

**Strategic Plan Update for the Central States
Water Environment Association**

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Executive Summary

This Strategic Plan Update was prepared by the Executive Committee of the Central States Water Environment Association (CSWEA) on January 24, 2003 . This update is to the original Strategic Plan that was presented to the CSWPCA Executive Committee on October 17, 1989, and subsequently updated on January 22, 1993; January 21, 1994 and May 18, 1999, by the Executive Committee. The updated plan builds on and in most cases continues with the objectives of the original Strategic Plan. The updated plan is intended to be used as a guide for the continued growth and strengthening of our organization.

The Executive Committee agreed that the Central States Strategic Plan should be reviewed and updated annually as needed. If this is done, the Strategic Plan will remain a dynamic document that can be used to establish goals for the organization and to monitor progress on those goals. If necessary, goals can be added, deleted or modified to meet the current needs of Central States

Mission Statement

To provide a Water Environment Federation (WEF) organization (Illinois, Minnesota, Wisconsin) offering multiple opportunities for the exchange of water quality knowledge and experiences among its members and the public and to foster a greater awareness of water quality achievements and challenges.

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Proposed Central States Objectives

A. Internal Objectives

1. Provide multiple opportunities for educating members and enhancing professional development.
2. Foster and support State Sections
3. Recognize and honor outstanding efforts and achievements of members.
4. Provide effective membership communications.
5. Broaden and improve areas of service to the membership.
6. Promote growth in new areas of interest as well as in the diversity and number of members.
7. Strengthen the WEF/Central States partnership.
8. Foster and encourage innovation, research, investigation and dissemination of findings.
9. Finance the organization adequately.
10. Executive Committee to annually review implementation of the Strategic plan and update as needed.

B. External Objectives

1. Encourage State Sections to participate actively in the decision making process with regulatory agencies and legislators on issues related to the water environment.
2. Inform the general public about the concerns and issues of water quality protection, and publicize Central States activities and achievements.
3. Build and foster alliances with other organizations having similar objectives.

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Proposed Strategies to Achieve Central States Objectives

A. Internal Objectives

1. Provide multiple opportunities for educating members and enhancing professional development.
 - a. Continually evaluate annual meeting to assure highest quality and maximum participation. (Local arrangements committee and executive committee)
 - b. Conduct specialty short courses/seminars to meet current needs at both Central States and State Section levels. (Annual Conference Committee, Education Seminar Committee, and State Section Committees)
 - c. Personally welcome new members and assist them in becoming involved in the association. (Secretary Treasurer)
 - d. Promote Operators Challenge by financially assisting Central States team members. (Executive Committee)
2. Foster and support State Sections.
 - a. Define and clarify the functional relationships of Central States and State Sections. Consider including periodic articles in the WISILLMINN to help clarify the roles of the state sections within the association. (Many members are unclear as to why State Sections or MAs exist and what their goals and objectives are. The concept of a Regional MA should be presented and explained clearly). (Executive Committee)
 - b. Provide leadership training. Central States, as a member association, should provide leadership training workshops for its officers, State Section officers and committee chairs. Consider providing a Central States leadership training session, approximately two hours in length, in conjunction with the annual meeting. (Executive Committee}
 - c. Continue to provide timely administrative support through Central States Secretary-Treasurer. (This might include information relating to section membership lists, list of award winners from previous years, policy information, approved liaison between Central States and the Federation and general information). (Executive Committee}

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3. Recognize and honor outstanding efforts and achievements of members.
 - a. Review awards presented and explore need for new awards. (Executive Committee General Awards Committee. and State Sections)
 - b. Nomination for Federation Awards. The general awards subcommittee shall solicit and identify nominees for Water Environment Federation Awards for which there is no formalized nomination procedure established by policy. Regularly assess the new procedure for identification and processing of, nominations by the 1st and 2nd Vice Presidents. (General Awards Committee)
 - c. Public presentation of service awards by a Central States Officer. In order to give more recognition for service, an offer should be extended to all service award recipients that a Central States Officer will re-present their award at the recipients place of employment. The Secretary Treasurer should make the offer and if accepted coordinate the assignment to an officer, preferably a president or vice president. The Association shall reimburse the officer for all reasonable expenses associated with making the presentation.
 - d. As an alternative to the above mentioned public presentation, Central States will send a letter of appreciation at the request of the service award recipients. The letter would be sent to the employer thanking them for allowing the recipient to participate in Central States activities. The letter should point out the necessity of allowing employees to participate in the organization and some ways in which society, the profession and our environment benefit from their commitment.
 - e. Promote WEF Outstanding Achievement in Water Quality Improvement Award. The Committee felt that additional emphasis should be placed on obtaining nominations for this award through articles in the WISILLMINN. (General Awards Committee)
4. Provide effective membership communications

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- a. Central States Officers to attend at, least one Section Meeting per year. It was felt that the President, 1st vice President, and 2nd Vice President should attend their State Section Meeting in each of their states to show their support.)
 - b. Central States shall maintain a current membership directory on the CSWEA website. (Internet Committee)
 - c. State Sections should have materials to contribute for publication in each issue of the WISILLMINN.
 - d. Maintain a CSWEA website which includes State Section pages. (Internet Committee)
5. Broaden and improve areas of service to the membership.
- a. Review wastewater health and safety issues and provide information and training. (Section Safety Committees)
 - b. Encourage dissemination of management information related to the water environment profession. (Focus on management development as related to the water environment field, promote sessions on this topic at the Annual Conference, and encourage State Sections to hold conferences on this topic as needed by their members.) (Technical Program Committee, Education Seminar Committee, and State Sections)
 - c. Consider inter-state activities. (Executive Committee and State Sections)
 - d. Promote PWO membership and active participation. (State Section Membership Committees, State Sections, student chapters and Executive Committee)
6. Promote membership growth in new areas of interest as well as in the diversity and number of members. (Executive Committee and State Section Membership Committees)
- a. Continue to support the following initiatives:
 - 1) Promote effective utilization of the Central States brochure. (State Section Membership Committees and Executive Committee}
 - 2) Promote student memberships to get young, professionals familiar with Central States and continue if

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- appropriate. (State Section Membership Committees, Executive Committee Student and Young professionals Ad Hoc Committee.)
- 3) Mailing of Central States promotional letters to targeted individuals on a periodic basis. (State Section Membership Committees)
- b. Plan programs in new areas as need arises, examples include: (all committees providing training and seminars)
- 1) Instrumentation, computer operation, program logic controllers for plant operation.
 - 2) Groundwater remediation and impacts on treatment plants of accepting discharges (VOC's, odor control).
 - 3) Biomonitoring.
 - 4) Troubleshooting and practice solutions to operations problems.
 - 5) Sampling, monitoring and analysis problems at low levels of detection.
 - 6) Watershed based initiatives.
 - 7) Urban and rural non-point runoff control and treatment.
 - 8) Pollution prevention.
 - 9) Public relations and the POTW.
 - 10) Land application of biosolids
 - 11) Toxic/hazardous wastes.
 - 12) Industrial pretreatment.
 - 13) Odors and emissions.
 - 14) Great Lakes Water Quality Initiative.
 - 15) TMDL's
- c. Target state and federal regulatory personnel for membership and involvement. (State Section Membership Committees or Section Chairs)
- d. Consider one or two year follow-up communication with new members to see whether they are getting involved and getting what they want from the organization. Most important, it would show someone cares.
7. Strengthen the WEF/Central States partnership.
- a. Encourage Central States members to participate on WEF committees.
 - b. Encourage the use of WEF staff services and communication with WEF committees.

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- c. Support WEF programs. (Executive Committee)
- 8. Foster and encourage innovation, research, investigation and dissemination of findings.
 - a. Encourage seminars and articles and/or regular column in WISILLMINN on innovative solutions to operating and managerial problems. (Executive Committee. State Section Committees. and WISILLMINN Editor)
 - b. Consider donations to water environment research. (Executive Committee)
 - c. Consider establishing a gimmicks and gadgets column in the WISILLMINN.
- 9. Finance the organization adequately.
 - a.
- 10. Executive Committee to annually review implementation of Strategic Plan and update as needed.

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B. External Objectives

1. Encourage State Sections to participate actively in the decision making process with regulatory agencies and legislators on issues related to the water environment. The emphasis shall be placed on education and technical advice.
(Reminder: Non-prom organizations cannot lobby.)
 - a. Recommend that members participate on local and state regulatory boards, agencies and advisory committees. (State Sections)
 - b. Establish a quick response regulatory and legislative mechanism to provide expertise to spearhead regulatory and legislative activities. (State Sections)
 - c. Request the Federation to act on specific wastewater control and environmental issues at the federal level. (Executive Committee: particularly WEF Directors)

2. Inform the general public about the concerns and issues of water quality protection and publicize Central States activities and achievements.
(State Public Education Committees)
 - a. Promote and disseminate school educational programs and curriculum.
 - b. Continue development of a broad based speakers list and make it available to interested groups.
 - c. Use and distribute CSWEA and WEF brochures.
 - d. Prepare and distribute press releases regarding issues, advances, achievement, awards, etc.
 - e. Publish news about individual members.

3. Build and foster alliances with other organizations having similar objectives.
(Executive Committee)
 - a. Cooperate with and co-sponsor joint activities.

C. Summary of Changes

1. Date of Origin: October 17, 1989;

2. Updated: January 22, 1993; January 21, 1994;
May 18, 1999; January 24, 2003