

**STRATEGIC PLAN FOR  
MONTANA SECTION OF AWWA  
2008 – 2012**

**I. INTRODUCTION**

American Water Works Association is the largest professional water organization in the world. Total membership now exceeds 57,000 persons, worldwide. The Montana Section is one of the oldest and one of the smallest of the 43 sections of American Water Works Association. Montana Section of AWWA was formed in 1926 and has been actively involved in Montana's water industry ever since. Our total membership at the end of December 2006 was 268. All activities of the Montana Section AWWA rely totally on the efforts and dedication of an active volunteer network, as supported by part-time contracted administrative assistance. With the large geographic area covered by Montana and the wide distribution of water industry professionals within that area, our effectiveness depends on overcoming both spatial separation and the large diversity of needs presented by our membership.

In October 1997, the MSAWWA Board met for two days for a Section Self Assessment. From this meeting, the board established certain goals and objectives they felt would make MSAWWA a more effective organization. This strategic plan is a key element for accomplishing these goals. The successful implementation of this strategic plan is dependent upon the strong leadership of board members and committee chairs, and on the personal involvement of all members of the Montana Section of AWWA. In January 2003, the MSAWWA Board revised the strategic plan as needed for 2003 – 2007.

**II. VISION OF MONTANA SECTION of AWWA**

The Montana Section of AWWA will provide to the section membership educational events, written information, and opportunities for greater member involvement in both Association and Montana-specific issues affecting the water industry. The Section will also provide technical expertise and reliable information to the press, public and legislative bodies on water industry issues in support of AWWA's vision of being to the authoritative resource on safe water.

**III. VALUES OF MONTANA SECTION AWWA**

AWWA is the authoritative resource on safe water. In concert with the core principles of AWWA, the Montana Section of AWWA's guiding principles are:

**Commitment to Public Health.** We are committed to safeguarding public health by adhering to the principle that the public has an absolute right to safe drinking water.

**Customer Focus.** We are committed to providing products and services that enable the water community to meet the needs of its customers.

**Honesty and Integrity.** We are committed to honesty and integrity in all actions of our staff and members.

**Commitment to Sustainability.** We are dedicated to assuring that water is managed for the greatest good of people and the environment and that all segments of society have a voice in the process.

**Commitment to Excellence.** We are committed to the highest standards of service, products, and operations, through continuous review and improvement.

**Diversity.** We are dedicated to becoming more inclusive by increasing the diversity of our staff, membership, and leadership.

**Teamwork.** We help each other and our partners to openly share information and solve problems in a spirit of cooperation.

#### **IV. MISSION of MONTANA SECTION AWWA**

AWWA unites the full spectrum of the water community to protect public health and to provide safe and sufficient water for all. Through collective leadership, AWWA advances technology, education, science, management, and government policies.

The Montana Section of AWWA will provide the forum and opportunity through which its membership can exchange information, learn of new issues and technologies, educate the public, and enhance the professionalism of workers in all areas of the water industry.

#### **V. SECTION INITIATIVES**

Initiatives of Montana Section AWWA have been established to reflect priority services we want to provide our membership in balance with reasonable volunteer availability and administrative resources. We must work to maximize member involvement and provide the information needed to positively affect the water industry in Montana.

The specific goals we plan to accomplish by 2012 are listed below. They are not in order of priority.

1. We will coordinate training and assistance through partnerships with other water related organizations and regulatory agencies. Training and education will focus on voids not currently provided to members, other water professionals and school aged children.
2. The Board will strive to be a resource for the membership regarding new water regulations with a focus on outreach to small systems.
3. We will be active in State Legislative regulatory affairs and will be a source of water industry technical expertise for the press, legislature and public.
4. We will increase membership to 350 by 2012. Membership recruitment of young professionals entering the water industry workforce will be a priority.
5. We will establish a young professionals committee to recruit, develop programs for, and encourage participation of young professionals in MSAWWA and AWWA activities.
6. We will strive to sustain membership and encourage active Section participation by implementing retention incentives.
7. The Board will strive to provide direction to committee chairs and encourage strong committee leadership to enhance opportunities for membership involvement. The Board will develop guidance materials for distribution to all committee chairs.
8. We will be financially responsible.
9. The Board will develop a policy to facilitate the Section's annual charitable donations at the State, National and global level.

The success of MSAWWA will be measured against the goals and objectives of this Strategic Plan.

#### **VI. COMMITTEE OBJECTIVES**

Committee activities are the heart of the organization and the avenue for membership involvement in Montana Section of AWWA.

To support committee leadership and involvement, each committee chair will be responsible for committee goals and objectives and annual budget. A Board member will be assigned oversight responsibility for each committee and is expected to contact the committee chair on a quarterly basis. Each committee will set goals and objectives for the upcoming year.

The Board will also work with MWEA to better define leadership of joint committees, possibly

resulting in assignment of a single chair and vice chair to each Joint Committee.

## **VII. SPECIFIC COMMITTEE ROLES, RESPONSIBILITIES AND GOALS**

This Section is intended to provide the updated roles and responsibilities associated with each MSAWWA committee and MWEA/MSAWWA joint committee. It also presents the five year goals for each committee as defined by the 2006/7 committee members with additional input from the Board. It is the intention of MSAWWA that the committee goals reflect and define the implementation of the MSAWWA initiatives identified in this document.

### **Joint Conference Audit Committee**

**Board Liaison:** MSAWWA Past Chair and MWEA Past President

#### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Provide preliminary and final audits of Joint Conference Committee books. The committee will present the preliminary report at the Joint Board meeting held at the annual conference and will present the final report at the Fall Joint Board meeting.

### **Cross Connection Control Committee**

**Board Liaison:** Secretary/Treasurer

#### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Meet annually at the Joint Conference as a minimum. Additional meetings throughout the year to carry out the activities of the committee are encouraged.
2. Submit a budget request to the Board by December 31st on an annual basis.
3. Review and update committee roles and responsibilities and annual goals on an annual basis and report to Board liaison by December 31st.

#### **FIVE YEAR GOALS**

1. Work with the Department of Environmental Quality to implement the Administrative Rules for cross Connection Control as related to promulgation of the Distribution Rule.
2. Participate with other groups to provide education and training.
3. Work to standardize testing procedures and backflow requirements through out Montana.
4. Provide the technical expertise necessary to address cross connection issues.
5. Develop a model program to assist system operators in establishing a cross connection control program.

### **Diversity Committee**

This committee has been eliminated as a separate committee. Diversity is one of the core values of AWWA. The Board feels we are all responsible for expanding the diversity of our section and it should be a consideration in all of our actions rather than as a separate committee. MSAWWA will strive to involve under-represented populations in our membership, leadership and activities.

### **Education Committee**

**Board Liaison:** Senior Trustee

#### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Meet annually at the Joint Conference as a minimum. Additional meetings throughout the year to carry out the activities of the committee are encouraged.
2. Maintain video and technical library.

3. Sponsor both teleconferences each year.
4. On a biannual basis, organize the joint conference Preconference Seminar. Roles and responsibilities for this include:
  - a. By October of the year preceding the conference, determine the theme of the Preconference Seminar.
  - b. Solicit qualified presenters and presentations to provide a technical program appropriate for the selected theme. Obtain biographical information for moderator introduction of each speaker.
  - c. Arrange for moderators at the Preconference Seminar to introduce presenters and facilitate the program. Moderator will also stamp CEC/PDH documentation at the conclusion of the technical session.
  - d. Work with Joint Program Committee to coordinate CEC approval and presentation material.
  - e. Structure Preconference in order to maximize professional development hours (PDHs) for professional engineers and Continuing Education Credits (CECs) for water and wastewater operators.
5. Coordinate activities with the Program Committee at Joint Conference and Preconference.
6. Work with the Executive Secretary to maintain the Approved Training Provider status of MSAWWA by applying biannually to the Department of Environmental Quality's Operator Certification Program.
7. Submit a budget request to the Board by December 31st on an annual basis.
8. Review and update committee roles and responsibilities and annual goals on an annual basis and report to Board liaison by December 31st.

#### **FIVE YEAR GOALS**

1. Increase awareness of resources available to members through the Section and the Association. Promote Association webcasts and seminars, Annual Joint Conference and other section educational opportunities.
2. Develop a stronger educational program for operators of all size systems while maintaining the strong program for engineers and other technical water professionals.

#### **Joint Conference Exhibitors' Committee**

**Board Liaisons:** MSAWWA Senior Trustee and MWEA Senior Trustee

#### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Meet annually at the Joint Conference as a minimum. Additional meetings throughout the year to carry out the activities of the committee are encouraged.
2. Solicit exhibitors for the Joint Conference.
3. During the Joint Conference, obtain feedback from each exhibitor.
4. Provide feedback forms to Executive Secretary prior to the Fall Board Meeting.
5. Review and update committee roles and responsibilities and annual goals on an annual basis and report to Board liaison by December 31st.

## **FIVE YEAR GOALS**

1. Increase exhibitors' involvement in Section activities.
2. Continue the strong presence of exhibitors at the Joint Conference.
3. Increase exhibitors' involvement in technical education.

### **Fuller Award Committee**

**Board Liaison:** Director

(This committee consists of the past five Fuller awardees with the committee chair being the awardee from five years back.)

## **COMMITTEE ROLES AND RESPONSIBILITIES**

1. On an annual basis, obtain nominations and select the most qualified individual. Obtain biographical data on the awardee and present award at the annual conference.
2. Publicize the importance of the Fuller award and qualifications of current and past awardees. This is AWWA's most prestigious award.
3. Provide information and a photo of the recipient to the Executive Secretary, one month prior to the conference, for distribution to the visiting officer at the annual conference and for the report required by National AWWA.
4. Prepare and send a news release to the recipient's local newspaper and notify the recipient's employer via the Executive Secretary.
5. Evaluate potential for providing financial assistance to awardee to attend AWWA's Annual Conference and Exposition (ACE).

### **Joint Historical Committee**

**Board Liaisons:** MSAWWA Junior Trustee and MWEA Junior Trustee

## **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Meet annually at the Joint Conference as a minimum. Additional meetings throughout the year to carry out the activities of the committee are encouraged.
2. Preserve significant historical documents related to MSAWWA and MWEA.
3. Seek out and preserve historical documents of interest related to Montana water and wastewater systems.
4. Continue archiving information described in 2 and 3 above.
5. Support activities emphasizing the historical background of the Section at appropriate anniversaries or events.
6. Document and archive activities at each annual Joint Conference.
7. Submit a budget request to the Board by December 31st on an annual basis.
8. Review and update committee roles and responsibilities and annual goals on an annual basis and report to Board liaison by December 31st.

## **FIVE YEAR GOALS**

1. Develop an historical presentation for each annual Joint Conference. Presentation will focus on Host City and surrounding area.

## **Joint Conference Host City Committee**

**Board Liaisons:** MSAWWA Chair and MWEA President

### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Organize and plan for the Annual MWEA/MSAWWA Joint Conference in support of the Executive Secretary.
2. Help encourage participation of members and non-members from the local area where the conference is held.
3. Review and act on the draft, step by step plan and schedule provided by the Executive Secretary no later than November 1st preceding the upcoming conference.
4. Provide to the Board feedback and guidance and a list of successes/limitations of the previous conference by August preceding the upcoming conference.

## **Legislative Committee**

**Board Liaison:** Chair-Elect

### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Meet annually at the Joint Conference as a minimum. Additional meetings throughout the year to carry out the activities of the committee are encouraged.
2. Work closely with Association Director on Legislative issues.
3. Work with legislative tracking consultant to monitor legislative activity. Ensure that the consultant maintains an e-mail tree for the distribution of legislative and regulatory information via the Executive Secretary.
4. If necessary, recommend to the Board a legislative tracking consultant to monitor legislative activity.
5. Make recommendations, on a case by case basis, to the Board on water related issues in regard to legislative and administrative action at the State level.
6. Collect and disseminate mailings from the Board of Environmental Review and DEQ.
7. Submit a budget request to the Board by December 31<sup>st</sup> on an annual basis.
8. Review and update committee roles and responsibilities and annual goals on an annual basis and report to Board liaison by December 31<sup>st</sup>.

### **FIVE YEAR GOALS**

1. Develop stronger relationships with press, legislators and regulators and be seen as a source for expertise on water related issues.

## **Joint Lifetime Achievement Award Committee**

**Board Liaison:** MSAWWA Director and MWEA Director

### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Be familiar with the defined criteria and procedures for nominating, selecting and presenting the Lifetime Achievement Award.
2. On an annual basis, obtain nominations and select qualified individuals as deemed appropriate. Obtain biographical data on the awardees and present awards, if any at the joint conference.

3. Prepare and send a news release to the recipient's local newspaper via the Executive Secretary.
4. Review and update committee roles and responsibilities and annual goals on an annual basis and report to Board liaison by December 31<sup>st</sup>.

### **Membership Committee**

**Board Liaison:** Senior Trustee

#### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Meet annually at the Joint Conference as a minimum. Additional meetings throughout the year to carry out the activities of the committee are encouraged.
2. Provide welcome letters and pins to new members along with committee participation opportunities.
3. Contact non-members who attend the conference.
4. Sustain membership by implementing retention activities and incentives, such as the \$50 new member bounty.
5. Submit a budget request to the Board by December 31<sup>st</sup> on an annual basis.
6. Review and update committee roles and responsibilities and annual goals on an annual basis and report to Board liaison by December 31<sup>st</sup>.

#### **FIVE YEAR GOALS**

1. Increase membership to 350 by 2012. Membership recruitment of young professionals entering the water industry workforce will be a priority.
2. Develop new incentives for retaining membership.
3. Develop a program to assign mentors for first time members attending the annual conference.
4. Continue to send a MSAWWA representative to the membership Summit to network and obtain ideas for recruitment and retention from other Sections.
5. Develop awareness through website and educational mailings on membership incentives.

### **Nominations Committee**

**Board Liaison:** Director

(This committee is made up of the Chair, Director, and the Chair-Elect.)

#### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Solicit nominations for vacant positions on the Board of Directors.
2. Provide nominees with a position description.
3. Present a slate of nominees for election of officer(s) to the Board of Directors at the Section's full membership meeting held at the joint conference.

### **Joint Conference Program Committee**

**Board Liaisons:** MSAWWA Chair and MWEA President

#### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. By October of the year preceding the conference, prepare and distribute a "Call For Program Abstracts" to generate interest in program presentations for the annual conference. Distribution should encompass utilities, engineers, universities and their affiliates, suppliers and other appropriate water industry concerns.

2. Review responses to the Call for Papers, select and schedule speakers and topics, and solicit presentations to provide a well-rounded program of water, wastewater and solid waste issues. Obtain biographical information for moderator introduction of each speaker.
3. Arrange for Moderators at all sessions to introduce presenters and to stamp CEC/PDH documentation at the conclusion of each technical session.
4. Work with Education Committee to coordinate CEC approval and presentation material with the appropriate association hosting the pre-conference seminar.
5. Structure conference in order to maximize professional development hours (PDHs) for professional engineers and Continuing Education Credits (CECs) for water and wastewater operators.
6. Submit a budget request to the Board on an annual basis for the scholarships.

#### **FIVE YEAR GOALS**

1. Include an Operator Track to increase involvement of and appeal to system operators.
2. Encourage and provide space for Poster Sessions for papers not scheduled for presentation.

#### **Joint Public Education/Information Committee**

**Board Liaison:** MSAWWA Chair-Elect and MWEA Vice-President

#### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Meet annually at the Joint Conference as a minimum. Additional meetings throughout the year to carry out the activities of the committee are encouraged.
2. Promote Water Week, Water Festivals and other educational activities to school age children.
3. Submit a budget request to the Board by December 31<sup>st</sup> on an annual basis.
4. Review and update committee roles and responsibilities annual goals on an annual basis and report to Board liaison by December 31<sup>st</sup>.

#### **FIVE YEAR GOALS**

1. Establish and increase contact with the media to publicize Section activities, water system operators as professionals and the water industry in general.

#### **Safety and Heroism Committee**

**Board Liaison:** Chair-Elect

#### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Ensure the presentation and advertisement of Safety Awards provided by AWWA. This includes obtaining required section officer signatures, framing and arranging for the presentation at the Joint Conference or other appropriate event.
2. On an as-needed basis, arrange for procurement and presentation of special safety awards to appropriate recipients not included in the Association AWWA program.
3. Submit a budget request to the Board by December 31<sup>st</sup> on an annual basis.
4. Review and update committee roles and responsibilities annual goals on an annual basis and report to Board liaison by December 31<sup>st</sup>.

## **Joint Scholarship Committee**

**Board Liaison:** MSAWWA Past Chair and MWEA Past President

### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Meet annually at the Joint Conference as a minimum. Additional meetings throughout the year to carry out the activities of the committee are encouraged.
2. Notify colleges of the availability of the scholarship. Distribute applications to each of the universities and colleges in Montana by the end of January.
3. Review applications and select the most qualified applicants to receive scholarships. Notify recipients no less than two weeks prior to joint conference.
4. Fund one year's membership in the Association of the recipient's choice for scholarship recipients (new or current members).
5. Issue scholarship funds to recipients' college by August 1<sup>st</sup> each year.
6. Submit a budget request to the Board by December 31<sup>st</sup> on an annual basis.
7. Review and update committee roles and responsibilities and annual goals on an annual basis and report to Board liaison by December 31<sup>st</sup>.

### **FIVE YEAR GOALS**

1. Continue to award two \$1000 scholarships per year.
2. Increase number of applicants and number of Montana schools participating.
3. Develop and fund a scholarship for small system operators to attend a training event.

## **Small System Committee**

**Board Liaison:** Junior Trustee

### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Meet annually at the Joint Conference as a minimum. Additional meetings throughout the year to carry out the activities of the committee are encouraged.
2. Solicit nominations and select a small system operator of the year and present award to operator at annual conference.
3. Submit a budget request to the Board by December 31<sup>st</sup> on an annual basis.
4. Review and update committee roles and responsibilities and annual goals on an annual basis and report to Board liaison by December 31<sup>st</sup>.

### **FIVE YEAR GOALS**

1. Identify training needs for small system operators. Coordinate with other training agencies. Recommend training needs to the Board, Education Committee and Program Committee.

## **Water for People Committee**

**Board Liaison:** Chair-Elect

### **COMMITTEE ROLES AND RESPONSIBILITIES**

1. Meet annually at the Joint Conference as a minimum. Additional meetings throughout the year to carry out the activities of the committee are encouraged.

2. Continue to actively support the Adopt a Country Programs in Honduras and Malawi.
3. Continue fund raising activities at the Joint Conference to raise money for WFP. Organize and coordinate those activities at the joint conference.
4. Continue to donate MSAWWA funds to WFP.
5. Submit a budget request to the Board by December 31<sup>st</sup> on an annual basis.
6. Review and update committee roles and responsibilities and annual goals on an annual basis and report to Board liaison by December 31<sup>st</sup>.

**FIVE YEAR GOALS**

1. Promote and support safe water as a basic right to life for all people.
2. Work to work toward adopting a third country.
3. Become actively involved in outreach community based organizations and businesses to raise awareness of Water for People.
4. Increase the amount of financial support to WFP by 1/3 in the next five years.