



Florida Section
American Water Works Association

2003 STRATEGIC PLAN

Committee Action / Progress



February 23, 2005

Goal # 1: The Florida Section will have an effective state and regional structure.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE	BY WHOM
1. Review, modify, if necessary, and approve the Organizational Chart, annually and implement committee / council protocols.	EXEC COMM	Sept. 16, 2004 draft to Exec Comm.; Nov. 14, 2004 BOG meeting	<i>Still in process: Standard Practices Manual is being revised; Org chart being updated, to be presented to BOG in Feb 2005, adopted April 2005</i>	Larry Ruffin, General Policy Chair; Rob Teegarden revising org chart
2. Hold an election of officers within each Region, appoint Committee Chairs, and hold a Regional orientation including review of bylaws.	Region Chairs	Annually	<i>Some, not all Regions have completed this task</i>	
3. Each Region is to appoint a representative from the Region to the following state committees: Safety, Membership, YPs, WFP and Councils.	Region Chairs	April 1, 2004	<i>Some, not all Regions have completed this task</i>	
4. Hold bi-monthly conference call among Region Chairs and Council Chairs.	Region Chairs	Ongoing	Ongoing – John Hagelskamp held three meetings of Region Chairs and Council Chairs in 2004, Jackie Torbert held one in November, conference call in January 2005	John Hagelskamp in 2004, Jackie Torbert in 2005
5. Review and comment on the Regional bylaws.	Region Chairs GPC		<i>Ongoing as part of SPM revision</i>	
6. Provide training / orientation re SPM for Section and Regional Officers	Executive Director	Immediately following fall elections	Done Presented 2/20/04 at BOG retreat	

Goal # 2: The Florida Section will have a membership of 3,000 by 2006.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE	BY WHOM
1. At every FS/AWWA function, the responsible party for that function or any officer attending will address the attendees regarding membership in our organization.	All BOG Members and Units of the Section	Immediately	<i>Some Regions do this regularly at their regional meetings – still not done routinely</i>	
2. At every FS/AWWA function for which a fee is charged (seminars, workshops, training sessions, etc.), there will be a “member” price and a “non-member” price.	All BOG Members and Units of the Section	Ongoing	<i>Done for the most part Conferences (yes) Region meetings (no) Seminars (Varies)</i>	Whoever sets up training with guidance from T&EC
3. Each RC will telephone contact any new member within their Region to welcome them to the FS/AWWA. This is to be done within one month of being furnished a list of new members to their regions.	Region Chairs	Immediately	<i>Region Chairs are receiving monthly print outs of new members, many (not all) are making calls</i>	Region Chairs, Membership Services Staff
4. Actively promote membership in AWWA by always having a Membership Application on their person at each and every FS/AWWA function.	BOG	On-going	<i>Richard Coates set the example for others to follow</i>	BOG members
5. Recruit 15 new members each year	Each member of the BOG	By Fall Conference	Pat Lehman, Matt Alvarez, Dave Wheeler and Richard Coates each recruited one member in 2004. No BOG member recruited more than one new member.	Every BOG member
6. Staff a Membership “booth” at the FWRC and FS/AWWA Conference. Also consider placing membership booths at other organizations’ events.	Executive Director, Membership Chair	On-going	New booth at FWRC, ACE and Fall Conference in 2004 Have not yet placed membership booth at other organizations’ events	Michele Gumm, Marketing Chair, Executive Director and staff
7. Provide information about FS/AWWA - including membership - in our colleges and universities across the state.	YP Chair and Committee, Region Chairs	Ongoing	Lenore Horton visited USF and UCF; special mailing to water related faculty in April 2004; new student chapter at UF Feb 2005; Likins Scholarship Fund provides free membership to scholarship applicants for one year with every application. Still need contacts for UWF, U of Miami, and other colleges.	YP Chair, YP Vice Chair, Executive Director, Likins Scholarship Chair
8. Place AWWA Application on the Web Site – permanently.	Executive Director	Immediately	Done	Executive Director and webmaster
9. RVs to come up with initiatives to increase membership in their regions	Region Chairs	Ongoing	<i>Some Regions are actively working on this, some not yet</i>	Region Chairs with staff assistance

Goal # 3: The Florida Section will increase involvement, credibility, and effectiveness with legislators, regulatory agencies, and the media.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS /DATE	BY WHOM
1. Continue to expand existing lobbying efforts and maintain sufficient funding.	UC Chair is "lead," with UC members, Doug Mann, BOG	On-going	Increased Utility Council dues paid for Doug Mann's extended lobbying efforts in 2004	UC Doug Mann BOG
2. Develop effective alliances with other groups to promote joint lobbying efforts: - Develop target list by May 03 - Identify partners for specific legislation by Jan of each year	UC Chair and Mann (Region Chairs as resources)	Jan each year On-going	Have several legislative policies in common with FWEA; Have not identified partners for specific legislation per se	Pat Lehman, UC Chair, Legis Comm Chair, Doug Mann
3. Form alliance between UC & PAC to develop external communications plan that includes procedures for reacting quickly to policy / position and or media requests; create and maintain a consistent "look"; place position papers on WEB.	UC Chair PAC Chair Executive Director Web Master	Ongoing	PAC Chair initiated draft position papers to be posted on FSAWWA website, has proposed media relations guidelines, Policies not adopted yet. Communications plan not adopted yet.	PAC Chair UC Chair BOG
4. Conduct at least one annual meeting between leadership of FS/AWWA and FDEP.	Section Chair UC Chair	April 13, 2004	Not done yet	Chair Chair Elect Doug Mann
5. Provide 2003 legislature contact information, including key legislators in each Region to BOG and Region Chairs: • Region Chairs to identify personal contacts • Region Chairs to invite targeted Legislators / Regulators reps to regional events • Staff to provide list to Region Chairs of UC members in each region	UC Chair Mann Region Chairs Ex Dir	March of every year	Names and contact info for legislators provided to BOG in Feb 2005 prior to Drinking Water Day along with tips for meeting with legislators Have not yet provided list of UC members by region to Region Chairs	Doug Mann, Executive Director
6. Participate in the joint WMD yearly conference in Fall. • Request a liaison to the fall WMD conference planning committee • Exhibit with new FSAWWA booth.	Past Chair Ex Dir	Late August or early September annually	UC met at 2003 WMD Conference; Doug Mann & WUED work closely with WMD's; have not yet requested liaison to fall 2005 WMD Fall Conference, exhibit FSAWWA booth	Chair UC Chair Exec Dir
7. Develop annual program detailing time benchmarks for activities, including issue identification, prioritization, issuance of position papers, and lobbying efforts.	UC Chair Mann	Start at Fall Conference complete by February	Done for 2004 and 2005 legislative session; 2004 Legislative Policies adopted and posted on website, 2005 policies to be posted on website, published in Membership Directory	UC Chair, Legis Comm, Doug Mann, Exec Director BOG
8. Provide outline of UC structure including committees.	UC Chair Mann	May 03	Not done	UC Chair Doug Mann
9. Remain focused on increasing effectiveness of Legislative Day.	BOG	On-going	Successful 2004 Drinking Water Day, more features and advance planning ongoing in 2005	UC Chair, Doug Mann, Exec Dir, Region I Chair, Marketing Chair

Goal # 4: The Florida Section will enhance professional development through training programs.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE	BY WHOM
1. Identify one active volunteer from each region to serve on the T&EC.	Region Chairs T&EC Chair	April 1, 2004	Regions 3, 4, 8, 10 and 11 have done this; other Regions have not as yet. Still need for better communication	Region Chairs, T&E Chair, Chair-Elect
2. Develop an inventory to assess effectiveness of existing training programs: - ID top 3 Training programs (participation, revenues, effectiveness) Enhance top 3 programs and eliminate and/or change lesser effective programs	T&EC Chair with staff support	Annually by Sept 1 each year	In process - Training Coordinator compiling for T & E Council, Training & Education Division Have not enhanced top 3 programs and eliminated or changed lesser programs	T & EC Chair, Training & Education Division, Training Coordinator, Treasurer, Executive Director
3. Conduct market research on registration cost of programs, instructor pay, etc. (other organizations, Sections, etc. as sources)	T&EC Chair with staff support	March 28, 2004	Not done	T & E Chair, Training Coordinator, Training Div
4. Inventory and track all training programs, CEU's, PDH Records and get copies of program materials	T&EC Chair with staff support		Done. Training Coordinator is doing this	Training Coordinator, T & E Chair to oversee
5. Revise format of budget to reflect appropriate council / regional financial issues	Treasurer Ex Dir	Ongoing	Treasurer implemented new budget format for 2005, distributed new budget forms. Councils, Committee and Regions have not made budget requests.	Chuck Carden, Council Chairs, Region Chairs
6. Continue to maintain CEU and PDH records and report to DEP on a timely basis	Ex Dir	On-going	Being done by Training Coordinator	
7. Begin developing training standards to maintain continuity throughout the regions.	T&EC Chair with staff support		Not done – Training Coordinator working on this with C & T Board, T & E Chair, Regions Chairs	Training Coordinator, T & E Chair, C & T Board
8. Meeting with FDEP re: training opportunities	T&EC		Renewed FDEP Certification to provide CEU's in January 2005. Have not met with FDEP re: training opportunities.	T & E Chair Training Coordinator & Executive Director

Goal # 5: The Florida Section will increase its effectiveness with other organizations to identify and develop common goals, better utilize resources and enhance collaboration.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE	BY WHOM
1. Form reciprocal memberships between other organizations and members of the executive committee: League of Cities Association of Counties Others to be determined	Chair Chair-Elect Executive Director		Richard Coates appointed as liaison to Florida League of Cities, Jackie Torbert to Florida Assoc of Counties, Larry Ruffin to Florida Rural Water Association	Chair Chair Elect Past Past Chair, Executive Director Chair's appointees
2. Establish joint meeting between executive committees for FSAWWA and FWEA, FRWA and FWPCOA.	Chair	By FWRC meeting April 1, 2004	Met together as part of FWRC and FWRJ corporations at FWRC in April and August 2004; Have not held joint exec comm meetings with FRWA or others listed.	Chair FWRC & FWRJ Trustees from FSAWWA
3. Offer honorary FSAWWA memberships to the chairs of the FWEA, FRWA and FWPCOA.	Chair	FWRC	Not done yet	Chair
4. Identify the most powerful and influential environmental and agricultural groups. Establish points of contact for meetings on specific issues. Suggestions: Sugar Industry Florida Irrigation Society Citrus Growers Sierra Club Audubon WMD Advisory Boards	Executive Director Chair of FWWC	Annually	Doug Mann is chair of Florida Water Alliance which includes all of these groups	Doug Mann
5. Maintain a current list of officers of other organizations, including but not limited to: FWEA, FWPCOA, FRWA	Executive Director	April 1, 2004	Done	Executive Director
6. Assign FS/AWWA representative to the FWPCOA board.	Chair	April 6, 2004	Not done	Chair

Goal # 6: The Likins Scholarship fund will be fully endowed at \$200,000 by 2006.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE	BY WHOM
1. Conduct internal audit of Likins Funds Review General Fund transfers to Likins Fund 2000 – 2004 Reaffirm event reconciliation form Review accounting procedures for reconciliation of each Likins fund raising event.	Chair Treasurer Chair of Likins Board Executive Director	Ongoing	Treasurer's Final Event forms distributed to RC's for fundraising events, most were completed and returned. Chair and Treasurer worked with Region Chairs to reconcile funds raised to appropriate accounts.	Region Chairs Treasurer Likins Chair
2. Continue annual golf tournament, with \$5,000 to principal.	MAC	Annually at FSAWWA Conference	Contributed over \$14,000 at 2004 FSAWWA Conference	MAC Golf Tournament Committee
3. Regions will hold one event per year to benefit Likins.	Region Chairs	Reconcile funds raised by December 31 of each year	Most Regions have held fundraisers for Likins, and funds have been distributed	Region Chairs
4. YPs will hold several events each year to benefit Likins.	YPs	On-going	Summer Seminar and golf outing sponsored by YP September 2004 raised \$4,000	YP Chair
5. Look at opportunities to invest monies in other ways to increase return.	Likins Board Finance Committee	On-going	Finance Committee/Likins Scholarship Investment Committee recommended new investments to EC in July 2004, implemented in November 2004	Finance Committee Treasurer
6. Consider transferring funds from the General Fund to the Likins Fund to increase the Likins Fund.	Chair Treasurer Chair of Likins Board Executive Director	Dec 2003	Funds transferred from General Fund to Likins Fund to bring up to \$100,000 as of March 2004 as authorized by BOG	Treasurer BOG

Goal # 7: The Florida Section will have a student and young professional program in each region and statewide by January 2006.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE	BY WHOM
1. Identify YP Chair for each region.	YP Chair Region Chairs	Dec 2004	<i>In process, some but not all Regions have completed</i>	
2. Establish and maintain routine communication with YP Committee.	YP Chair	Ongoing	Lenore Horton keeps BOG informed	
3. Develop and establish a contact with each university and college and get commitment for involvement.	YP Chair Region Chairs	Dec 2004	Lenore Horton has met with USF and UCF; new UF student chapter started Feb 2005. No contact yet for UWF, U of Miami, other colleges.	YP Chair Region Chairs
4. Establish student day at FSAWWA Conference to include lunch and training.	YP Chair and Committee, working with Local Arrangements Chair	Sept 2004	Done at 2004 and 2005 Fall Conference	YP Chair, Conference Planning Committee Chair
5. Establish funding plan for paper competition, cash award and participation at National Conference.	YP Chair	Jan 2004	MAC voted to support winning paper to attend National ACE Conference	YP Chair MAC Chair
6. Integrate YPs in to the mainstream activities of the Section.	YP Chair Executive Committee Region Chairs	Ongoing	Successful Water Bowl competition at 2003 and 2004 Fall Conference; Florida Bowl competition at the ACE; Summer Seminar dates set. YP Chair reports at BOG meetings.	YP Chair, Section Chair, Executive Director, Region Chairs, Conference Committee, National Director

Goal # 8: The Florida Section will upgrade administrative processes, staffing and facilities to reflect the continued growth of the organization.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE	BY WHOM
1. Establish goals of the investment policy account.	Finance Committee Chair	April 2004	Finance Committee met at FWRC Conference and June 2004 to discuss, new investments selected. Investment goals have not been officially revised.	
2. Report to Executive Committee and adopt FSAWWA Building Fund Investment Policy.	Executive Committee	Dec 2004	Larry Ruffin exploring possibility of purchasing land as an investment	Pete Robinson; Larry Ruffin appointed by Glenn Yaney to assist
3. Update the SPM to accurately reflect the needs of the Section.	GPC	Nov 2004	Nine chapters have been updated. Draft SPM has not yet been completed or circulated for adoption.	Larry Ruffin and Rob Teegarden
4. Develop a Section staffing plan to provide for current and future administrative needs.	Executive Director	November 2004	Executive Director reported findings to Section Chair in May and Exec Committee at the ACE in June	Executive Director Executive Committee
5. Review finance and accounting and contracting procedures.	Chair, Treasurer Treasurer – Elect Executive Director	Dec 2004	Treasurer and Executive Director meet monthly, Treasurer submitting monthly updates to BOG. 2001-2003 three year audit not completed.	Treasurer, Executive Director
6. Create annual plan of activities for special funding: YPs WFP Likins Building	Executive Committee Region Chairs	Annual / On-going	Region Chairs meet with their Executive Committees to plan fundraisers, YP and WFP Chairs working on this. Building Committee has not yet started on this effort.	Region Chairs, YP Chair, WFP Chair, Building Committee

Goal # 9: The Florida Section will increase the number of active volunteers.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE	BY WHOM
1. Evaluate current regional structure.	Executive Committee	Jan 2004	Not done - ongoing as part of SPM revision	GPC
2. Develop regional executive steering committees with Region Chairs of the following serving as reps to each of the statewide councils (AC, MAC, TEC, PAC, UC)	Region Chairs AC MAC TEC PAC UC	April 2004	Chair Elect is working on this with Region Chairs and Council Chairs; Reg II Chair is working with UC, Reg's III and IV with T & E and Reg X with AC. MAC has assigned liaison to other Councils and Regions. Not all Region Chairs serving as liaisons to councils.	Chair Elect, Region Chairs, Council Chairs
3. Provide presentation on FSAWWA structure and activities.	Region Chairs	Once per year	Ongoing - Chair has requested Region Chairs to include Exec Director on agenda at one region meeting each year to discuss Section SPM and Strategic Plan	Executive Director, Region Chairs
4. Identify, nominate and support Section volunteers for National activities, councils, committees, etc.	Executive Committee	On-going	Nominated and submitted support letters for three nominees in 2004, one in 2005.	BOG, Exec Comm, Chair
5. Identify a "mission" for each council and committee; establish new committees as needed to meet current needs.	Executive Committee	On-going	T&EC, PAC and MAC have done this, Admin Council working on this now, GPC considering in SPM Revision. Not yet completed.	Council Chairs, GPC
6. Utilize the FSAWWA Web Site to facilitate information and communication.	Executive Director with Web Master	On-going	Website is being constantly updated with current information on activities and events, legislative policies, photos of recent events, etc.	Executive Director, Webmaster

Goal # 10: The Florida Section will effectively communicate with the membership, profession, media and public on water issues and the water industry's commitment to providing safe drinking water and protecting public health.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE	BY WHOM
1. Update / upgrade the Web Site	Executive Director with Web Master	Immediate and on-going	Ongoing; AWWA webmaster cited the Florida Section's website as the one to emulate at national training event in July 2004	Executive Director, Webmaster
2. Promote and utilize the Web Site as the primary means of communicating information about the Section's activities and events; consider providing: <ul style="list-style-type: none"> • Chat Room, • Qs & As, • Discussion Forum • Post policies, • position statements, • job opportunities, • volunteer opportunities 	Executive Director with BOG, Council Chairs, Committee Chairs, etc.	Immediate and on-going	Ongoing; Website is being constantly updated with current information on activities and events provided by Region Chairs and others 2004 Legislative Positions posted, job opportunities posted Still to be done: Chat Rooms, position papers other than legislative issues, posting volunteer opportunities	Executive Director Region Chairs Webmaster Marketing Chair
3. Better utilize the FWRJ; consider an Executive Director's Report each month or bi-monthly; place a membership form in the Journal at least twice per year.	Executive Director with Buena Vista Publishing	Immediate and on-going	Executive Director authored numerous stories published in the Journal including 2003 and 2004 Fall Conference wrap-ups, ACE 2004 Local Host Committee, etc. Placed membership application in Journal in 2004. Will publish application form again in 2005.	Executive Director Working with FWRJournal Editor
4. Better utilize Council expertise for Section activities, i.e. <ul style="list-style-type: none"> • UC – TEC for technical input • UC – PAC for communications / editing / PR input. 	Council Chairs	Immediate and on-going	MAC feels their expertise is being underutilized; Marketing Chair edited 2004 UC Legislative Policies; PAC Chair working on position papers for website posting and policies for responding to media requests – position papers and policies not yet adopted. UC – TEC technical input under development	
5. Better utilize conference calls to improve interaction among all units of the Section.	Council Chairs Councils Committees Region Chairs YPs	Quarterly	Executive Committee, T&EC Council, C&T Board, Region & Council Chairs, WUED are utilizing conference calls	

Goal # 11: The Florida Section will have professional office space by 2004.

ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS/DATE	BY WHOM
1. Appoint an Ad Hoc Building Committee	Chair	January 2003	\$50,000 was set aside for the Building Fund and placed in a dedicated fund. GPC reported to BOG on real estate options re: Section building at FWRC April 2004	Pete Robinson appointed as chair; Larry Ruffin appointed to assist him
2. Develop options, uses and costs of an FS/AWWA headquarters building and report to the Executive Committee	Ad Hoc Committee	Discussed at April 2004 BOG meeting	Larry Ruffin presented report including cost/benefit, ideal location, and recommendations to BOG meeting in April <i>Needs further analysis.</i>	Larry Ruffin, did an initial analysis
3. Develop interim fund raising plan and report to the Executive Committee	Ad Hoc Committee	May 2003	<i>Not done</i>	Ad Hoc Committee
4. Develop long term fund raising plan, goals and program and report to the Executive Committee	Ad Hoc Committee	June 2003	<i>Not done</i>	Ad Hoc Committee