

THE STRATEGIC PLAN OF THE CALIFORNIA NEVADA SECTION AMERICAN WATER WORKS ASSOCIATION, 2005-2009

VISION:

Overseeing water for the 21st Century.

MISSION:

Dedicated to leading and educating the drinking water profession.

I. INTRODUCTION

The 1998 - 2002 Strategic Plan shapes the California Nevada Section American Water Works Association's (CA-NV-AWWA) future; in particular, it provides direction and vision, and helps determine CA-NV-AWWA's role in meeting the challenges facing the water supply industry in coming years. The plan incorporates elements from the National AWWA Strategic Plan and takes a broad view of the objectives and activities that the Section should undertake. It does not attempt to provide a detailed listing of all Section programs or activities.

A. CHALLENGES FACING CA-NV-AWWA

The Section's Environment Continues to Change. CA-NV-AWWA must take account of the rise in public interest and expectations about water. Drinking water is under ever increasing regulations. Continued technological and economic change affects our industry. Regulatory changes to improve safety and protect the environment are modifying the ways we operate. All of these impact our members' abilities to commit resources to AWWA and other volunteer associations.

These Changes Bring New Challenges in Serving Our Members Well. The Section leadership will be asked to display even greater effectiveness. The Section will have to develop more useful information and resources for the entire drinking water profession.

CA-NV-AWWA Has Many Faces. CA-NV-AWWA is recognized as a professional Section, a scientific and educational institution, a resource for utilities, and a leader in the field of public health. These aspects are not mutually exclusive but they highlight the need for clearly stated goals and objectives.

B. RESPONDING TO THE CHALLENGE

The plan which follows is designed to encourage organizational change to increase CA-NV-AWWA's effectiveness. It allows for imaginative thinking, and calls for CA-NV-AWWA to be an advocate for its mission and to be entrepreneurial in achieving that mission. It encourages measures to gauge progress and identify members' needs. By focusing, defining, and shaping issues, the plan will increase CA-NV-AWWA's ability to lead, and to transform goals into successful long-term programs.

II. GUIDING PRINCIPLES AND THEME

The strategic plan is based on four guiding principles and one overall theme. The guiding principles elaborate on CA-NV-AWWA's mission to promote public health and welfare. The principles are:

1. Safe and Sufficient Water for All People. CA-NV-AWWA is committed to the principle that the public has an absolute right to safe drinking water of sufficient quantity to meet community and individual needs.
2. Customer Satisfaction and Confidence. CA-NV-AWWA firmly believes that customer support and satisfaction will result if the public has ongoing involvement in planning, policy development, and regulatory issues involving safe drinking water.
3. Total Water Management. Because water is the basic element of life, CA-NV-AWWA is dedicated to helping assure 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.
4. Efficient, Competitive Business Management. To meet demands of customers for economy and environmental sensitivity in a safe work environment for employees, CA-NV-AWWA is firmly committed to ongoing development of good business practices within the industry.

The overall theme of the strategic plan is Continuous Quality Improvement (CQI). CA-NV-AWWA's objective is to be a model of quality and service to its customers, internal and external. This means a constant drive to satisfy its members and the drinking water profession.

The Section, through its volunteer units, staff, and members, is committed to consistently improve quality, striving always for the highest standards of service, product, and operation.

III. STATEMENT OF PURPOSE

CA-NV-AWWA recognizes the need for its officers, governing board, staff, and membership to have well-established objectives to provide continuity and guidance for the Section. Since the strategic and implementation plans are a statement of Section priorities, they should be integrated into the short- and long-term planning efforts of its five divisions and fifty two standing committees. Each group will determine how to prioritize and implement activities in support of the plans. These plans provide a guide to a successful future. All of CA-NV-AWWA will have to work together to achieve this success.

The objectives and resultant actions in this plan have been developed for the purpose of guiding Section activities to address the challenges to be faced by the public drinking water profession.

IV. SUMMARY OF GOALS

The following goals form a framework for planning the Section's activities. In the following sections, each goal is elaborated by a series of objectives and priority tasks to achieve the objectives. By measuring how well the organization has achieved these goals, and modifying our priority tasks to accomplish them, we engage in outcome-oriented strategic planning.

A. **ACHIEVE A HIGH LEVEL OF PUBLIC CONFIDENCE IN DRINKING WATER AND WATER UTILITIES**

Relation to CA-NV AWWA Mission

The Section will promote communication and understanding between internal (water utilities) and external customers (consumers). A key element of CA-NV AWWA's mission is to involve the public in water utility issues and to promote a spirit of cooperation between consumers and suppliers. This goal focuses attention on consumer needs and attitudes.

Objectives

- Increase the number and effectiveness of public education programs and balanced media coverage of drinking water issues
- Bring key consumer opinion leaders and public interest groups into CA-NV AWWA programs and activities as partners
- Increase customer satisfaction with drinking water quality and service
- Provide expertise to utilities.

B. **TRAIN AND EDUCATE THE WATER PROFESSION**

Relation to CA-NV AWWA Mission

The Section will train and educate the water profession.

Objectives

- The Section will develop and meet the needs of the Water Industry.
- Fully utilize the water college to more effectively provide industry services
- Continue accreditation process for the water college to be completed in 2005
- Become the authoritative resource for water education providers.

C. **PROMOTE ENVIRONMENTAL RESPONSIBILITY**

Relation to CA-NV AWWA Mission

The Section will promote water resources stewardship for the greatest good of people and the environment. CA-NV AWWA has long advocated responsible environmental protection programs as an integral part of sound water resource management. The protection of water supply sources is especially critical to the assurance of a sufficient supply of safe drinking water.

Objectives

- Promote and participate in programs that ensure the continued responsible protection of the environment by water utilities
- Balance the water needs of people and the environment with approaches that benefit both
- Promote sustainable development of water resources to diversify utility water portfolios so as to reduce environmental damage from over reliance on any one water source.

D. PROVIDE AND SUPPORT CERTIFICATION OF WATER INDUSTRY PROFESSIONALS

Relation to CA-NV AWWA Mission

The Section will develop and implement CA-NV AWWA certification programs and support states to meet the needs of the various disciplines of the water profession. This goal addresses the section's mission to be a leader in the water profession by accrediting individual vocational skill.

Objectives

- Increase the number of certified professionals in CA-NV AWWA and the industry
- Provide updated certification exams that reflect current regulatory requirements and operating practices
- Support reciprocity for certification programs between states
- Provide a quality and accredited certification program based upon nationally recognized standards

E. PROMOTE PROGRESS THROUGH INFORMATION TRANSFER

Relation to CA-NV AWWA Mission

The Section will facilitate the dissemination of information to assist the water community. As technology advances and regulations are promulgated at an accelerated pace, this function continues to be increasingly vital.

Objectives

- Increase the capability of the Section and its members to produce and deliver information transfer that encompasses the full range of issues impacting the water community.
- Establish the Section as the leader in technical information
- Enhance research and technology transfer efforts.

- Actively promote and facilitate information transfer between various water community professions.

F. IDENTIFY AND RESPOND TO WORK ENVIRONMENT CHANGES

Relation to CA-NV AWWA Mission

The Section will aid the water supply community in development of a more diverse and effective work force. CA-NV AWWA will play an active role in preparing the public drinking water profession to meet this goal.

Objectives

- Develop a marketing/outreach program to attract new talent for all career paths.
- Develop programs to assist members and their firms to recruit, train, and assimilate the changing work force
- Present progressive management techniques that promote diverse skills and are inclusive in the workplace
- Develop multiple avenues for new talent to become active members.

G. IMPROVE SERVICES TO SMALL SYSTEMS

Relation to CA-NV AWWA Mission

The Section will develop and promote the resources to enhance small system compliance with safe drinking water issues through use of partnering, technology, and training. CA-NV AWWA is committed to assisting and strengthening small systems so that customers of these systems are afforded sufficient quantity and quality of safe drinking water at an affordable cost.

Objectives

- Provide resources to assist small systems in complying with both state and federal safe drinking water regulations
- Increase small systems participation in Section activities

H. PROMOTE EFFECTIVE LEGISLATIVE/REGULATORY ACTIVITIES

Relation to CA-NV AWWA Mission

The Section will promote legislation, regulations, and policies at all governmental levels to benefit the consumer, the water supply community, and the environment. In the face of a rapidly changing legislative/regulatory environment, CA-NV AWWA will be an effective participant in support of sound legislation and regulation.

Objectives

- Advocate as appropriate legislation and regulations that utilize CA-NV-AWWA technical support and recommendations including, but not limited to balancing the interests of public health, environmental stewardship, infrastructure needs, reliability and security of water systems.
- Promote effective governmental interaction at the state, federal, and local levels
- Promote effective liaisons with other water industry associations and foundations with like goals and objectives

I. INCREASE MEMBERSHIP

Relation to CA-NV AWWA Mission

The Section will increase membership through value-based activities and services.

Objectives

- Develop focused recruiting programs by membership category
- Promote the value of membership
- Promote conferences, symposiums and other educational events to non-members
- Investigate alternative membership categories at a reduced cost