

**Long Range Plan  
Of the  
Michigan Rural Water Association**

*Adopted  
April 20, 2006*

Amended June 8, 2007

**Mission Statement:**

To provide resources, education, and networking to all members, future members, and their customers in order to enhance quality of services.

**Vision Statement:**

To be recognized as the leader in supporting public works issues in the state of Michigan.

**Michigan Rural Water Association Board Goals**

**Goal: Long Range Plan**

Objective: Review Long Range Plan

Task: Review plan annually and during each board meeting (board)

Task: Publicize adopted Long Range Plan (staff)

Objective: Implement the Association Benchmark of Excellence

Task: Evaluate where we are on the scale (staff and board)

Task: Determine milestones (board and staff)

Task: Bi-annual review of criteria for ABE (board)

Task: Encourage NRWA for financial incentives or rewards (board)

**Goal: Membership**

*Objective: Recruit and Train the Next Generation of Operators (Re-visit at a later date)*

*Task: Visit schools with job fairs (board and staff)*

*Task: Involve the current operators to identify possible recruits (staff)*

*Task: Provide basic training opportunities (staff)*

*Task: Create a public relations piece for multimedia about the water industry  
(committee)*

Objective: Expand Membership Growth

- Task: Evaluate current classifications of membership (committee)
- Task: Promote membership benefits (staff and committee)
- Task: Develop an incentive program for new members (staff and committee)
- Task: Review the incentive program for staff to recruit new members (staff)

Objective: Increased Membership Involvement

- Task: Recruit members to serve on committees (board)
- Task: Create additional opportunities for communication (board and staff)
- Task: Create a better sense of ownership among members (everybody)

Objective: Develop Emergency Support Network

- Task: Promote Mutual Aid Agreements (staff)
- Task: Develop equipment, manpower, parts Inventory database (staff)
- Task: Develop Special Services Directory (staff)
- Task: Seek funding sources for this program such as homeland security (staff)

Objective: Enhance Value Added Membership Benefits

- Task: Review current value added benefits (committee)
- Task: Promote available benefits through MRWA and NRWA (staff and board)
- Task: Develop new benefits (staff and committee)

Objective: Expand Diversification of Services

- Task: To identify services that we want to assist with (staff)
- Task: Develop a training module for those services (staff)
- Task: Gather a list of needs from our members (staff)
- Task: A service provided by corporate partners for members through MRWA.

## **Goal: Financial Stability**

Objective: Revenue Sources

- Task: Review potential grant programs (staff and board)
- Task: Look for new revenue from state and private sources (staff and board)
- Task: Increase membership for a revenue source (staff and board)

Objective: Solvency

- Task: Establish a cash reserve of \$100,000 (board)
- Task: Eliminate debt (board)
- Task: Identify projects to develop an endowment fund (board)
- Task: Continue investment policy (board)

- Task: Adhere to the long-range financial plan (board and staff)
- Task: Review the annual financial long-range financial plan (board)
- Task: Create time benchmarks to achieve greater solvency.

## **Goal: Training**

### Objective: Technical Manual Database

- Task: Maintain a library of technical information for our members (staff)

### Objective: Training Center

- Task: Investigate options for new and existing training center (staff)
- Task: Study options for the existing building (board)

### Objective: Professional Board Training

- Task: Attend at least one NRWA board training session per year (board)
- Task: Investigate and promote a multi-state board training (board)
- Task: Budget sufficient funds to support training (board)
- Task: Maintain sources for available training materials (board)
- Task: Continue to review documents and training materials (board)
- Task: Within thirty (30) days of receiving board materials and training all members will sign a statement that they have read and concur with all board policies (board)
- Task: Conduct an annual board retreat (board)

### Objective: Adaptable Training Programs

- Task: Expand training options (staff)
- Task: Explore affordability of new training programs (staff)
- Task: Expand mailing lists for private sector training (staff)
- Task: Investigate the feasibility of a technical expo (staff)

### Objective: Conference (conference/membership committee)

- Task: Manage conference to increase the organization's net assets and re-invest in the association
- Task: Increase attendance and exhibitors
- Task: Recruit conference committee members
- Task: Review possible locations for future conferences
- Task: Survey the membership to help determine location and time of year for future conference

## **Goal: Industry Leader**

Objective: Industry First Resource

- Task: Marketing available services (staff and board)
- Task: Serve as a clearinghouse and provide assistance to members in environmental issues (legislative committee)

Objective: Nationally Recognized Association

- Task: Lead all states in the ABE (board)
- Task: Promote our accomplishments in publications (staff and board)
- Task: Continue to be a pro-active organization (board and staff)

Objective: Legislative Leader

- Task: Participate in Water Rally (board and staff)
- Task: Enhance and strengthen our grass roots organizational structure (committee)
- Task: Serve as a united voice in legislative/regulatory issues (board, staff, and membership)
- Task: Continue to participate in Water Pac (board and staff)
- Task: Maintain effort for state set-aside monies (staff and board)
- Task: Stay abreast of state regulatory issues (committee)
- Task: Cooperate with other industry associations concerning legislative Issues (committee)
- Task: Host legislative reception (committee)
- Task: Encourage participation in legislative activities (board and committee)
- Task: To participate in legislative fly-ins (board, committee, staff, and membership)

Objective: Enhance Relationships with other industry and governmental organizations

- Task: Encourage communication among executive staffs (staff)
- Task: Continue cooperative efforts with other organizations (board and staff)
- Task: Participate in joint issue statements that meet our mission (board)
- Task: Identify organizations that have common causes (everybody)
- Task: Attend other organization's functions (everybody)

## **Goal: Internal Operations**

Objective: Personnel Policies

- Task: Review policies and procedures (board and staff)
- Task: Review job descriptions