

**Strategic Plan
Of the
Michigan Rural Water Association**

Adopted
April 20, 2006
Amended June 14, 2007
Amended June 19, 2008
Amended June 10, 2009

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: Strategic Plan

Objective: Review Long Range Plan (Administrative Committee)

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

Task: Publicize adopted Long Range Plan (Staff)

Objective: Implement the Association Benchmark of Excellence (Board Development Committee)

Task: Evaluate where we are on the scale (Staff and Board)

Task: Determine milestones (Board and Staff)

Task: Annual review of criteria for ABE (Board)

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

Goal: Membership

Objective: Expand Membership Growth (Membership Committee)

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)

Objective: Increased Membership Involvement (Membership Committee)

Task: Recruit members to serve on committees (Board)

Task: Create additional opportunities for communication through current technology (Board and Staff)

Task: Create a better sense of ownership among members (Everybody)

Objective: Enhance Value Added Membership Benefits (Membership Committee)

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: Industry First Resource

Task: Market available services (staff and board) (Membership Committee)

Goal: Financial Stability

Objective: Revenue Sources (Board)

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 (Board)

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 and annually review the long-range financial plan (Board and Staff)

Task: Create time benchmarks to achieve greater solvency. (Board)

Goal: Training – Training Committee

Objective: Recruit and Train the Current and Next Generation of Operators (Training Committee)

Task: Visit schools with job fairs (Board and Staff)

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

Task: Provide training opportunities (Staff)

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

Objective: Expand Diversification of Services (Training Committee)

Task: To identify services that we want to assist with (Staff)

Task: Gather a list of needs from our members (Staff)

Objective: Technical Manual Database (Training Committee)

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

Objective: Adaptable Training Programs (Training Committee)

Task: Expand training options (Staff)

Task: Explore affordability of new training programs (Staff)

Task: Expand mailing lists for private sector training (Staff)

Goal: Industry Leader

Objective: Nationally Recognized Association (Board Development Committee)

Task: Promote our accomplishments in publications (Staff and Board)

Task: Continue to be a pro-active organization (Board and Staff)

Objective: Enhance Relationships with other industry and governmental organizations (Administrative Committee)

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)

Objective: Develop Emergency Support Network (Staff)

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)

Goal: Internal Operations

Objective: Personnel Policies (Administrative Committee)

Task: Review policies and procedures (Board and Executive Director)

Task: Review job descriptions (Board and Executive Director)

Goal: Facilities Assessment

Objective: Training Center (Training Center Task Force)

Task: Investigate options for new and existing training center (Staff)

Task: Study options for the existing building (Board)

Goal: Professional Development

Objective: Professional Board Training (Board Development Committee)

Task: To meet NRWA board training requirements. (Board)

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 (Executive Director)
- Task: Conduct an annual board retreat (Board)
- Task: Act, dress, and conduct ourselves in professional manner. (Board and Staff)

Goal: Conference (Conference/Membership Committee)

Objective: Provide an opportunity for our members to receive training, networking, and improve our industry

- 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: Legislative Initiatives

Objective: Legislative Leader (Legislative Committee)

- Task: Participate in Water Rally (Board, Membership and Staff)
- Task: Enhance and strengthen our grass roots organizational structure (Committee)
- Task: Serve as a united voice in legislative/regulatory issues (Board, Staff, 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)
- Task: Serve as a clearinghouse and provide assistance to members in environmental issues (Legislative Committee)