a volunteer workforce
- Communication
- Young professional involvement
- Finance – knowledge of water finances vs. entire city finances
- Infrastructure – how to help our members with this
- Education and training
- Recruiting the next wave of Committee Chairs and Board Members, consistency
- Educating the public on the value of water
- Lead service lines
- Spending reserves
- Rates



- Provide value to all members through training
- Organizational structure of the Section
- Relationship with health organizations
- New regulations updates
- Stronger legislative voice, team with MEG
- Identify needs of members
- How do we appeal to multiple generations of members & meet all of these needs

These Core Challenges Boil Down To:

- Education of Members
- Communication
- Members and Workforce
- Organizational Stewardship, Running the Organization
- Role to World – Voice

The group split up into four groups including Education, Communication, Membership and Organizational Stewardship. Each group came up with a goal and objectives for their topic, as follows.

Communication:

Goal: WIAWWA will effectively communicate to serve its members and the water community.

Objectives:

- WIAWWA will establish a communication network to reach all engaged in the water industry, including utilities.
- Enhance, explore and expand our tools to share content with the water industry.
- Provide water industry information to regulators, legislators, health professionals and news agencies.
- Provide recognition of our Section membership stewardship.
- Provide targeted information to attract a future workforce.

Organizational Stewardship

Goal: WIAWWA will provide the physical, financial and sustainable structure for the organization to grow.

Objectives:

- Fund ongoing and future growth activities while maintaining financial reserve requirements.
- Align committees with organizational goals.
- Ensure the makeup of committees have quality leadership, diversity and number of active members.
- Evaluate the makeup of the Board to ensure the format is correct, the number of years served is appropriate and the mix of water professionals is correct.
- Provide additional staff resources as needed per the strategic plan outcome.

- Establish succession planning at all levels for committees, board and staff.
- Make best use of resources and support provided by AWWA.

Education

Goal: WIAWWA will provide accessible, high-quality, affordable education on needed topics and connect water professionals across Wisconsin to knowledge resources at the National level.

Objectives:

- Improve reach to small systems and the entire state.
- Use National and other section resources more effectively and extensively.
- Enhance use of technology for the delivery of affordable, accessible, high-quality educational materials.
- Identify and develop programs that meet current and ongoing needs.

Membership

Goal: WIAWWA will demonstrate to current and future water professionals the value of membership and active participation in our organization.

Objectives:

- Retain and grow membership across all member categories.
- Expand public awareness of water industry professions to encourage new entrants.
- Proactively reach out to members to encourage active involvement.
- Develop new member engagement program.

WIAWWA Strategic Plan Next Steps

Jim Ginley will take these four groups along with the goals and objectives noted, type them all up and will turn them back over to Rob so he can figure out how to distribute them to the group. He thinks this experience has been great and believes we are in a very good place to move ahead. Rob will send an email to the group explaining how we move forward with the next level of our strategic planning process. He appreciates the help of everyone today and will continue to rely on Jim's experience throughout the process to ensure it continues to move along smoothly.

Wrap-up and Closing

Jodi Dobson thanked Jim Ginley for helping us with the strategic planning process today. There are several things to discuss down the road. She appreciates everyone's time and thanked everyone for attending.

Board meetings for 2019 are scheduled as follows:

- January 11 at 9:00am – WebEx
- February 15 at 9:00am – Baker Tilly in Madison
- March 8 at 9:00am – WebEx
- April 12 at 9:00am – Village of Germantown
- May 10 at 9:00am – WebEx
- June 14 at 9:00am – Marshfield Utilities



Wisconsin Section

American Water Works Association

- July 12 at 9:00am – WebEx
- August 9 at 9:00am – Manitowoc Public Utilities
- September 6 at 9:00am – WebEx
- October 11 at 9:00am – Oak Creek Water and Sewer Utility
- November 8 at 9:00am – WebEx
- December 13 at 9:00am – Stevens Point Water and Sewer Utility