



American Water Works Association
Florida Section

STRATEGIC PLAN 2005

**ADOPTED 8/24/05
FSAWWA BOARD OF GOVERNORS**

2005 GOALS AND ACTION ITEMS

FIVE Strategic Plan FOCUS AREAS 2005 CORRELATED TO 2003 STRATEGIC PLAN GOALS

Sandra Anderson and Phoenix McKinney	Jeff Nash	Matt Alvarez	John Hagelskamp	Marjie Craig and Bob Cushing
<p align="center"><u>Goal #1</u></p> <p align="center"><u>CREATE AN IDENTITY FOR FSAWWA</u></p>	<p align="center"><u>Goal #2</u></p> <p align="center"><u>ACHIEVE FINANCIAL GROWTH AND STABILITY FOR FSAWWA</u></p>	<p align="center"><u>Goal #3</u></p> <p align="center"><u>FURTHER ENHANCE FSAWWA'S LEGISLATIVE EFFECTIVENESS</u></p>	<p align="center"><u>Goal #4</u></p> <p align="center"><u>DEVELOP AN EFFECTIVE FSAWWA ORGANIZATION & STRUCTURE</u></p>	<p align="center"><u>Goal #5</u></p> <p align="center"><u>FURTHER DEVELOP EFFECTIVE FSAWWA TRAINING & CERTIFICATION PROGRAMS</u></p>
<p align="center">Relates to 2003 Goal:</p>	<p align="center">Relates to 2003 Goals:</p>	<p align="center">Relates to 2003 Goals:</p>	<p align="center">Relates to 2003 Goals:</p>	<p align="center">Relates to 2003 Goal:</p>
<p>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.</p>	<p>Goal # 6: The Likins Scholarship fund will be fully endowed at \$200,000 by 2006.</p>	<p>Goal # 3: The Florida Section will increase involvement, credibility, and effectiveness with legislators, regulatory agencies, and the media.</p>	<p>Goal # 1: The Florida Section will have an effective state and regional structure.</p>	<p>Goal # 4: The Florida Section will enhance professional development through training programs.</p>
	<p>Goal # 11: The Florida Section will have professional office space by 2004.</p>	<p>Goal # 5: The Florida Section will increase its effectiveness with other organizations to identify and develop common goals, better utilize resources and enhance collaboration.</p>	<p>Goal # 2: The Florida Section will have a membership of 3,000 by 2006.</p>	
			<p>Goal # 7: The Florida Section will have a student and young professional program in each region and statewide by January 2006.</p>	
			<p>Goal # 9: The Florida Section will increase the number of active volunteers.</p>	

2005 GOALS AND ACTION ITEMS

GOAL #1: CREATE AN IDENTITY FOR FSAWWA			
2005 ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS/ DATE
1. Develop standardized logo and tagline(s) with usage guidelines. Identity committee discussed the following elements of an identity: <ul style="list-style-type: none"> • Adopt and use one logo across the state • Develop guidelines for logo use that achieves consistency across the state. • Implement a Tagline that is “benefit” driven • Adds to our image of quality of services and products • Emphasize the benefits of the organization by ‘selling’ one central point 	Jason Parrillo	August 2006 BOG	Research near completion. Logo and rationale recommended. Draft usage guidelines to be completed on or before August 15, 2005.
2. Develop Section communication-training guidelines (tools and processes) and incorporate them into the SPM.		July 2005	
3. Upgrade the website as a primary means of communication for sharing Section activities around the state.	Executive Director	November 2005	ongoing
4. Establish a roster of organizational spokespersons and categorize them into lists of “issue experts” (primarily regional and local). <ul style="list-style-type: none"> • Provide issue experts training • Identify publics by February 2005. (Internal, legislative and media are initial primary publics) • Needs input from BOG, regional vice chairs, and UC legislative and regulatory committees 	PAC Chair	July 2005	In 3 rd round of review for current proposed issue documents Before May 15, 2005.
5. Identify delivery mechanisms and evaluate effectiveness of the message to our members. <ul style="list-style-type: none"> • Key areas for evaluation are: <ul style="list-style-type: none"> • Were targets correct? • Did the messages suit target audiences? • Did the target audience’s act/react as FSAWWA desired? • Were media channels and/or vehicles correct for message delivery? • Establish measurable objectives. • Use exit surveys for FSAWWA conferences and workshops as one way to measure and evaluate. • Evaluate at the correct time – short-term objective level 	PA committee	April 15, 2005	Prelim delivery mechanisms identified and circulated for comment on April 15, 2005 Need response from recipients
6. Develop template communication tools for local utilities	TBD	2006-2007	

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GOAL #1: CREATE AN IDENTITY FOR FSAWWA			
2005 ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS/ DATE
<p>7. Develop a Florida Section <u>marketing plan</u>. Produce "standard marketing materials," such as press packets, etc. Inform the members and educate about public messages channels included the production of collateral pieces.</p> <ul style="list-style-type: none"> • Situational Analysis • Vision Statement • Mission Statement or Statement of Purpose • Target Audiences • Goals and Objectives • Implementation • Evaluation <ul style="list-style-type: none"> • Key actions to complete a communications/marketing plan for the Section: <ul style="list-style-type: none"> • Conduct information/communication audit • Mission statement • Research and/or communications audit • Membership survey and focus groups • Coordinate with Membership Services Committee, • What do members derive from membership? What else would they like to derive? • Committee and leadership input 	<p>Sandra Anderson and Phoenix McKinney</p> <p>Mike Miller (long-term goals)</p> <p>Steve Soltau for focus group activities. Dave Henderson</p>	<p>October 2005</p>	<p>Draft marketing plan completed April 15, 2005.</p> <p>Circulated to identity committee for comment and additional input on April 18, 2005.</p> <p>Need input from recipients to finalize</p>

2005 GOALS AND ACTION ITEMS

GOAL #2 ACHIEVE FINANCIAL GROWTH & STABILITY FOR FSAWWA		
ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE
1. The Florida Section will identify all projected short and long term financial requirements. Develop a financial plan to meet the following requirements: <ul style="list-style-type: none"> • Raise Section allotment (by 3rd Quarter 2005) • Evaluate increasing UC dues • Explore FSAWWA testing and certification of private sector bottled water • Seek major water-related major sponsors such as SeaWorld, Coca-Cola or Pepsi, Wachovia • Explore sharing profits with travel agent for water-related group tours (2005-2006) 	Finance Comm	
2. The Florida Section will donate 10,000 per year to Water for people starting in 2005 and will begin donating 25,000 per year by 2015.	BOG	
3. Sell FSAWWA merchandise, including bottled water from local utilities	Exec Committee	1 st qtr 2006
4. Merge or acquire other water related professional associations (e.g.SEDA, NRWA)		
5. Research grants for FL-specific water related research needs with FSAWWA as broker (1st Quarter 2005)		
6. Enforce the wearing id badges required to enter Exhibit Halls at conferences as a measure to reduce lost revenue (by 2nd Quarter 2005)	MAC	11/05

2005 GOALS AND ACTION ITEMS

GOAL #3 FURTHER ENHANCE FSAWWA'S LEGISLATIVE EFFECTIVENESS			
ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE
1. Develop relationships and current list of local legislators in their area and have a plan to interface with them. <ul style="list-style-type: none"> • The plan should include inviting the local legislators to the regional workshops that include water supply issues • Invite the local legislators to speak to our members at membership meetings • Conduct educational briefings with legislators to inform them on our issues so we can build early consensus • Invite local legislative members and other elected officials to the local taste test • Sustain year round regional involvement which is needed to develop the 1-on-1 relationships with local legislators and staff 	Regional Vice Chair Suggest PAC interface	6/2005	
2. Hold frequent meetings in order to conceptualize and develop both policy and position statements that will provide Doug Mann with guidance. <ul style="list-style-type: none"> • convene conference calls — maybe more frequent meetings, but shorter • Provide early guidance to formulate strategies. • meet early in the process with the legislative committee and committee chairs to provide their input towards establishing policies and positions; Committee chairs - MFL/Reservations; Reuse; Water Conservation and Water Resource 	UC legislative and regulatory committees Suggest PAC interface		This dovetails with issue and position statements for media
3. <u>Timely development of legislative priorities</u> - begin sooner in order to avoid a last minute rush. The legislative committee and Doug Mann need to sit down as soon as practicable after the legislative session to review and discuss preliminary goals for the next session.	UC		
4. Enroll actions within the Standard Practice Manual so that we can meet these deadlines each year. <ul style="list-style-type: none"> • Recommends the following strategies to increase our visibility and effectiveness through the following 6-step process: <ul style="list-style-type: none"> • Step 0: Update the Standard Practice Manual to include the Legislative coordination steps. • Step 1: Conduct annual post legislative briefings to review session effectiveness and draft preliminary position papers and policies (May/June). • Step 2: Conduct regular conference calls to build on and finalize positions and policies (June/Sept). • Step 3: Utility Council meeting to finalize positions and develop briefing packages/summaries and key legislator list (Oct). • Step 4: Utility Council meeting to adopt positions and briefing packages (November) • Step 5: Develop and schedule briefing assignments. Then execute briefings (Dec/Jan). • Step 6: Conduct Legislative Day. Include breakfast with Legislators/key committee members and include awards at reception (April) 	Policy Chair	4/2205	

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GOAL #3 FURTHER ENHANCE FSAWWA'S LEGISLATIVE EFFECTIVENESS			
ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE
<p><u>Communication of policies and positions is needed to the general membership</u> -, the legislative committee needs to meet as necessary to insure positions and policies are developed and disseminated to the entire membership well in advance of the next legislative session.</p> <p>Executive Committee and BOG involvement needed for timely approval of positions, policies, and briefing packages.</p>	Needs PAC interface		

2005 GOALS AND ACTION ITEMS

GOAL #4 DEVELOP AN EFFECTIVE FSAWWA ORGANIZATION & STRUCTURE			
ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE
1. Distribute a final draft of the SPM and revised Org Chart to membership by 5/1/05. Final approval of SPM by 10/31/05.	Ruffin; EC	5/1/05	On schedule
2. Develop succession plan for each position listed in the SPM	Delegated based on final SPM	12/31/05	Cannot progress w/o approved SPM
3. Develop Membership Marketing Plan <ul style="list-style-type: none"> • Survey membership for their needs. Obtain national survey data. • Feedback forms to membership at training events, etc. • New member orientation • Showing value to our members • How to capture dropped/dropping members 	Administrative Council Chair and Membership Comm Chair Needs PAC interface	Has commenced. Substantial progress by 12/31/05. Complete Plan by 11/06.	Discussed in general at AC meeting on 2/24/05.
4. Integrate and assign the YP's into visible and mainstream activities of the Section. <ul style="list-style-type: none"> • Paper competition and funding plan for attendance at the national conference • Foster and value the relationships with all student chapter at every university and college in Florida • 	YP Chair Executive Committee RVCs	Jan 2004	
5. During every FS/AWWA function, one of the function's hosts will address the attendees recognizing the value and benefits of membership in our organization <ul style="list-style-type: none"> • When a fee is charged there will be a member and non-member price • Promote membership by always carrying a membership application with them • Welcome new members to the section with a follow-up phone call by the RVC 	All BOG Members and Units of the Section	Now	

2005 GOALS AND ACTION ITEMS

GOAL #5 FURTHER DEVELOP EFFECTIVE FSAWWA TRAINING & CERTIFICATION PROGRAMS			
ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE
1. Improve Council participation by 10% annually	Marjie Craig (T & E Chair) – leads and Division Chairs & entire Council	11/05	Complete, dist 4/05 Compiling draft
<ul style="list-style-type: none"> • Tactical Plan (Tasks): <ul style="list-style-type: none"> • Publish a roster of members in Divisions, committees structure • Evaluate structure at least annually & adjust • Reach out to existing members and recruit new members to increase council participation • 	Marjie Craig & Division Chairs	4/05	Complete, distributed 4/05; ongoing recruitment
2. Identify, compile & update training process & global training opportunities annually.	Rick Cisterna & Michele Miller	Draft 8/05	
<ul style="list-style-type: none"> • Tactical Plan (Tasks): <ul style="list-style-type: none"> • 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 • Improve and enhance T&E Council revenue - Annual seminar series • Define training being conducted • Format • Teleconference • Seminar • On-line training • Safety training • Combined with Regional program • “Seminar in a Box” • National format • CEU's/PDH's (i.e., Region X has all their regional meetings certified for the time a speaker is going to present info) • Certification of Operators • Paid speakers • Volunteer speakers • Cost • Length of time • Agendas • Free locations – non-profit status – we have liability insurance 			

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ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE
<ul style="list-style-type: none"> • Public libraries • Utility facilities • Universities • Community colleges • Compile existing training information (course type, name, agenda, financial) • Research other offline and online programs (document programs & their trainees) • Distribute/make available program agendas to regional coordinators via website • Contact national T&E Council to identify resources for state • Develop consistent training standards between regions • Compile and catalog all known training • Suggested speakers • PowerPoint presentations • Agendas • Topic and length of time • CEU's awarded • Videos for loan/teleconference 			
<p>3. Increase internal & external customer communication by at least 10% annually.</p>	<p>Marjie Craig and Michele Miller, Executive Director coordinate with PAC, IT Division, all Division Chairs</p>		

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ACTION ITEM	RESPONSIBLE PARTY	TARGET DATE	PROGRESS / DATE
<ul style="list-style-type: none"> • Tactical Plan (Tasks): <ul style="list-style-type: none"> • Use the “Section Marketing Database” with all attendees – about 16,000 people –sorted by desired field. • Develop T&E newsletter (send to members and other training targets, related industry) • Establish meetings for the T&E Council • Contact 6 sponsors “outside” the industry – develop relationship • Develop & integrate universal registration/questionnaire for feedback • Develop presentation of training Do’s and Don’ts for regions • Document CEU/PDH certification requirements for people in our industry and other related industries • Communicate with Regional Chairs • Identify and communicate with Regional T&E Chair’s • Attend quarterly meetings • Become an asset to the regions • Identify what the “added value” is working with the T&E (sponsors, speakers, etc) • Determine who our customers are and what they want and price points • customer survey tool (Michele has draft ready) • written/email/website • phone calls to key users – such as Regional Chairs, Executive Committee, sort database by Utility Directors, Operators • research other state sections <ul style="list-style-type: none"> • research AWWA National programs and trends • Develop a “Training Page” on the website incorporating <ul style="list-style-type: none"> • Safety training (already there) • Other training available • Develop a T&E webpage • Member only? Enter membership number to enter • Define what T&E is and does – need clarification of why we have training programs • Develop talking points and/or Frequently Asked Questions • What training do we have & What Training planned • Hotlink to Regions/Regional newsletter • Develop a T&E “newsletter” (delivered via email) • Communicate training for the quarter • Communicate Regional training and link to their info and registration 			