



# strategic plan

(Approved by the Section Board of Trustees on October 14, 2012 and made available to the general membership at the annual conference October 15, 2012 and posted on the Section website thereafter.)

*The Authoritative Resource on Safe Water*

## MISSION AND VISION STATEMENTS

### VISION:

The Alabama-Mississippi Section of the AWWA will be the recognized, authoritative regional resource on safe water.

### MISSION:

THE AL-MS Section of AWWA serves as the dedicated source of information to promote, support, and improve the provision of sustainable safe water. Through collective leadership, the Section advances innovation, technology, science, education, management and governmental policies for the betterment of the citizens of Alabama and Mississippi.

## STRATEGIC GOALS/ RELATED ACTIONS & (RESPONSIBILITIES)

1. Goal: Stewardship of Section Funds and Membership Dues  
Provide for the responsible management of Section funds and membership dues.

#### Actions:

- Continue to provide for an annual audit of the Section's finances. (*Finance Committee*)
- Budget to ensure that the annual conference produces an operating surplus (over and above commitment to the Memorial Scholarship Fund) that can be spent in a responsible manner to meet other goals of the section and provide membership benefits through value adds for members. (*Finance Committee/Trustees*)
- Develop a Budget for responsible use of surplus funds in order to maintain "not-for-profit" status with the IRS. (*Finance Committee*)
- Provide for the Pipeline Publication to be self-sustaining.

2. Goal: Review and Refine Standing Committees to Provide for Continuity and to achieve Strategic Plan Goals.

#### Actions:

- Determine and select the committee chairs involved in conference planning one year in advance of their year to serve as the Committee Chair. (*This allows them to train on the job and be better prepared for the tasks when they are called upon.*) See Section 4 of handbook. (*Vice-chair/Trustees*)

- Review Section 4 Committee for Strategic Planning and recommend changes to make up of the committee. Charge the Committee with recommending changes and updating the Plan for presentation to the Trustees each fall at the Annual Conference. (Trustees.)
  - Provide for an annual review of the Section Manager and recommend changes to the contract as needed. (*Immediate Past Chair* does annual review and makes recommendation to the Board of Trustees at the annual January Board meeting.)
  - Expand *Scholarship Committee* to review and make recommendations to the Board of Trustees on establishing, expanding and funding a scholarship for deserving candidates nominated by section members depending on qualifications as the committee may decide and recommend and the Board chooses to approve. Said scholarship may support a Certificate Program, a Community College Associate Degree and/or a bachelor's degree program at the discretion of the Board of Trustees and dependent upon available funding. This would be completely separate and apart from the Memorial Scholarship Board. (*Board of Trustees*)
3. Goal: Provide for active **Branding** of the Section and the industry it serves.

Actions:

- Develop and staff a “*Marketing*” Committee to review and make recommendations on the Section’s efforts to be known in the industry by its Vision and Mission as stated above. Coordinate these activities with the Education Committee and the Communications Committee.
- Promote the Section and membership both during the ramp up and at the Annual Conference
- Compare and Contrast the Section to other statewide water associations highlighting the national support and services and political activities.
- Provide for Pipeline and web page advertisements of member benefits.
- Utilize the Education Committee to establish the Section as the low cost or no-cost provider of operator training by providing CEU eligible courses and webcasts and promoting national AWWA web casts to members and non-members.
- Utilize Social networking, E-blasts and blogs to disseminate information on the industry using the National AWWA “Alerts” and other tools.
- Associate leading utilities in the industry with the Section by highlighting member utilities in the Pipeline and providing for links from the Section website.

- Provide Utility member value through an awards and recognition program that recognizes leaders in the field. (*Awards Committee*)
  - Provide Membership value through recognition and highlighting utilities and individuals in the Section with biographical articles in the Pipeline. (*Communications Committee*)
  - Detail careers in the industry through articles in the Pipeline and job descriptions, benefits and career promotions on the website. (*Education or Workforce Development Committee*)
  - Update the Section’s web page, provide relevant and current information and utilize social networking and other media to drive membership to the website. (*Communications Committee*)
  - Conduct regular visits (minimum of four per year) to member utilities to obtain feedback on section focus and member utility needs. (*Section Manager/Trustees*)
4. Goal: Increase membership value through Governmental Affairs involvement.

Actions:

- Solicit and record membership concerns involving actions of the regulatory community, state and national government.
  - Provide for timely dissemination of governmental affairs information from AWWA.
  - Mobilize efforts to influence decision makers by providing for e-mail and letter writing on items of concern in the water industry and Section. (*Governmental Affairs Committee* as redefined and/or created by the Trustees)
5. Goal: Increase membership involvement and input by investigating the benefit and practicality of Districts

Actions:

- Provide for a grass roots involvement of members by dividing the two states into a manageable number of districts to provide for two-way communication serving both to channel membership concerns and suggestions to the Board of Trustees and to communicate Section benefits and offerings to the membership.
- Communicate through District structure directly with operators to avoid the “Management Only” image of the Section.
- Communicate with other sections that use this system to evaluate efficacy in AL-MS Section. (*Section Manager*)

6. Goal: Workforce Development. Position the Section to provide the Industry with tools to attract a desirable, qualified work force into the industry.

Actions:

- Investigate other industries' programs to recruit and retain a competent workforce.
- Develop a model for an apprenticeship program especially for treatment plant operators.
- Educate membership on demographic challenges of an aging workforce in order to recognize and adapt to future challenges.
- Examine and enhance the image of careers in the water works field.
- Consider a "*careers committee*" (*Board of Trustees*)