

**2016 Long Range Planning Committee
Strategic Plan Annual Report**

Baseline report covering the progress from Plan Development to Present

Presented to the Executive Committee
December 2, 2016

Introduction

The New Jersey Water Environment Association's (Association) Strategic Plan is a significant milestone in the organizational and business aspects of the Association. The Strategic Plan describes how the Association operates and interacts internally and how it interacts with other Member Associations and the Water Environment Federation. Just as important, the Strategic Plan guides the direction of the Association in terms of resource allocation. It is one of the main documents of the Association in line with the Annual Budget, Constitution and Bylaws and Manual of Practice.

The First Year Implementation Plan is a subset of the Strategic Plan and is intended to set the current priorities of the Association. It addresses the highest priority aspects of the Strategic Plan at this point in time and was developed to further define how the Association will move forward on the highest priority objectives and action items identified in the Strategic Plan. Both the Strategic Plan and First Year Implementation Plan have been developed by the Long Range Planning Committee (LRPC) of the Association and approved by the Executive Committee. Subsequently, the Association has moved forward with many aspects of the Implementation of the Plan as outlined.

The report presented here is a Baseline Report on the Progress of the First Year Implementation Plan from development to present (December 2016). The report presents the status of the three-(3) Program Goals and two-(2) Operational goals developed by the committee and identified as the First Year Implementation Plan. As indicated in this Baseline Report, despite some rather large setbacks, a fair proportion of the First Year Implementation Plan has been achieved or is a work in progress.

Background

The Long Range Planning Committee (LRPC) was established in the fall of 2007. The first meeting of the committee was held in 2008 at the Offices of the EPA in Edison, NJ. The LRPC began developing a Strategic Plan in 2008 when some astute members of the Association saw the need to formalize and put down in writing how the Association operates internally and with outside agencies and to guide the focus of the Association going forward.

Several meetings over the course of 4 to 5 years produced a number of goals and objectives which served as the starting point for the Strategic Plan. However, in December of 2011 the Association hired a facilitator and the Strategic Plan began to take shape. In January 2012 the LRPC met at the Sheraton Inn in Eatontown NJ for a 2-day session to accomplish the task of producing the draft strategic plan of the NJWEA. Since that time the LRPC has continued to work on the Plan and in 2012 and 2013 a subcommittee of the LRPC completed a first-year

implementation for the plan which was accepted LRPC and by the Executive Committee of the Association at the meeting of December 5, 2013.

Overall, despite a few significant setbacks, attributable to the devastation of Superstorm Sandy and the focus of the 100 Year Anniversary, the First Year Implementation Plan made a moderate amount of progress in this time period.

Conducting the Baseline Evaluation of the First Year Implementation Plan

The LRPC met in April and September of 2016 and reviewed the entire first year implementation plan. At those meetings each objective / action was reviewed and discussed by the members to collectively decide the status of the objective. It is important to note that the committee did not decide whether an objective or action was warranted since that work has already been completed by the entire committee in formalizing the Strategic Plan. If a particular action was reviewed and the committee determined it was of lower priority at this point in time the objective remains in the plan and is assigned a status as such.

At the September meeting the Committee agreed to change the focus of the implementation schedule from a First Year, Second Year format to a Fiscal Year Implementation Plan format. The Committee also agreed to reduce the number of Objective / Action Items assigned to upcoming fiscal year plans. Therefore the upcoming fiscal year plan will be titled *2017/2018 Implementation Plan*.

This Baseline Report presents the result of the Committee reviews with respect to each stated goal and provides a status for each objective listed to support that goal. In evaluating each objective the individual objective was given a rating of **Implemented and Ongoing** if the Association has taken action to address the objective and the objective is a continuous task of the Association. An example of this rating is the review of the objective requiring the *President to Direct the Long Range Planning Committee (LRPC) to Review, Monitor and Report Progress Towards our Goals*. Since action has been taken on the objective and this is a task that will continue on an annual basis a rating of **"Implemented and Ongoing"** has been assigned. Likewise, if the LRPC found the objective has not seen action but warrants action soon, the individual Objective was given a status of **"Identify as Action for Upcoming Fiscal Year Implementation Plan"**. Finally, if the LRPC found the objective warrants more discussion or if the objective is not a high priority at this point in time, the individual Objective was assigned a status of **"Identify For Future Action"**.

The Baseline Evaluation of the First Year Implementation Plan is broken into the two major categories of Program Goals and Operation Goals. The overall percentage of progress in these two categories is provided. The three Program goals and Operational Goals are:

Program Goal 1:

It is the goal of the NJWEA to advance and promote scientifically sound sustainable engineering/operation/ management practices and their application throughout the water environment community in New Jersey.

Program Goal 2:

It is the goal of the NJWEA to be the preferred source of professional development for its members and other non-members in our field.

Program Goal 3:

It is the goal of the NJWEA to facilitate and promote education and understanding of the water environment. This goal will be accomplished through programs and activities directed to NJWEA members, the media, public policy makers, and the general public.

Operational Goal 1:

It is the goal of the NJWEA to be a well-managed, fiscally sound, service oriented organization, operated to efficiently serve its members and stakeholders.

Operational Goal 2:

It is the goal of the NJWEA to develop and maintain a diverse and representative membership and to offer that membership abundant opportunities to serve the public interest through service in NJWEA.

Baseline Evaluation of the Three-(3) Program Goals

Program Goal 1:

It is the goal of the NJWEA to advance and promote scientifically sound sustainable engineering/operation/ management practices and their application throughout the water environment community in New Jersey.

Six-(6) First Year Objectives and Actions were identified by the Committee. Of the 6 identified, three-(3) have been implemented and continue as ongoing initiatives. Two have been identified as warranting action soon and one has been identified as a future action. For Program Goal 1 the six-(6) First Year Objectives / Actions and their status are listed below.

1. All NJWEA Committees should identify three main areas, goals or issues and determine if there are opportunities for the NJWEA to develop or improve upon them by May 1, 2014.

Task: Lead by Officer Liaison and Committee Chair and maybe include into Committee Outlines. Each Committee will evaluate the most applicable goals.

Status – Implemented and Ongoing

2. Committees and members to identify credible and recent resource material within their domain and report to the Executive Committee within six months and, annually thereafter. Task: To be maintained on the Web-site by Committee by material reference. Task to be coordinated with the IT Committee and Committee Chairs.

Status – Identify for Future Action

3. Highlight Current Best Management Practices in *Effluents* Articles and request contributions by members. Task: by Publications Committee and Committees

Status – Identify as Action for Upcoming Fiscal Year Implementation Plan

4. Enhance our Website (or develop a separate website with a link from our Website) to highlight our available resource material, publications, documents, studies, etc. (perhaps on a member – non-member type log-in basis). Task: To be coordinated with the IT Committee and Officer Liaisons.

Status - Identify as Action for Upcoming Fiscal Year Implementation Plan

5. President to direct the Long Range Planning Committee (LRPC) to review, monitor and report progress towards our goals. Task: By the President with the LRPC.

Status – Implemented and Ongoing

6. President to direct the Students and Young Professionals Committee (S&YPC) with the IT Committee to evaluate NJWEA electronic communications and propose new or improved NJWEA communications and social media systems and to establish a liaison with the IT Committee (S&YPC can elect to form a sub-committee to accomplish the task). Task: By President and S&YP Committee.

Status – Implemented and Ongoing

Program Goal 2:

It is the goal of the NJWEA to be the preferred source of professional development for its members and other non-members in our field.

Five-(5) First Year Objectives and Actions were identified by the Committee. Of the 5 identified, two-(2) have been implemented, two-(2) have been identified as warranting action soon and one-(1) was identified as a future action. For Program Goal 2 the five-(5) First Year Objectives / Actions and their status are listed below.

1. Evaluate establishing a NJWEA certification program for Laboratory personnel, and/or Maintenance personnel, through ABC, where NJWEA will be the provider of the certification

program. This initiative should be managed by the Education and Training Committee. Task: Ongoing with affected Committees (i.e., Education, Laboratory & Operations and Maintenance see objective e).

Status – Implemented and placed on hold for the time being.

2. President establishes an active Standing Committee to strengthen NJWEA's commitment to Professional Engineers through the continued pursuit of certification training for NJ/NY/PA/DE PE's. Task: To be discussed at the December, 2013 Executive Committee meeting.

Status – Implemented – now a full standing committee of the NJWEA

3. Standing Committee to highlight role of PE's in NJWEA via articles in Scan and Effluents. Task: PE Committee and Publications Committee.

Status – Identify as Action for Upcoming Fiscal Year Implementation Plan.

4. President to direct the Education and Training Committee to develop and maintain a comprehensive and inclusive scientific, technical, and management education catalogue of NJWEA and relevant (e.g., wastewater license required but not offered by NJWEA) courses (existing & online) responsive to member needs. Maintain and further develop partnerships with local, state, and federal agencies and other professional organizations. Task: To be completed by May 1, 2015.

Status – Identify for Future Action

5. Recommend establishing a standing Operations & Maintenance Committee to promote training and development for these disciplined members. Task: To be discussed at the December, 2013 Executive Committee meeting.

Status – Identify as Action for Upcoming Fiscal Year Implementation Plan.

Program Goal 3:

It is the goal of the NJWEA to facilitate and promote education and understanding of the water environment. This goal will be accomplished through programs and activities directed to NJWEA members, the media, public policy makers, and the general public.

Five-(5) First Year Objectives and Actions were identified by the Committee. Of the 5 identified, four-(4) have been implemented, and one-(1) was identified as a future action. For Program Goal 3 the five-(5) First Year Objectives / Actions and their status are listed below.

1. Identify programs geared towards Executive Directors, other Management personnel and Superintendents. This initiative should be managed by the Program, Conference and Seminar & Technology Transfer Committees.

Status - Implemented and Ongoing

2. Continue to exhibit at the League of Municipalities (as appropriate).

Status - Implemented and Ongoing

- 3. Identify additional Science Fairs to judge in order to increase NJWEA exposure. This initiative should be managed by the Public Education Committee.

Status - Implemented and Ongoing

- 4. Solicit volunteers from membership to increase the “pool” of judges. This initiative should be managed by the Public Education Committee with support by the Publications Committee. Use of email outreach (e.g., Constant Contact, SCAN) with IT Committee.

Status - Implemented and Ongoing

- 5. President establishes an “Advisory Board” of the Association to identify methods for the NJWEA to be a leading voice in the Water Environment Field. This initiative should be managed by the Executive Committee. Task: The Advisory Board should consist of the (3) Officers and the Executive Director. The Advisory Board should use other resources (members familiar in a topic) as needed.

Status – Identify for Future Action

Discussion of Results

Further explanation is needed to support some of the Program Goal classifications. Program Goal 2, Objective 1 is one of those. The Objective is to *“Evaluate establishing a NJWEA certification program for Laboratory personnel, and/or Maintenance personnel, through ABC, where NJWEA will be the provider of the certification program”*. While the classification is listed as Implemented, that classification refers to the evaluation portion of the objective only. The objective was considered and it was determined by the LRPC to be an issue for later development and could just as correctly fit in the *“Identify for Future Action”* category. Many of the objectives that are identified as Implemented and Ongoing are indeed ongoing activities such as *“Standing Committee to highlight role of PE’s in NJWEA via articles in Scan and Effluents”*. Some of the objectives are completed, such as *“President establishes an active Standing Committee to strengthen NJWEA’s commitment to Professional Engineers through the continued pursuit of certification training for NJ/NY/PA/DE PE’s”*. It is important for the LTPC and Executive Committee to keep those ongoing actions active.

Table 1. Table 1 is a Summary of Progress on the three-(3) Program Goals

Status	Number	Percentage
Program Objectives / Actions		
Implemented and Ongoing	9	56%
Identify as Action for Upcoming Fiscal Year	4	25%
Identify for Future Action	3	19%
Total	16	100%

Baseline Evaluation of the Two Operational Goals

Operational Goal 1:

It is the goal of the NJWEA to be a well-managed, fiscally sound, service oriented organization, operated to efficiently serve its members and stakeholders.

The LRPC identified thirteen – (13) Operational objectives/actions for the First Year Implementation Plan. Of the 13 identified, seven-(7) have been implemented and six – (6) have been identified as warranting action soon. For Operational Goal 1 the thirteen – (13) First Year Objectives/Actions and their status are listed below.

1. Demonstrate link between the annual budget and the strategic plan especially the NJWEA priorities. Task for the Budget Committee and Executive Committee to accomplish each year. Task: Executive Director and Treasurer to coordinate with Committee Chairs for FY 14/15.

Status – Identify as Action for Upcoming Fiscal Year Implementation Plan

2. Identify training to be provided to responsive committees and volunteers. - Lead Executive Committee Task: The LRPC recommends that the Executive Committee authorize training for interested Committee Chairs and applicable Section members – “Go to Meeting” teleconferencing, Web site updates and budget software.... Then Officer Liaisons (Table 1) to inquire other training support to/from their Committees through the Executive Committee.

Status – Implemented on Ongoing

3. Develop and maintain a comprehensive description of committee functions and activities as described in the “Committee Outlines”. The Committee Outlines should be reviewed at least annually by each committee. - Lead - Strategic Plan Sub Committee Coordinate and report to Executive Committee. Task: Driven by the LRPC, specifically Blake Maloney with the Constitution and Bylaws Committee via the Manual of Practice.

Status – Implemented on Ongoing

4. The Committee Outlines should be incorporated into the Manual of Practice by reference.

Status – Implemented on Ongoing

5. Establish a “Committee Recruitment Table” at the Conference Membership Booth and at the Technology Transfer Seminar Registration Table. This initiative should be managed by the Membership Committee. Maintain communications between NJWEA committees for unified cooperation. Lead Membership Committee in cooperation with the Program and Seminar and Technology Committees Task: First, the Membership Committee needs additional members to support its goals. One step to increase Membership Committee activity is to have the President request of the Section Presidents to request the Section Membership Committee Chairs join the State Membership Committee. The Membership

Committee will determine the best approach to meet the objective. All initial actions should be discussed and planned with the Membership Committee Chair.

Status – Identify as Action for Upcoming Fiscal Year Implementation Plan

6. President increases interaction with each of the committees by establishing an officer to be a committee liaison for each Committee. The Committees should be divided amongst the Treasurer, Vice President, President Elect and President and assigned as a Committee Liaison as best fits for each committee. The President, at the beginning of his/her term will meet with the remaining Officers to assign Committee Liaisons for the next two years moving forward.

Status – Implemented on Ongoing

7. President instructs the Committee Chairs to identify in writing what actions their committee can take to support the Association Strategic Plan. (This should be incorporated into the Committee outline template). Each incoming President to include the request to update this information in his/her letter to the committee Chair at the start of his/her term including a copy of the Committee Outline. Task: A first step is in the form of the letter going out to the Committee Chairs acknowledging and requesting support of the Strategic Plan (Done), then through the completion of objective.

Status – Implemented on Ongoing

8. Determine level of current Section committee participation in the State Association committees. Increase if found to be deficient. This initiative should be led by incoming President and Executive Committee in cooperation with the Section Presidents.

Status – Identify as Action for Upcoming Fiscal Year Implementation Plan

9. Committee Chairs to identify members with their committees to delegate work and responsibility to (by the liaison Officer). Task: by Committee Chairs with Liaison Officer support.

Status – Identify as Action for Upcoming Fiscal Year Implementation Plan

10. President directs the NJWEA Membership Committee to solicit new members to serve on Association committees. May also be able to use *Constant Contact* and the publications to get the message out to membership. Also coordination with the Student and Young Professional Committee to channel SYPs to other interests/committees.

Status – Identify as Action for Upcoming Fiscal Year Implementation Plan

11. Welcome new members by means of an electronic welcome message and solicit new members to serve on committees. Task: Effort by Membership Committee and Staff.

Status – Identify as Action for Upcoming Fiscal Year Implementation Plan

12. President to annually review each committee list and purge non active members and Chairs by each Committee Chair for committees and by the President for Committee Chairs. Already being done by the Committee Chair recommendation. The President's focus should be on the effectiveness of the committee and the committee chair.

Status – Implemented on Ongoing

13. Encourage the use of teleconferencing for committee meetings where appropriate:
- i. IT Committee to set up the technology and train the Committee Chairs to utilize the service.
 - ii. Funding from IT Budget provided by Executive Committee

Status – Implemented on Ongoing

Operational Goal 2:

It is the goal of the NJWEA to develop and maintain a diverse and representative membership and to offer that membership abundant opportunities to serve the public interest through service in NJWEA.

The LRPC identified five – (5) Operational objectives/actions for the First Year Implementation Plan. Of the 5 identified, three-(3) have been implemented and two – (2) have been identified as Future Action. For Operational Goal 2 the five – (5) First Year Objectives/Actions and their status are listed below.

1. Develop a program for bi-annual refresher for Officers and Committee Chairs relative to the Constitution & Bylaws and Manual of Practice. The refresher should follow the May Conference as new Officers are installed (but before the June Executive Committee meeting). Responsibility assigned to the Executive Director and Policy Advisory Committee. Bob Fischer (as Past President) and Jerry Harris (as Constitution & By-Laws Chair) should develop a refresher course in 2014 for presentation for the 2014 Officer progression and Committee Chairs.

Status – Implemented on Ongoing

2. Establish goal to Increase the membership of the Association by 5% net per year. Lead - Membership Committee. The Membership Committee should monitor and report membership status and statistics at each September Executive Committee meeting.

Status – Implemented on Ongoing

3. Maintain a quality assurance and service program at the NJWEA to provide timely and quality responses to member inquiries. Create a link on the website to a general inquire mailbox. Monitor by the Executive Director or other staff. This can be combined with a FAQ section and an email box that would be monitored by the chair of the Policy and Advisory Committee (Past President). The Past President will coordinate with the Executive Director and staff to provide responses.

Status – Identify for Future Action

4. Perform an analysis of our existing membership in an effort to identify our success or failure and to identify new and emerging markets. This initiative should be managed by the Membership Committee.

Status – Identify for Future Action

5. Maintain a culture of mutual WEF – NJWEA cooperation and interaction. This initiative should be managed by the Delegates with the appropriate Committees. Delegates to include more thorough reports when updating the Executive Committee. The Senior Delegate should coordinate reporting activities relative to WEF Updates. [Question... is there any merit to having at least one delegate attend each of the WEFMAX meetings in addition to the WEFMAX the whole group attends?]
 - i. Continue what we are doing on the program side and expand as opportunities arise.
 - ii. Continue to work to correct WEF business issues.
 - iii. Identify Committee Chairs and Leaders who have the potential to move into WEF leadership positions. Leadership positions include WEF Officers, Trustees, Delegates at Large, Committee Chairs and other high profile positions. Officers and Delegates to suggest candidates.
 - iv. President should encourage Committee Chairs and/or appointed liaisons to the corresponding WEF Committees as appropriate.

Status – Implemented on Ongoing

Discussion of Results

Further explanation is needed to support some of the Operational Goal classifications. Operational Goal 1, Objective 3 is one of those. The Objective is to *Develop and maintain a comprehensive description of committee functions and activities as described in the "Committee Outlines"*. *The Committee Outlines should be reviewed at least annually by each committee.* While the classification is listed as Implemented, that classification refers to the development portion of the objective only. It is unknown at this point if the Committee Outline is being reviewed by each committee on an annual basis. Operational Goal 1 Objective 7 states; *"President instructs the Committee Chairs to identify in writing what actions their committee can take to support the Association Strategic Plan. (This should be incorporated into the Committee outline template)."* While the President has instructed the Committee Chairs to identify what actions their committee can take, not all committees have responded to this request. Operational Goal 2 , Objective 2 states; *"Establish goal to Increase the membership of the Association by 5% net per year. Lead - Membership Committee"*. The Association continues to take steps to increase membership but a goal of 5% per year has not been set.

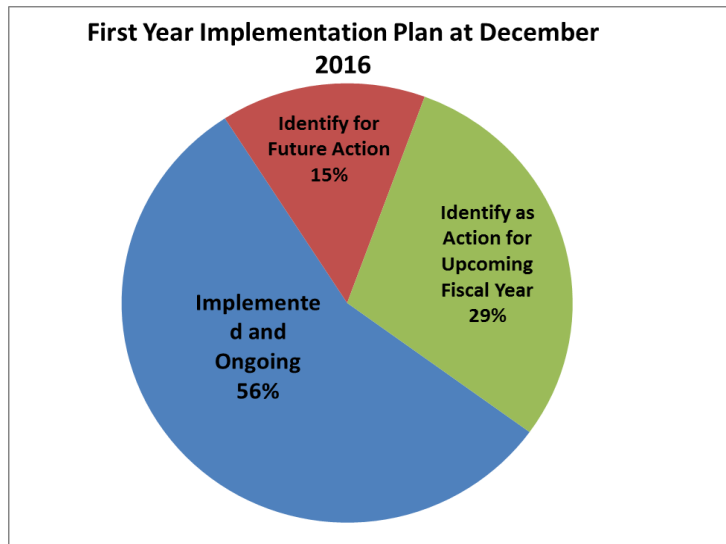
Table 2. Table 2 is a Summary of Progress on the two-(2) Operational Goals

Status	Number	Percentage
Program Objectives / Actions		
Implemented and Ongoing	10	56%
Identify as Action for Upcoming Fiscal Year	6	33%
Identify for Future Action	2	11%
Total	18	100%

Baseline Report Summary and Recommendations

This Baseline Report identifies the total combined First Year Implementation Plan as being 56% Implemented with an additional 29% identified for the Upcoming Fiscal Year Implementation. The report also identifies 15% of the objectives and actions as implementable at a future date.

As previously stated the LRPC has changed the focus of the Implementation Plan to an Upcoming Fiscal Year Implementation Plan rather than a First Year, Second Year format. The LRPC recommends that the future Fiscal Year Implementation Reports be presented to the Executive Committee in



conjunction with the Budgeting cycle. The Fiscal Year Implementation Report should be reviewed in conjunction with the Budget Committee’s Budgeting schedule to ensure that suggested objectives/action items are properly funded in the upcoming fiscal year. The LRPC also recommends that the Fiscal Year Implementation Plan be limited to an achievable scope and submitted to the Executive Committee in enough time for their review, approval and distribution to the Budget committee for evaluation of necessary resources for the upcoming fiscal year.

Table 1 – NJWEA Committee / Officer Liaison List 2016 - 2018

Committee:	Committee Chair:	Robert DeBlock	Tom Grecni	Bruce Smith	John Reardon
Awards	Rocco Maiellano	x			
Scholarship Awards	Peter Strom		X		
Biosolids	Mohammed Abu Orf				X
Budget & Finance	Bruce Smith			X	
Collection Systems	Louis Lambe	X			
Annual Conference	Jack Lagrosa			X	
Program	Michael Hope		X		
Mini Workshops	Jill Plesnarski				X
Seminar & Technology	Fran Bonaccorso	X			
Constitution & By-laws	Jerry Harris	X			
DRBC Technical Advisory	Chris Jepson			X	
Education & Training Chair	Chris Hoffman		X		
GIS/Asset Management	Brian Brach			X	
Information Technology	Jim De Block	X			
Industrial Environmental Quality	John Schneekloth			X	
Laboratory	Jim Neville				X
Legislative Analysis	Dennis Palmer			X	
Library & Archives	Blake Maloney		X		
Long Range Planning	Bob Fischer		X		
Membership	Bob Sokolowski	X			
Nominating	Joe Bonaccorso		X		
Operations Challenge	Tim Fisher				X
Policy Advisory	Rick Eustace		X		
Professional Engineers	Jim Wancho			X	
Publications	Greg Burde		X		
Public Education	Tom Meholic				X
Safety	Harry Smith				X
Site Remediation	Pete Postorino		X		
Water for People	Jessica Kretch	X			
Young Professionals & Students	Megan Livak.	X			
Energy	Rich Kunze				X
Ad Hoc NJ Member Only	Ken Stoller		X		
Ad Hoc Charitable Aid			X		