

Draft Strategic Plan 2000-2003

Goal: Increase Membership and Enhance Participation

Strategy – Increase new members by 8% per year

Implementation steps for Student-Related Activities

Implementation Steps	Responsible Party	Estimated Cost	Priority	Urgency
Work with university and technical faculty (UW-Green Bay, UW-Madison, UW-Platteville, UW-Stevens Point, Marquette University, Moraine Park Technical Institute, and Milwaukee School of Engineering graduate program) to promote membership. Identify a faculty member at each school to be the main contact. Consider all environmental programs, not just engineering.	Create a Student Activities Committee. The committee would be responsible for developing a resource group in each part of the state. One person in each group would be the key coordinator with a lead professor or instructor at each educational site. For instance, one person could work with Max at UW-Platteville. Another person could work with someone at UW-Green Bay. Each coordinator could have a group of people in his/her area that would serve as a resource to help in giving talks, meeting with students, providing tours, etc. The coordinators may want to create a student chapter of CSWEA or partner with an existing student group. We may want to target UW-Stevens Point since they sent a fairly large contingent of students to the Central States Education Seminar.	Conference Calls - \$200/yr Speakers will probably be free	High	Very High
Make an effort to promote to students the seminars we sponsor and cosponsor	Students may not have the ability to travel great distances, but we could advertise local seminars through the coordinators in (a) above. For instance, when the Spring Biosolids Seminar is held in Stevens Point, the local coordinator could ensure that students at UW-Stevens Point are aware of it. The coordinator at UW-Madison could do the same for the Governmental Affairs Seminar. We should encourage the seminar planning committee to consider student rates. For the Education Seminar, Bill Boyle of US Filter will be providing seminar information to faculty members.	Mailing - \$100/yr	High	High
Provide a subsidy for WEF membership for students.	Subsidizing memberships could be a major incentive that the coordinators in (a) above could use. This would require Board approval and should be budgeted. WEF student membership is \$30, which includes member association dues. Beginning next year the section will receive \$5 for each member. Grant is available from Central States.	Estimate \$30/student and ten students the first year. Total cost = \$300	Moderate	Very High

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Strategy – Increase new members by 8% per year

Implementation steps for Non-Student-Related Activities

Implementation Steps	Responsible Party	Estimated Cost	Priority	Urgency
Contact employers (consulting firms, manufacturing firms and vendors, utility managers, regulatory agencies) to promote membership.	It would probably be best to first develop written information on what the organization does, committee structure, etc. This should be coordinated with the Public Education Committee. The size of the Membership Committee should be increased to make the contacts effective. The local coordinators and resource groups discussed above for student membership recruitment could be used for this purpose as well. The Board should also take an active role and make contacts.	Brochure printing - \$1000 (2000 – 3000 brochures)	High	Very High
Ask current members who are employees of water/wastewater organizations to identify and mentor potential members.	The membership committee could promote this among all members. The committee could act as a clearinghouse to track what mentors are doing and provide ideas for others. E-mail should be used as much as possible to reduce costs.	Low cost. Probably none.	High	High
Provide a way to recognize new members at conferences and seminars.	This should be fairly easy. The trick may be to do it in such a way that we don't embarrass the new members. One suggestion is to use red letters on the nametags of new members. The conference or seminar planning committee could do this. Current members should be encouraged to look for new member attendees and welcome them.	Low cost. Probably none.	High	High
Increase diversity within the organization.	This issue may be a sub-goal of the work done in (a) under student-related activities and (a), (b), (d), and (e) of this section. In addition to increasing diversity as traditionally defined, we should also increase the number of members in professions not traditionally included in WEF. The Board can further this goal when developing nominations for future Board members and in the selection of committee chairs and members.	Low cost	High	High

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Strategy – Increase Participation of Current Members

Implementation Steps	Responsible Party	Estimated Cost	Priority	Urgency
Provide current members (possibly start with the membership committee and the board) with a list of five new members to personally contact at various times of the year (Invite to annual business meeting, invite to annual conference, invite to committee meetings, etc.)	As stated, start with the Board and the membership committee. Monitor success and then involve others. Perhaps add committee chairs next. Another group may be the “elder statesmen” of the organization who are not as active as they once were, but still attend.	Low Cost Probably none	High	Very High
Ensure that each committee has a chair and a vice-chair to provide for succession.	The Section Chair and Secretary-Treasurer would monitor this.	Low Cost Probably none	High	Very High
Increase the number of committees and the scope of committees.	Start with a Student Activities Committee. Other committees may come out of other program elements. Make sure that a committee is really needed before creating one. We do not want to create a committee that does not produce a product.	Conference calls - \$200/yr	High	Very High
Have information on committees available at the annual conference and seminars. Provide an easy way for anyone to volunteer to be a member of a committee.	The Membership Committee could develop the first draft of this information in consultation with the Public Education Committee. The Board and committee chairs should review it. Someone on the planning committee for each event should be responsible for making it available at the conferences and seminars. Significant information is already available on the Web site (Statements of policy, committee reports, awards information, etc.)	Printing costs were included in previous program element	High	Very High
Encourage committees to meet at the annual conference or other seminars.	The Board should promote this with committee chairs. Finding the time to do this without detracting from the program of the conference or seminar may be difficult.	Low cost. Probably none	High	High
Encourage committees to post their meeting minutes on the website.	The Board should promote this with committee chairs. This may not need to be a separate implementation step.	Low cost. Probably none	High	High

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Goal: Improve Public Awareness

Strategy – Use a Marketing Approach to Externally Promote the Organization

Develop an aggressive, proactive public relations program, which will communicate our mission message to the general public sector

Implementation Steps	Responsible Party	Estimated Cost	Priority	Urgency
Develop new promotional materials to convey the Section's mission & activities, our accomplishments, and our people. Develop a brochure to be used for marketing the organization and attracting new members.	Public Awareness Committee to coordinate with Membership Committee as well as CSWEA and WEF. Look to CSWEA for funding to create this brochure. Could be a CSWEA general or Wisconsin Section specific Brochure.	Brochure Printing \$1,000 May be able to get grants	High	Very High
More aggressively promote the success of our organization and individuals to people outside of CSWEA through press releases targeted to specific media.	Public Awareness Committee to take information available from Wisconsin Section, CSWEA, and WEF awards and send to various state and local media contacts.	Mailing - \$100/yr	High	High
Identify key environmental contacts with the state and local media and periodically inform them of environmental issues through press releases.	Create a Public Awareness Committee that can work with local members to identify media contacts and develop press releases of statewide interest to be sent to the contacts.	Conference Calls - \$100/yr Mailing - \$100/yr	High	Very High
Develop a speaker's bureau of interested Section members and make that list available to members and local officials for use in public presentations. List will have name and contact information as well as the area(s) of expertise for each speaker.	Public Awareness Committee will develop and update the list and make it available to all members through the web site.	Conference Calls - \$100/yr Speakers will likely be free	High	High
Make sales calls to selected school district administrators to encourage them to use the Water Source Books within their districts as a low cost way to improve their science programs.	Led by Public Education Committee	Source Books sold at our cost	High	High

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Goal: Promote Education, Training & Professional Development

Strategy: Identify Needs and Preferred Methods of Training Delivery and Acceptable Costs

Implementation Steps	Responsible Party	Estimated Cost	Priority	Urgency
Identify technical and non-technical training needs of members and non-members.	Public Education Committee	Included in cost of survey.	Moderate	Moderate
Identify short-term and long-term education and training needs.	Public Education Committee	Included in cost of survey.	Moderate	Moderate
Conduct survey of membership every 5 years or other interval deemed appropriate.	Public Education Committee / Membership Committee	\$ 600	Moderate	Moderate

Strategy: Promote or Maintain Partnerships with Other Groups in order to Foster and Enhance Education & Training Opportunities

Implementation Steps	Responsible Party	Estimated Cost	Priority	Urgency
Initiate or renew partnerships with AWWA, WWOA, WRWA, DNR and others.	WI Section Board	None	Moderate	Moderate

Goal: Increase Recognition of Members

Strategy: Recognize Wisconsin Section Members for outstanding service and or achievement within both the organization & industry

Implementation Steps	Responsible Party	Estimated Cost	Priority	Urgency
Promote and solicit qualified nominations for WI Section & CSWEA awards	Awards Committee	Conference Calls \$200/ Yr.	Moderate	Very High
Implement public presentation of service awards by a CSWEA Officer whenever appropriate or acceptable.	WI Section Board	Travel Expenses \$500/Yr	High	Moderate
Send a letter of appreciation annually to employers for members services to CSWEA by the WI Section Officers	WI Section Board	Postage \$50Yr	Moderate	High

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Goal: Improve Administrative Functions

Strategy: Promote Interaction with “Like” Organizations

Implementation Steps	Responsible Party	Estimated Cost	Priority	Urgency
Assign an ad-hoc committee that would determine “Like” organizations that would cooperate with the Section.	WI Section Board	None	High	Very High
The ad-hoc committee would recommend a section committee or liaison to work with the “Like” organization.	Ad-hoc Committee	Conference calls \$300/Yr	High	High
The committee or liaison would develop a relationship to consider joint membership and/or meetings and seminars with the “Like” organization.	Liaison Committee	Conference calls \$300/Yr	Moderate	High
Section Boards meeting at the annual conference in May to exchange day to day activities between State Sections.	WI Section Board	Conference calls \$200/Yr	Moderate	High

Goal: To Improve Conference Participation & Attendance

Strategy: To Promote Increased Attendance by Members, Non-members and Students

Implementation Steps	Responsible Party	Estimated Cost	Priority	Urgency
Explore coupon subsidy offer to irregular conference attendees.	WI Section Board / CS Board	\$50 x 10 = \$500	Moderate	Moderate
Promote an “Operators Day” at the Annual Conference and offer a reduced rate for one-day attendance by operators.	WI Section Board / CS Board	\$25 off x 20 = \$500	Moderate	High
Advertise and provide a free 1-year membership in CSWEA to any non-member who pays a full registration to the Annual Meeting.	WI Section Board / CS Board	\$100 x 3 = \$300	Low	Low

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Goal: Regulatory & Environmental Issues

Strategy: Monitor Development of Water Environment Regulations

Implementation Step	Responsible Party	Estimated Cost	Priority	Urgency
Develop a strong, active State Section Government Affairs Committee that has primary responsibility for review of water environment regulations	Government Affairs Committee	\$200 (phone calls, meetings)	High	Very High
Become involved in the development and implementation of new environmental regulations	Government Affairs Committee	\$1,000 (phone calls, meetings)	High	Very High
This committee will autonomously review and take positions in support of ,or opposition to, new regulations in the name of the Wisconsin Section	Government Affairs Committee	-0-	High	Very High
Advocate that new regulations are based on good science and show benefit based on risk assessment and cost effectiveness	Government Affairs Committee	-0-	Moderate	High
Be a strong advocate for building consensus in new regulations by explaining to regulators and legislators the impact new regulations have on municipal wastewater operations	Government Affairs Committee	-0-	Moderate	High

Priority Ranking

High - Program **must** be done for strategic planning to be successful. Implementation step is critical to success of mission and section objectives. If not completed there can be short-term and long-term negative effects on the Strategic Plan.

Moderate - Program is **expected** to be done. Implementation is important to success of mission and section objectives. Completion is not critical. There are not any immediate negative impacts on the Strategic Plan if not completed.

Low - Program is a **nice to do** and will enhance the success of mission and section objectives at the present time. No harm is incurred if this program is not completed. Maybe more important in the future.

Urgency Ranking

Very High - Should be started within one month of adoption and fully implemented within six months.

High - Should be started within one to three months of adoption and fully implemented within six to nine months.

Moderate - Should be started within six months of adoption and fully implemented within twelve months.

Low - Should be started within six to twelve months of adoption and fully implemented within eighteen months.