



# **The Strategic Plan of the New Jersey Section American Water Works Association 2008-2012**

## **Introduction**

To ensure that the New Jersey Section (the Section) of the American Water Works Association (NJAWWA) successfully meets the challenges facing the public water supply profession and the needs of its members, this Strategic Plan has been developed to shape the future of the Section. The Plan takes a broad view of the direction to be taken by the Section and does not attempt to provide a detailed list of specific activities or costs. Such details will be addressed on an annual basis during the budgeting and committee goal setting processes of the Section.

This Strategic Plan is a statement of the Section's objectives and priorities. As such, it is to be integrated into all of the activities of the Section and its committees. The Plan is meant to be a dynamic tool, continually changing and improving, to reflect the changing landscape of the drinking water industry and the needs of NJAWWA members. The Plan will be reviewed annually by the Strategic Planning Committee, updated as necessary to reflect any changes in those objectives and priorities, and approved by the NJAWWA Board of Trustees.

This Strategic Plan has been developed to be consistent with the Strategic Plan of the American Water Works Association (AWWA).

## **Mission Statement**

The New Jersey Section of the American Water Works Association is dedicated to the promotion of public health and welfare in the provision of drinking water of unquestionable quality and sufficient quantity. NJAWWA must be proactive, passionate and effective in advancing the technology,

science, management and government policies relative to the stewardship of water, and be the recognized resource for information and guidance for local and state government and the general public.

## **Vision**

NJAWWA will be the leading force in New Jersey dedicated to a safe and adequate supply of drinking water.

## **Values - Our values are:**

### **A. Supply of Safe Water, both in Quality and Quantity, for the Public.**

We are committed to protecting public health and safety through the provision of safe water, in adequate quantities, for the public.

### **B. Consumer Confidence and Satisfaction.** We are committed to achieving consumer confidence and satisfaction through ongoing public involvement in planning, policy development, regulatory, quantity, and quality issues regarding drinking water.

### **C. Total Water Stewardship.** Recognizing that water is the basic element of life, NJAWWA is dedicated to helping ensure that this vital resource is managed for the greatest good of people and the environment, and that all segments of society have a voice in this process.

### **D. Honesty and Integrity.** We promote honesty and integrity in all actions of our leadership and members.

### **E. Continuous Quality Improvement.** We are committed to the highest standards of service, product, and operation to meet or exceed internal and external customers' expectations through continuous review and improvement.

### **F. Diversity.** We are dedicated to expanding the diversity of our membership and leadership to achieve our vision. We provide a forum for today's water industry professionals, encompassing a wide spectrum of backgrounds and expertise.

### **G. Trust and Teamwork.** We help each other, openly share information, and solve problems in a spirit of cooperation and fellowship.

## Statement of Strategic Plan Purpose

- A. The Section recognizes the need to have clear and well-established long-term objectives to provide continuity and guidance to its leadership, committees and membership.
- B. This Plan has been developed to guide Section activities in addressing the challenges faced by the public water supply profession in New Jersey, and to be compatible with the American Water Works Association on national priorities.

## Summary of Objectives

The following objectives form the framework for planning NJAWWA's activities. The overall objectives of NJAWWA are summarized as follows:

- A. **Communications** - Promote the Section as the authority in New Jersey on water quantity, quality and other drinking water matters; and inform the public about water quantity, quality and other drinking water issues.
- B. **Conferences** - Develop programs and associated activities which are structured to promote the professionalism, technical expertise and networking of Section members while promoting public awareness of the water works industry in New Jersey.
- C. **Education** - Provide all Section members with educational and professional development activities.
- D. **Section Leadership and Management** - Perpetuate, improve and enhance the leadership and management of the Section.
- E. **Section Operations** - Maintain and perpetuate a program for the nomination of Director as well as develop and maintain an awards program that recognizes the professional accomplishments of the Section and the water works industry.
- F. **Section Services** - Retain and increase active membership and collect, manage and disseminate information about the organization.
- G. **Strategy** - Guide the Section with the nomination of Trustees, and develop and maintain the Strategic Plan.
- H. **Legislation & Regulation** - Impact legislative, regulatory and policy issues at state and federal levels of government through Section members and with coalitions of other State water and environmental organizations.

- I. **Outreach** - Achieve broad-based participation in both the water profession and Section activities, and increase active membership.

Specific goals and tasks for each of these areas are described in the remainder of this Plan. The NJAWWA Committee organizational chart is provided at the end of the Plan.

## **A. Communications**

### **Statement of Overall Objective**

Promote the Section as the authority on water quality, quantity and other drinking water matters in New Jersey, and inform the public about water quality and other drinking water issues.

### **Goals:**

1. Increase public awareness of the Section, its goals and objectives, and establish/maintain the Section as the authority on water quality and other drinking water matters in New Jersey.
2. Listen to members/consumers and focus their input toward Section actions. Encourage public involvement.
3. Facilitate informing, educating and preparing the public to understand and accept the importance of water utility services and the financial and rate impact of providing a safe and adequate supply of drinking water.
4. Inform all New Jersey water utilities, especially small systems (in conjunction with the Small Systems and Operators Committee), about NJAWWA, its services, and its benefits to utilities.
5. Assist water utilities in obtaining information needed to respond to customer needs and water quality issues.
6. Expand Section services to include enhancement of customer service activities and information.

### **Priority Tasks (listed by committee):**

#### **Public Information Committee**

1. Continue to build relationships with public interest groups (e.g., New Jersey Health Officers, Public Water Association of New Jersey, etc.)

- and mass media in the State.
2. Develop a marketing plan with the help of AWWA to brand NJAWWA as the recognized resource in the state on issues pertaining to water.
  3. Develop a method to obtain information on public perception of the drinking water industry within the State as a basis for proceeding with more long-term objectives regarding education of the public.
  4. Enhance the public image of water utilities in the State by pooling utility resources to fund mass media exposure.
  5. Utilize resources from AWWA for customer information publications.
  6. Develop a Section speaker's bureau to provide speakers for various civic, student and environmental groups around the State.
  7. Develop a plan for Drinking Water Week and coordinate NJAWWA activities.
  8. Promote dialogue with, and exhibits at, other professional organizations such as League of Municipalities, Conference of Mayors, and New Jersey Water Environment Association.

### **Publications** (subcommittee)

1. Produce a quality, informative Section Newsletter at least three (3) times per year, with regular input from the Section leadership and committees.
2. Evaluate the expansion of the circulation of the Newsletter to external entities (e.g., mayors, legislators, non-member utilities and service providers) to enhance the image of the Section.
3. In conjunction with the Section Manager, solicit information to populate Section website and help format website presentation.
4. Maintain posting of the Newsletter on the Section website.
5. Generate special publications/presentations to promote NJAWWA.
6. Working with the Education Committee, oversee the preparation and publication of an educational and training program calendar that includes all NJAWWA programs, North Jersey Water Conference programs, South Jersey Water Superintendents Association programs, Rutgers (Cook College) programs, AWWA educational conferences and any other program in the State that may be beneficial to water utility members

## **B. Conferences**

### **Statement of Objective**

Develop programs and associated activities which are structured to promote the professionalism, technical expertise and networking of Section members while promoting public awareness of the water works industry in New Jersey.

### **Goals:**

1. Increase attendance of Section members at the Annual and Fall Conferences.
2. Expand the value and usefulness of Conference activities for membership including technical and educational resources.
3. Expand participation of non-association members (Boards, Councils, and City Officials) in Conference activities.
4. Enhance the public image of the Section and the water works industry through a comprehensive and coordinated program of recognition efforts, for both individuals and organizations that significantly advance or contribute to the goals and mission of the water works industry in New Jersey.

### **Conference Committee**

1. Coordinate the efforts of the Technical Program Committee, Manufacturers and Associates Committee and Conference Registration Committee to produce quality educational Conferences, which also promote networking of association members twice per year.
2. Coordinate local arrangements (social, recreational, etc.), as required, to successfully implement the Conference programs.
3. Develop (in conjunction with the Conference Registration Committee) a profile of Conference attendees and develop programs to address their needs. Develop strategies to encourage Conference attendance among member groups with lower participation rates, especially operators and small systems.
4. Explore holding joint meetings with other AWWA Sections to expand Conference resources; report findings to the Board of Trustees.
5. Seek input to expand Conference activities to include more recreational

- and social events for membership.
6. Assist Section Leadership in planning, procuring and facilitating activities at the Annual Conference.

**Technical Program** (subcommittee)

1. Maintain the technical program quality and relevance to ensure the offering of Continuing Education Units (coordinated through the Education and Professional Development Committee) for session attendance.
2. Develop demonstrations (safety, maintenance, etc.) or “hands-on” competitions to enhance members’ knowledge and participation at Conferences.
3. Interface with other Section committees, especially the Education and Professional Development Committee, to encourage their participation and input when developing Conference agendas.
4. Strive for continuous improvement of Section Conferences, promote frequent and constructive feedback on Conference content and activities.
5. Strive to hold joint conferences with other organizations such as NJWA and NJWEA to help increase membership and provide additional educational offerings.

**Conference Registration** (subcommittee)

1. Manage all registration and payment activities associated with the Fall and Annual Conferences.
2. Work with the Manufacturers and Associates Committee to assist with exhibitor registration materials and to enhance vendor participation in the Annual Conference.

**Manufacturers and Associates Committee** (subcommittee)

1. Develop an advertising plan; provide input to fee schedule and Conference agenda to ensure optimal participation by vendors.
2. Develop demonstrations to enhance attendees’ knowledge and increase vendor participation at Conferences.
3. Assist Conference Registration Committee in contacting, organizing and strategizing vendor participation at the Annual and Fall Conferences.

## **C. Education**

### **Statement of Objective**

Provide Section members with educational and professional development activities for the improvement of all aspects of the water utility industry.

### **Goals:**

1. Develop informational and approved programs that will enhance the knowledge and professional development of Section members.
2. Monitor, disseminate, and contribute to information on new technology, trends and other common issues affecting the water supply industry.
3. Promote work place, public and employee safety and regulatory and environmental compliance.
4. Assist Section members with independent study educational materials and networking opportunities.
5. Provide coordination and oversee preparation of a calendar of all educational and professional development activities in the Section and coordinate those activities with the Section's master calendar, which is maintained by the Publications Committee.

### **Priority Tasks (listed by committee):**

#### **Education and Professional Development Committee**

1. Regularly solicit input from Section members on educational and training needs as a basis for developing seminars, workshops and other educational and training programs.
2. Oversee, coordinate, and implement educational and training programs in the Section.
3. Solicit input and assistance from all Section committees and other agencies in developing program topics and agendas.
4. Work with other educational groups and organizations in the State to make use of all available resources for education and training.
5. Manage the Section's Continuing Education Credits (CEUs) and Training Contact Hours (TCHs) program. Maintain the Section's continuing education policy in order to improve the effectiveness of all education and training programs developed by the Section.

6. Obtain available funding for Section training programs from NJDEP and other sources.
7. Plan and coordinate operators' workshops and customer service seminars, and encourage manufacturers/vendors to provide technical papers at annual conferences.
8. Identify and/or develop independent study and webcast education programs for the water industry.
9. Develop seminars on non-traditional topics such as rate structure, customer service, laboratory issues, etc.
10. Consider the use of paid speakers for appropriate topics.
11. Interact with AWWA and other organizations to establish a utility management program targeted at utility personnel who wish to develop management skills (e.g. Cook College, UNC-Chapel Hill, AWWA.org/Leadership Center, AWWA Management Institute).
12. Open a dialogue with the New Jersey Department of Environmental Protection to establish Training Contact Hours for Committee Chairs and active Committee members.
13. Investigate CEU reciprocity program for water and PE licensing between NJ, NY and PA.
14. Develop strategies and mechanisms to coordinate Training Contact Hours and disseminate data to DEP.
15. Investigate ways to cross train regulatory personnel.

### **Research and Technology Transfer Committee**

1. Establish liaisons with other national and State associations, foundations, academia and regulators for the exchange of information and project ideas.
2. Disseminate pertinent research information to Section members through the Section Newsletter, and by providing input to the Annual Conference Committee.
3. Provide research ideas and other input to the NJDEP Science and Research Group and the AWWA Research Foundation.
4. Develop a program to encourage New Jersey water utilities and universities to conduct research.
5. Coordinate with the Student Affairs Committee to encourage more

New Jersey colleges to perform water research. Potentially match student researchers with water systems to help address operating problems.

6. Provide input to the Education and Professional Development Committee for seminars/workshops on water quality, treatment, research and other technology issues.
7. Develop a mechanism to solicit research needs of the Section and its membership.

### **Operational Risk Committee**

1. Keep abreast of available safety procedures/guidance manuals on issues such as: OSHA, TCPA, and confined spaces.
2. Provide input to the Conference Committee for a safety program at the NJAWWA Annual Conference.
3. Provide safety articles to all Section Newsletter issues.
4. Populate the Section website with information on safety practices, regulation and enforcement.
5. Provide input to the Education and Professional Development Committee on developing or coordinating training classes that are required for annual recertification (such as confined spaces); and develop a list of other safety courses including where and when they are being offered.
6. Investigate workers' compensation claims in the State to see how the water industry compares with other industries. Keep this information updated to provide guidance to utilities for training programs.
7. Provide seminars on health and safety issues, utilizing expertise from various industries.
8. Monitor various water sector security agency reports, regulations and programs and disseminate information to members.
9. In conjunction with the Education and Professional Development Committee develop training programs to help utilities comply with various regulations regarding security best practices.

## **D. Section Leadership and Management**

### **Statement of Objectives**

Perpetuate, improve and enhance the leadership and management of the Section and increase active membership.

### **Goals:**

1. Provide resources and guidance for interaction and coordination among the various Section committees.
2. Oversee annual review and revision of Strategic Plan.
3. Encourage staffing AWWA & AWWARF councils and committees with Section members.
4. Maintain the fiscal integrity of the Section.
5. Use information technology to effectively manage and disseminate information.
6. Increase membership number, diversity and participation.

### **Priority Tasks (listed by committee):**

#### **Board of Trustees**

1. Update, keep current, and implement the Section Operations Guide (SOG).
2. Provide active liaison involvement in committee functions.
3. Update criteria for committee member and committee chair selection.
4. Provide training for committee chairs and Trustees (Regional Meetings and other support from AWWA could be used as resources to accomplish this task).
5. Establish the duties and monitor the performance of the Section Manager annually.
6. Establish a procedure to identify, solicit and nominate NJAWWA members for AWWA council, division and committee positions.
7. Periodically review the Section's bylaws and update them as necessary.
8. Provide resources and support for continuance and improvement of the

Section website.

9. Evaluate the Annual Conference to ensure that the Conference locations, expenses and programs are aimed at optimizing attendance and benefits.
10. Determine appropriate level of financial support from NJAWWA for AWWA sponsored organizations (Water for People, Research Foundation, etc.).
11. Manage CEU records.
12. Review the overall financial status of the Section to ensure its long-range financial health.
13. Review the needs and status of cash reserve funds for the effective operation of the Section.
14. Evaluate alternative revenue sources (including outside program funding and fundraising activities) for use by the Section in performing its mission.
15. Lead initiative to develop a more inclusive organization that encourages diversity of race, gender, age, background and professions.
16. Oversee the member and financial databases.
17. Officers Nominating Committee shall nominate the Vice Chair from the list of eligible Section Trustees and Secretary Treasurers.

### **Audit Committee**

1. Annually review the financial transactions, accounting records, and financial database of the Section and report findings to the Board of Trustees.
2. Identify the need for and coordinate of the efforts of an outside audit.

## **E. Section Operations**

### **Statement of Objectives**

Maintain a program for the nomination of Director as well as develop and maintain an awards program that recognizes the professional accomplishments of the Section and the water works industry.

## **Goals:**

1. Maintain and perpetuate the Director nomination process.
2. Enhance the public image of the Section and the water works industry through a comprehensive and coordinated program of recognition efforts, for both individuals and organizations that significantly advance or contribute to the goals and mission of the water works industry in New Jersey.

## **Director Nominating Committee**

1. Coordinate nomination of NJAWWA's Director with AWWA.

## **Hal Florence Meritorious Operator's Award**

1. Coordinate nomination of Hal Florence Meritorious Operator's Award.

## **Recognition/Awards Committee**

1. Recognize the contributions of individuals or organizations outside of the water works industry. Examples: mayor, legislators, League of Women Voters.
2. Utilize effective recognition techniques to attract reputable public speakers to Section functions.
3. Seek to motivate volunteerism through the use of specific recognition measures. This includes continuance of existing awards (speakers, Board of Trustees, Fuller, operators, service, safety, posters) and the need to recognize committee chairpersons and committee members.
4. Formulate a mechanism, through coordination with the various Section committees, to identify achievements of individual members, companies, organizations and contributing non-members and then develop a means to recognize the subject achievement. Maintain criteria for each award and historical database of past recipients
5. Review recognition and award opportunities that are available outside NJAWWA for use in recognizing Section members. Prepare recommendations to the Board of Trustees for these awards. This includes AWWA, and other organizations within New Jersey.

6. Promote use of AWWA awards that encourage diversity.

## **F. Section Services**

### **Statement of Objectives**

Retain and increase active membership and collect, manage and disseminate information about the organization.

### **Goals:**

1. Use information technology to effectively manage and disseminate information
2. Increase membership number, diversity and participation.

### **Information Technology Committee**

1. Develop a Section Information Technology Master Plan to evaluate the Section's use of and need for new information technology.
2. Develop website enhancements and related website links ( e.g. Water for People) in support of the above.
3. Provide technical assistance for database management
4. Provide direction to implement recommendations from the Master Plan.

### **Membership Services Committee (includes diversity, young professional and social programs)**

1. Continue a membership marketing campaign.
2. Assist in keeping electronic membership roster and profile that is readily accessible.
3. Encourage increased individual, utility and service provider membership.
4. Develop and implement a program to retain existing members.
5. Plan and organize special social activities for the membership for the purpose of promoting greater camaraderie within the Section.
6. Develop, update and disseminate an information package for new members.
7. Develop programs to assist members and their firms to recruit, train,

- mentor and assimilate a changing workforce.
8. Strive to have the Section membership and leadership mirror the diversity of the water industry workforce in New Jersey. Develop a plan to attract people of all races, genders, ages, geographic locations, occupations (utilities, consultants, manufacturers, distributors, and regulators) and positions in organizational structures within the water business to the Section.
  9. Develop networking opportunities and events for Young Professionals (Section members and non-members).
  10. Evaluate and recommend opportunities to provide non-traditional benefits/services to membership as an incentive to increase and retain members (e.g. retirement and financial planning, health club discounts, insurance).
  11. Develop a membership goal, which considers AWWA goals and workforce demographics.

## **G. Strategy**

### **Statement of Objectives**

Guide the Section with the nomination of Trustees and develop and maintain the Strategic Plan.

### **Goals:**

1. Provide annual review and revision, and five year re-write of the Strategic Plan.

### **Strategic Planning Committee**

1. Annually update the Strategic Plan.
2. Review committees' annual goals and objectives, evaluate the compatibility with the Strategic Plan, and report status to Board of Trustees.
3. Hold an annual meeting with all committee chairs and Board members to review the Strategic Plan.
4. Regularly evaluate functions and activities of committees.

5. Every five years, thoroughly evaluate administrative review procedures for the Strategic Plan.

### **Board of Trustee Nomination Committee**

1. Nominate Section members for Board of Trustee positions.

## **E. Legislation and Regulation**

### **Statement of Objective**

Impact legislative, regulatory, and policy issues at state and federal levels of government with the assistance of Section members and coalitions of other State water and environmental organizations.

### **Goals:**

1. Develop and implement a successful program for monitoring and influencing legislation and regulations in the State that impact water utility systems, their environment and their customers.
2. Develop a plan for effectively and efficiently communicating with the Section membership on legislative and regulatory matters.

### **Priority Tasks:**

#### **Water Utility Council**

1. Develop a coalition with other organizations in the State (e.g. Conference of Mayors) to collectively influence the legislative and regulatory process as it pertains to the water utility industry.
2. Effectively manage the outsourcing support services required for legislative and regulatory activities and manage the consultant to bring value to NJAWWA and its membership.
3. Maintain a diverse membership on the Council to include water utilities, consultants, manufacturers, etc.
4. Work closely with the NJDEP on matters of concern to the water industry.
5. Provide input to AWWA on Federal legislation.
6. Develop an effective plan for regularly communicating with Section members.

## **Fuller Award Committee**

1. Identify potential candidates and select recipient of Fuller Award

## **F. Outreach**

### **Statement of Objectives**

Achieve broad-based participation in both the water profession and Section activities.

### **Goals:**

1. Develop and implement programs and resource materials that assist small water systems.
2. Develop and promote programs that expand the awareness of the water industry to all educational levels and that attract qualified people into the water profession.

### **Priority Tasks (listed by committee):**

#### **Small Systems and Operators Committee**

1. Work with the Education and Professional Development Committee and Membership Committee to provide seminars annually for small water systems directed at operators and at management and operations.
2. Develop and disseminate resource materials to assist small water systems.
3. Continue to work with the New Jersey Water Association and the NJDEP to provide assistance to small water systems.
4. Continue to provide support in a variety of formats to the non-transient, non-community water systems.
5. Promote NJAWWA among small water systems.
6. Promote operators outreach activities ( e.g. Top Ops).

## **Student Affairs Committee**

1. Develop a plan to support existing student chapters and to establish

- new student chapters at New Jersey colleges.
2. Continue to develop programs to promote the water industry to college students. Include road shows to discuss hot topics in the industry.
  3. Expand awareness of the water industry to the elementary and high school levels. Seek to develop and maintain alliances with the NJ Educational Association and other New Jersey educational organizations.
  4. Continue and expand the internship and student job placement programs.
  5. Administer the NJAWWA Drinking Water Careers Scholarship.
  6. Work with the Research and Technology Transfer Committee to encourage more colleges to do water research in New Jersey.
  7. Encourage students to pursue internships with companies within the Section.

### **Water for People Committee**

1. Undertake fundraising activities to support the initiatives of the national Water for People organization.
2. Provide a conduit to get Section members involved with Water for People projects.
3. Provide a conduit to get college students involved with Water For People and the New Jersey Section of AWWA.
4. Encourage the Section to select and fund specific Water for People projects.
5. Encourage the Public Information Committee to issue a press release to inform the New Jersey general public of the charitable contributions of the NJAWWA section in third world countries.



### NJAWWA Organizational Chart 2008-2012

