

## Executive Summary Strategic Visioning Task Force 2008- 2012

### Mission

The Water and Sewer Distributors of America's mission is to strengthen and promote the distribution of water and wastewater products and services.

### Vision

To be the valued resource to distributors and manufacturers in North America.

### Goals

- **Educate and Inform** - The resource for water and wastewater industry education and information. (*Publications, Program and Associates Committees*)
- **Communication and Dialog** - Providing forums for industry communications and dialog. (*Program and Associates Committees*)
- **Influence - Industry and Government** - The voice of the water and wastewater industry.
  - **Industry Relations** (*Industry Marketing Committee*)
  - **Government Relations** (*Government Relations Committee*)
- **Membership Growth and Retention** - Providing programs and services to recruit and retain industry members. (*Membership Committee*)
- **Association Operations** - Maintaining a highly effective association for the industry. (*Leadership, Finance and Audit Committees*)





## Strategic Visioning Task Force

Grand Hyatt Denver  
October 26, 2008

The following persons participated in the strategic visioning meeting.

### Task Force Members

- Sam Peirce
- Deron Johnson
- Mike Dooley
- Kevin Murphy
- Peter Krainock
- Jim Fuller
- Walter Cooper
- Mike Vore (non-voting director elect)
- Brian Dougan
- Ed Morrison
- Ed Nugent
- Rich Old
- Bruce Curtis (non Board)
- Bill Thees (non Board)

### Headquarters Team

- Lindsay Groff
- Sarah Hagy
- Rebecca Mathis
- Ned Rahn (Legal Counsel)

### Facilitator

- Bob Harris, CAE<sup>1</sup>

## Foreword

The association was founded in 1979. Recent strategic plans were developed in 2002 and 2006. Over the years, there is a pattern of successful growth in membership, attendance and financial resources.

In 2008 a major influence on the plan is the downturn in national economic conditions, failure of banks, housing foreclosures and the need to improve or protect infrastructure funding.

Throughout the visioning process, the task force focused on who WASDA represents and the limitation of resources.

<sup>1</sup> Contact: [bob@rchcae.com](mailto:bob@rchcae.com) or 850 570 6000



### Strategic Vision of 3 to 4 Years

The plan should guide the board and committees for three to four years: 2008 - 2012. *Annually*, the board or task force should evaluate progress and revise the plan as needed.

### Image of WASDA

The association's image is made up of its mission and vision.

*Mission Statement* is a sentence or two that answers "who we are, who we serve, what we offer." A *Vision Statement* should be the long term, compelling statement about the intended outcome if the organization is entirely successful.

Vision  
Mission  
& Values

#### Mission Statement - Existing on Website

~~The mission of WASDA is to promote the waterworks/wastewater products distribution industry ("Industry"), to further improve the image of WASDA and the Industry, and, consistent with the requirements of applicable laws, to enhance the collective financial well-being of the Industry and WASDA members.~~

#### Mission Statement - Existing in 2006 Strategic Plan

~~WASDA exists to help members achieve success and to strengthen the value of distribution in the waterworks industry.~~

#### Mission Statement - Proposed Oct 26, 2008

The Water and Sewer Distributors of America's mission is to strengthen and promote the distribution of water and wastewater products and services.

#### Vision Statement - Existing in 2006 Strategic Plan as a "Visionary Goal"

~~All waterworks distributors in the United States will be members of WASDA by 2010. End users and manufacturers will only do business with WASDA members.~~

#### Vision Statement - Proposed Oct. 26, 2008

To be the valued resource to distributors and manufacturers in North America.

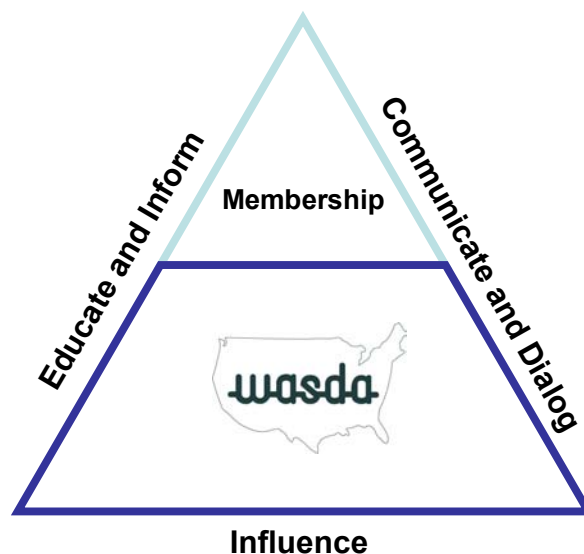


## Goals and Strategies

*Goals* are the core competencies of the association. *Strategies* support the goals. The committees, board and staff should develop action plans to carry out the plan over three to four years.

Subgroups indented indicate suggested strategies and concerns for consideration.

Goals  
Strategies  
& Action Steps



- I) **Educate and Inform** - The resource for water and wastewater industry education and information. (*Publications, Program and Associates Committees*)
  - A) Identify nationally recognized high quality speakers to address members at the Annual Conference.
  - B) Improve the Benchmarking Survey.
    - 1) Increase participation and level of response.
    - 2) Distribute to "additional contacts" at member companies.
    - 3) Make significant improvements to increase value.
  - C) Increase awareness of the American Supply Association's relationship with WASDA and member access to information and data.



- D) Anticipate technology needs in the association to deliver relevant information to members in various formats, i.e. webinars, access to restricted webpages, communications to members, etc.
- E) Improve member and prospective member awareness of WASDA's education and information resources.
  - 1) Strategically approach marketing and member involvement as *a year-round experience*; not just two meetings per year.
  - 2) Market to database of "additional contacts" to penetrate deeper company involvement and greater attendance.
  - 3) Market to non-members to increase interest.
- F) Provide industry expertise by utilizing associate members on topics and resources such as HR, sigma, quality, performance evaluation, etc.
- G) Maintain the Lending Library.

**II) Communication and Dialog** - Providing forums for industry communications and dialog. (*Program and Associates Committees*)

- A) Continue and enhance the Partnership Forum experience.
  - 1) Maintain the right mix of distributor and associate members.
  - 2) Address confidentiality concerns.
  - 3) Increase attendance.
- B) Maintain the strength of the Annual Conference.
  - 1) Provide opportunities for formal as well as informal networking.
  - 2) Opportunities for panel discussions and member involvement.
  - 3) Identification of industry trends.
  - 4) Opportunities for formal and informal networking.



- C) Maintain WASDA Connections newsletter as a relevant member source of news and exchange.
- D) Utilize the WASDA website to serve members' needs and promote the association.

**III) Influence - Industry and Government** - The voice of the water and wastewater industry.

**Industry Relations** (*Industry Marketing Committee*)

- A) Maintain relations with industry trade associations, leveraging mutual interests and resources to benefit the industry.
- B) Promote internal and external awareness of the role and importance of the water and wastewater industry.

**Government Relations** (*Government Relations Committee*)

- C) Increase involvement in government issues and opportunities.
  - 1) Support infrastructure stimulation efforts by federal, state and local governments.
  - 2) Monitor public infrastructure economic issues, incentives and bond markets.

**IV) Membership Growth and Retention** - Providing programs and services to recruit and retain industry members. (*Membership Committee*)

- A) Prepare a strategy to maintain existing member retention rate during current economic downturn.
  - 1) Include a value-statement/ROI with dues renewal.
  - 2) Monitor and report on retention rates, which currently exceed 90 percent.
  - 3) Promote the strategic plan to members so they are aware of efforts of leadership and use of resources for their benefit.



B) Ensure that distributor members of all sizes receive access to benefits and services of value.

C) Target specific prospects for membership in WASDA.

- 1) Identify five to seven prospects for face to face contacts by board members visiting.
- 2) Allocate funds for reimbursement of costs.
- 3) Invite prospects to participate in WASDA to increase awareness.

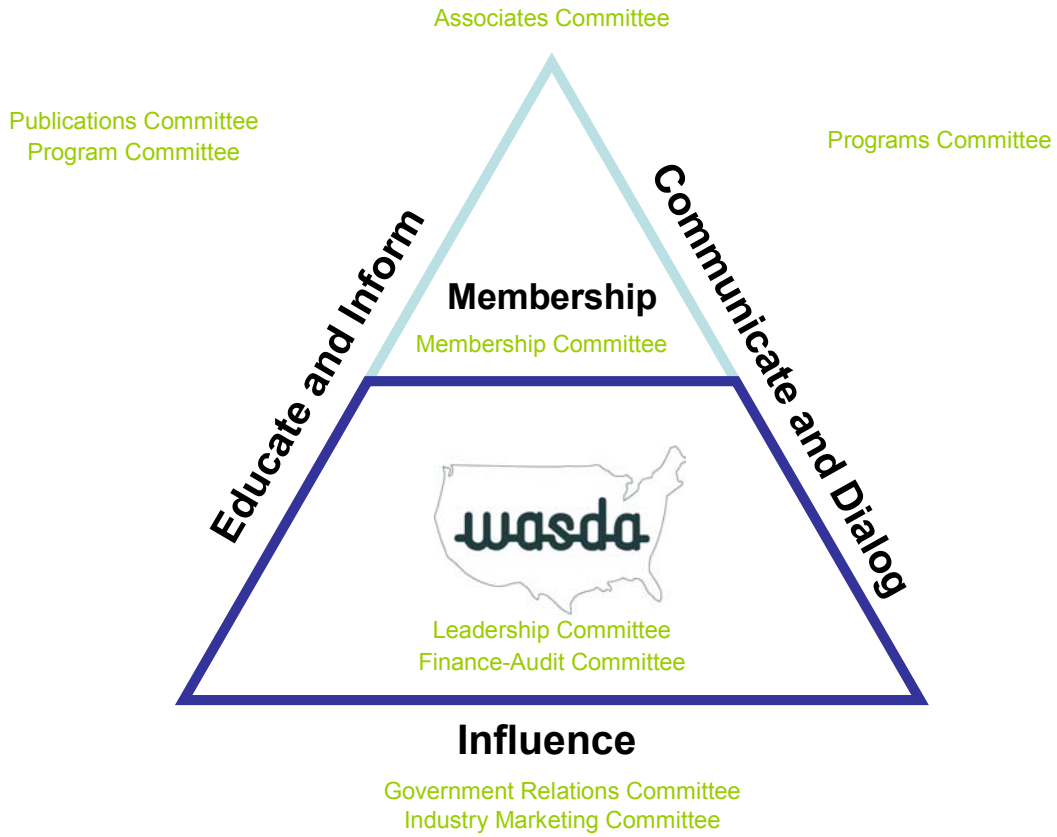
**V) Association Operations** - Maintaining a highly effective association for the industry.  
*(Leadership, Finance and Audit Committees)*

A) Review committees to be sure they are as effective as possible, advancing the goals and involving members.

B) Maintain association resources/reserve to be prepared for economy's impact on the industry (member involvement and renewals.)



## Committee Alignment



**2008 – 09 Business Plan, Committee Tactics, Performance Indicators**

Goal	Description (Committee)	Strategies/Tactics	Assignments in 08-09 Performance Indicators
<b>Educate and Inform</b>	The resource for water and wastewater industry education and information. <i>(Publications, Program and Associates Committees)</i>	A. Identify nationally recognized high quality speakers to address members at the Annual Conference.	
<b>Educate and Inform</b>		B. Improve the Benchmarking Survey.  1. Increase participation and level of response. 2. Distribute to "additional contacts" at member companies. 3. Make significant improvements to increase value.	
<b>Educate and Inform</b>		C. Increase awareness of the American Supply Association's relationship with WASDA and member access to information and data.	
<b>Educate and Inform</b>		D. Anticipate technology needs in the association to deliver relevant information to members in various formats, i.e. webinars, access to restricted webpages, communications to members, etc.	
<b>Educate and Inform</b>		E. Improve member and prospective member awareness of WASDA's education and information resources.  1. Strategically approach marketing and member involvement as <i>a year-round experience</i> ; not just two meetings per year. 2. Market to database of "additional contacts" to penetrate deeper company involvement and greater attendance. 3. Market to non-members to increase interest.	
<b>Educate and Inform</b>		F. Provide industry expertise by utilizing associate members on	



		topics and resources such as HR, sigma, quality, performance evaluation, etc.	
<b>Educate and Inform</b>		G. Maintain the Lending Library.	
<b>Communication and Dialog</b>	Providing forums for industry communications and dialog. <i>(Program and Associates Committees)</i>	A. Continue and enhance the Partnership Forum experience.  1. Maintain the right mix of distributor and associate members. 2. Address confidentiality concerns. 3. Increase attendance.	
<b>Communication and Dialog</b>		B. Maintain the strength of the Annual Conference.  1. Provide opportunities for formal as well as informal networking. 2. Opportunities for panel discussions and member involvement. 3. Identification of industry trends. 4. Opportunities for formal and informal networking.	
<b>Communication and Dialog</b>		C. Maintain WASDA Connections newsletter as a relevant member source of news and exchange.	
<b>Communication and Dialog</b>		D. Utilize the WASDA website to serve members' needs and promote the association.	
<b>Influence - Industry and Government</b>	The voice of the water and wastewater industry.		
<b>Influence - Industry and Government</b>	<b>Industry Relations</b> <i>(Industry Marketing Committee)</i>	A. Maintain relations with industry trade associations, leveraging mutual interests and resources to benefit the industry.	
<b>Influence - Industry and Government</b>		B. Promote internal and external awareness of the role and importance of the water and wastewater industry.	
<b>Influence - Industry and Government</b>	<b>Government Relations</b> <i>(Government Relations Committee)</i>	C. Increase involvement in government issues and opportunities.  1. Support infrastructure stimulation efforts by federal, state and local governments.	



		2. Monitor public infrastructure economic issues, incentives and bond markets.	
<b>Membership Growth and Retention</b>	Providing programs and services to recruit and retain industry members. <i>(Membership Committee)</i>	A. Prepare a strategy to maintain existing member retention rate during current economic downturn.  1. Include a value-statement/ROI with dues renewal. 2. Monitor and report on retention rates, which currently exceed 90 percent. 3. Promote the strategic plan to members so they are aware of efforts of leadership and use of resources for their benefit.	
<b>Membership Growth and Retention</b>		B. Ensure that distributor members of all sizes receive access to benefits and services of value.	
<b>Membership Growth and Retention</b>		C. Target specific prospects for membership in WASDA.  1. Identify five to seven prospects for face to face contacts by board members visiting. 2. Allocate funds for reimbursement of costs. 3. Invite prospects to participate in WASDA to increase awareness.	
<b>Association Operations</b>	Maintaining a highly effective association for the industry. <i>(Leadership, Finance and Audit Committees)</i>	A. Review committees to be sure they are as effective as possible, advancing the goals and involving members.	
<b>Association Operations</b>		B. Maintain association resources/reserve to be prepared for economy's impact on the industry (member involvement and renewals.)	

