



Professionals Dedicated To Arizona's Water

TEN-YEAR STRATEGIC PLAN

(Approved by AZ Water Board of Directors 11/8/2003 and Revised 8/19/05)

The AZ Water Ten-Year Strategic Plan provides the foundation for shaping the future of the Association. It states our Vision and Mission and identifies focus areas (goals) and objectives (activities) to achieve our Vision and support our Mission. It is a dynamic plan and will be reviewed and updated regularly. The plan provides a broad view of the goals and activities.

VISION

The AZ Water is the recognized advocate for enhancing Arizona's water and environmental resources.

MISSION

Provide value to our membership and the public through education, training, and public awareness regarding enhancement of Arizona's water and environmental resources.

FOCUS AREAS AND OBJECTIVES

The AZ Water Strategic Plan addresses six focus areas:

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|--------------------------|---------------------------|------------------------------|
| 1. Leadership | 3. Membership | 5. Improved Awareness |
| 2. Communications | 4. Revenue Sources | 6. Policy |

1. **Leadership:** Provide quality leadership within AZ WATER to support its Vision and Mission

Objectives:

- ▶ Conduct annual Board/committee chair retreat
- ▶ Participate in AWWA/WEF leadership workshops
- ▶ Develop a mentoring program
- ▶ Develop a measurable system to track plan progress and Board, committee, and organization accountability
- ▶ Exemplify leadership by engaging members
- ▶ Increase Board level participation in committees
- ▶ Communicate Board expectations of committee activities
- ▶ Promote advancement of the industry

2. **Communications:** Improve communications among the Board, committees, general membership and the public.

Objectives:

- ▶ Increase effectiveness of tools such as the newsletter, website, e-mail lists, electronic bulletin board and others
- ▶ Improve communications between Board, committee chairs and committees by providing a committee chair forum, which could include e-mail, regular meetings and/or electronic bulletin board
- ▶ Increase contact between committee chairs and Board through regularly scheduled committee chair updates to the Board
- ▶ Improve external communications with the public through the AZ Water website, links between municipal websites and the AZ Water site and contacts with other organizations and the media, such as TV, newspapers and radio
- ▶ Improve public outreach and awareness

3. **Membership:** Increase membership and expand diversity through a program of retention and recruitment.

Objectives:

- ▶ Update and maintain an accurate association management database
- ▶ Track member demographics
- ▶ Keep membership marketing package current
- ▶ Develop and implement a plan to recruit members from traditional membership segments, including academia, utilities, vendors, regulators, and consultants
- ▶ Recruit members from non-traditional membership segments, such as corporations, industries, active/interested public, etc.
- ▶ Periodically conduct a membership survey designed to improve retention
- ▶ Develop a membership retention plan
- ▶ Achieve active participation in AZ Water committees of at least 10% of membership
- ▶ Provide recognition for committee participation
- ▶ Enhance an outreach program to include:
 - Employer participation letter/benefits
 - Current member participation benefits
 - Improved welcome packet for new members

4. **Revenue Sources:** Generate revenue sufficient to support the AZ Water Vision and Mission

Objectives:

- ▶ Generate revenue through advertising
 - Newsletter
 - Website
 - Links
 - Conference brochure
 - Membership directory
 - Other publications
- ▶ Solicit sponsorships for specialty seminars, conferences, luncheon programs and other events
- ▶ Create partnership opportunities such as collaborative training, conferences (such as Tri-State), seminars and others
- ▶ Obtain grants to fund outreach program
- ▶ Enhance exhibit revenues at conferences and specialty seminars
- ▶ Create and pursue AWWA/WEF seminar collaboration opportunities
- ▶ Increase dues revenue through improved retention and recruitment
 - Include membership fee in non-member seminar fee
 - Survey member needs to identify member perceived value of membership
- ▶ Implement fund-raising events/items, such as:
 - Sell shirts, caps, pens, briefcases, mugs, books, etc.
 - Pursue creative fund-raising opportunities
 - Casino night/Auction
- ▶ Maintain website for credit card sales
- ▶ Implement cost-saving programs, such as reducing costs of newsletter through alternate delivery systems (e-mail, website, etc.)
- ▶ Add links to company websites from our website
- ▶ Assign responsibility for fundraising (Reactivate Finance Committee)
- ▶ Maximize investment revenue (Reactivate Finance Committee)

5. **Improved Awareness:** Promote internal and external awareness of AZ Water.

Objectives:

- ▶ Maintain Utility Council
- ▶ Identify training and other awareness needs
- ▶ Enhance AZ Water marketing information, such as logo items
- ▶ Leverage education/training sources (ADEQ, ACC, utilities, educators, contractors, ADWR, WESTCAS)
- ▶ Keep an updated list of available, geographically diverse training facilities
- ▶ Develop and maintain a list of qualified, available and geographically diverse speakers
- ▶ Improve committee collaboration/integration
- ▶ Improve communication technology, including “interactive” training methods
- ▶ Provide AZ Water business cards for Board members, and committee members
- ▶ Require consistent use of AZ Water logo
- ▶ Expand partnering opportunities beyond ‘water-based’ organizations
- ▶ Collaborate with Water For People to promote awareness of world issues

6. **Policy:** Establish policy principles to guide AZ Water activities.

Objectives:

- ▶ Advance membership towards future industry issues
 - Assure professional development of water/wastewater operators
 - Support excellence in industry practices through education and training
 - Commit to excellence in services provided to the membership
 - Enhance participation of professional, technical and legal affiliations
- ▶ Advocate well informed, highly skilled, visionary leadership for the industry
 - Promote awareness of AZ Water as a resource to municipal and state leadership
 - Recognize new technology and innovation in utility operations
 - Promote information exchange among industry professionals
- ▶ Promote stewardship of water resources
 - Preserve and enhance Arizona’s water environment
 - Promote water conservation and reuse
 - Promote sustainable management of natural resources
- ▶ Conduct business with integrity
 - Promote open and honest practices
 - Enhance utility interaction
 - Vigorously address significant environmental issues

This Strategic Plan does not establish costs or details of implementation. It will be necessary for individuals and committees to assist the Association in achieving its Vision and advancing its Mission through the goals of the plan by establishing specific plans and budgets at the individual and committee level.