

American Water Works Association

Section Direction

October 2008

Section Services

Ad Hoc Committee on AWWA/Section Relations

When Nilaksh Kothari became AWWA president in June 2007, he established five major initiatives, one of which was to strengthen section/Association relationships. To assist in furthering this aim, he established the Ad Hoc Committee on AWWA/Section Relations. The committee is made up of a cross section of AWWA volunteers and section staff. The committee has been working since January of this year to review the current state of the relationships between AWWA and the sections and to make any recommendations for improvement.

To achieve these goals, the Committee has created the following three phase process:

- An Information Gathering Phase
- A Development of the Issues Phase
- A Recommendations Phase

The Information Gathering Phase consists of reviewing existing data on the AWWA-section relationship and obtaining additional data from section and AWWA volunteers and staff. This phase is underway through an established process for accumulating information at RMSO's, Town Hall Meetings, Section Board Meetings, ACE, and the Summer Workshop. The Committee intends to complete the Information Gathering Phase within the sections by personal contact. Within the next month, committee members will be reaching out to three or four sections each to confirm that section leadership has been given an adequate opportunity to provide feedback to the committee on the AWWA/section relationship issue. The committee members are as follows:

- Don Degen, Chair, British Columbia
- Matt Alvarez, Florida
- Dee Bennett, South Carolina
- Aaron Duke, Chesapeake
- Dean Fritzke, Pacific Northwest
- Don Hershey, Pennsylvania
- Mike Howe, Texas
- Beth Kang, California-Nevada

- Don Poon, Western Canada
- Ray Raposa, New England
- Susan Franceschi (Staff Secretary)

The Development of the Issues Phase is running concurrently with the Information Gathering Phase. As information is received, the Committee is examining the data and synthesizing the emerging issues. Once all the information is received, the Committee will develop a series of specific issue statements that it believes accurately reflects the state of the relationship between the Association and the sections. The work of the Committee will be completed with its final report to the AWWA Board of Directors at the Winter Board Meeting in 2009.

Ad Hoc Committee on Affiliation Agreements

On December 9, 2006, the Ad Hoc Committee on AWWA Risk Management issued a Report to the AWWA Executive Committee. Item number three of the committee's recommendations and conclusions states

Affiliation Agreement with Sections:

To ensure absolute clarity in what the indemnification provision of the bylaws means with respect to AWWA and the sections' roles, AWWA should utilize written agreements between AWWA and the sections that clearly outline roles and responsibilities relating to insurance and the indemnification provision.

The AWWA Board of Directors voted to accept the committee's recommendations at the 2007 Winter Board Meeting. Also in 2007, the Ad Hoc Committee on Association/Section Relations was formed to examine the state of the relationship between AWWA and the sections. Feedback received from section staff and volunteers suggests that a lack of clearly defined roles and responsibilities hinders the relationship between AWWA and the sections. Moreover, accumulated research shows that legal and not-for-profit association management sources recommend the existence of an affiliation agreement as a sound business practice.

Accordingly, in order to assist in fulfilling the requirements of the 2007 Winter Board Meeting resolution, a Presidential Ad Hoc Committee on AWWA/Section Affiliation Agreements was created in July of this year. The Charge of the Presidential Ad Hoc Committee on AWWA/Section Affiliation Agreements is as follows:

To develop recommendations on the components of an affiliation agreement that will clearly outline roles and responsibilities between the Association and the sections relating to insurance and the Association's indemnification provision, to resolve the attendant governance issues; and to advise the Association on the strategy for achieving wide-spread consensus of the agreement among sections.

The committee consists of the following individuals from a cross-section of regions:

- Charlie Anderson, Texas
- John Anderson, Ontario
- Ken Bouchard, California-Nevada
- Alane Boyd, Intermountain
- Steve Burns, Ontario

- Don Degen, British Columbia
- Liz Grove, Missouri
- Elson Gushiken, Hawaii
- Joe Jacangelo, Virginia
- Debbie Lippert, Pennsylvania
- Don Poon, Western Canada
- George Rest, Chesapeake
- Larry Thomas, Illinois
- Bill Zieburtz, Georgia
- Susan Franceschi (Staff Secretary)

The Ad Hoc Committee on Affiliation Agreements has recognized that many questions may exist or emerge concerning the affiliation agreement and the work of the committee. As a result, the committee has created a set of FAQ's to address issues that it expects will be of immediate and significant interest to sections. The FAQ's can be located by accessing this

link: <http://www.awwa.org/awwa/WebTools/SiteAdmin/Apps/Committee/uploads/451FAQ's-AA-Dist-901908.doc>. In addition, the committee also anticipates that many individuals will ask additional questions and may be interested in offering comments throughout this process.

Any questions and comments concerning the affiliation agreement can be sent to the following email address: affiliationagreement@awwa.org. Substantive questions and the resulting answers received through this email address will be shared with sections through Susan Franceschi's weekly letter.

Education

AWWA TRAINING-ON-DEMAND PRODUCTS

- **Reduce training travel costs and improve productivity.**
- **Provide CEUs to your members.**
- **Build skill levels of you operators, staff, and members.**
- **A perfect fit; you pick the date and location of your training to fit your members' needs.**
- **Targeted training, you pick the topic to meet the needs of your employees.**
- **Maximum Impact for your training dollar.**

The AWWA Training-on-Demand series will enable sections to provide training to their customers anytime, anywhere and has the potential to generate additional revenue for the section. This effort is in response to sections requesting content that can be delivered locally.

AWWA has information about each of the AWWA Training-on-Demand products on the AWWA webpage at: [www. AWWA Training-on-Demand](http://www.AWWA Training-on-Demand)

The AWWA Training-on-Demand products are:

- **Seminar-on-Demand**
- **WebWorkshop**
- **Certificate Programs**
- **Customized Training**
- **Online Learning**

Please continue to watch Section Direction for additional new programs and information. You may also download information from the [AWWA Educational Programs catalog](#).

Bring Training-on-Demand to your location today! For more information contact Nancy Sullivan at AWWA headquarters for assistance at nsullivan@awwa.org or 303.347.6155.

AWWA Events for Building Your Career

No matter what your position is in the water industry, there are avenues to take to increase your competency and build your career. AWWA has an event to fit your needs, time and interests. In addition to the local AWWA section events, there are many other programs that offer best practices and national speakers to enhance your learning.

AWWA Conferences

www.awwa.org/conferences

Distribution Systems Symposium and Exposition (DSS)

September 21-24, 2008 Austin, Texas.

Water Quality Technology Conference and Exposition (WQTC)

November 16–20, 2008 Cincinnati, Ohio.

ACE09

June 14-18, 2009 San Diego, CA

AWWA Seminars

AWWA seminars are a great way to get information on important topics in a face-to-face setting. Seminars are also scheduled at locations throughout North America, allowing you to attend the location that works best for you! Check our website for complete details on the following seminars at <http://www.awwa.org/awwa/education/seminars/>.

AWWA 2008 Seminars

[Media Relations in the Water & Wastewater Industry](#)

CEUs = 1.4

PDHs = 14

Dates: February 26-27, 2009

Location: Los Angeles, CA

Climate Change and Water Utilities: Planning for the Future

CEUs = 1.4

PDHs = 14

Dates: March 4-5, 2009

Location: Washington, DC

Financial Management: Cost of Service Rate-Making

CEUs = 1.9

PDHs = 19

Dates: April 1-3, 2009

Location: New Orleans, LA

Water Demand and Conservation Management: Planning, Policy and Rates

CEUs = 1.25

PDHs = 12.5

Dates: May 7-8, 2009

Location: Orlando, FL

Distribution System Assessment and Rehabilitation

CEUs = 1.45

PDHs = 14.5

Dates: May 20-21, 2009

Location: Charlotte, NC

AWWA Webcasts

AWWA webcasts use the power of the Internet to deliver timely water industry information directly to your desktop or to a group. Less time, less money, with more real

tools you can use. Check our website regularly for additions and updates to the webcast schedule by clicking on www.awwa.org/webcast.

Upcoming webcasts:

Carbon Sequestration Rule	Oct 1, 2008
TCR: Proposed Revisions/Potential Impacts	Oct 15, 2008
Environmental Values in Water Industry	Nov 5, 2008
<i>Election Brown Bags</i>	<i>Nov. 12, 2008</i>
<i>Alamosa: Lessons Learned</i>	<i>Dec. 10, 2008</i>
Advanced Technologies in Metering	January 28, 2009
Advanced Distribution of Pipelines and Storage Facilities	February 11, 2009
Quagga/Zebra Mussel Control	February 25, 2009
High Technology Tools for Operators	March 11, 2009
Perchlorate and Emerging Contaminants; Where are We Now?	March 25, 2009
Water Resources in the West	April 8, 2009
Trenchless Technology Applications in the Water Industry	April 22, 2009

AWWA Online Institute

When you need quality content in relevant water industry subjects, AWWA's Online Institute is ready for you. The Online Institute offers training, professional development, and continuing education units (CEUs) via the Internet 24 hours a day, 365 days a year.

Web-based training combines up-to-date materials with a powerful, lively, and simple format. Click here for more information, www.awwa.org/conferences/learning.

How to Inspire

By Mary E. Reid

“Everyone has the ability to inspire and to motivate listeners,” says Carmine Gallo. Everyone. What you need is within you- your passion for what you do, and the willingness to work.

Gallo, the author of *Fire Them Up!* has distilled six secrets of inspirational communication and leadership, based on his work with executives and educators:

Passion. “You can’t inspire, unless you inspire yourself,” Gallo says. “What in your organization are you passionate about? How does it affect people’s lives?” His advice: Dig deep to find the heart of the message and sum it up.

“Express your passion. Lead with it. Don’t be embarrassed – it’s not unprofessional. And don’t bury your message in a mission statement.” Instead, he urges executives to make their message – their vision and their values – part of every presentation and every conversation.

Vision. “The way top leaders communicate is changing,” says Gallo. “We live in a visual society. People appreciate and learn quickly from images. Today you need a vision statement, not a mission statement. Your statement needs to create a picture for the listener. Give a vivid description about how you’re going to change the world, or what the future holds.”

Gallo gives the example of what Bill Gates said early in the development of Microsoft: “I see a computer on every desk in every home.” That’s a vision statement.

Focus. Always put your listeners first, Gallo advises. Think not about what you want to say (the features of your program/product), but about what listeners need to hear, how the benefit you provide will affect them. As Gallo says in *Fire Them Up!*, “There is a saying in the insurance industry that every year, six million quarter-inch drills are sold, and yet nobody wants a quarter-inch drill (feature); they want a quarter-inch hole (benefit).”

Conciseness. Gallo has one work for this: edit. “Conciseness is important,” he says. “Experts in email marketing have found that people don’t read long emails. But if they see something they can absorb in one quick view, they’ll read it.” This is true for all kinds of communication. Gallo quotes a top venture capitalist as saying, “If your vision statement is more than 10 words long, we aren’t investing.”

Presentation. “We must re-evaluate the use of PowerPoint,” Gallo says emphatically. He points out that images connect much more strongly than text does. Slides shouldn’t be heavy with yawn-inducing facts and figures; they should be visually arresting. “You might have a vivid photo and just four words on a slide.”

Gallo also emphasizes the impact of stories. Telling personal stories humanizes you, the speaker, and draws people in to connect with your message.

Hard work. From Gallo’s anecdotes and profiles, it is clear that inspirational leaders work at it. They take communication coaching. They rehearse and rehearse to get presentations just right. They get feedback from trusted colleagues who will be honest with them. They see communication as an ongoing exercise, as well as their most effective tool.

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AWWA Grant Update

AWWA Awarded Three Contracts from CDC and USEPA

AWWA has been awarded a total of three contracts by the Centers of Disease Control and USEPA. The first contract calls for AWWA to begin developing a national strategic plan for emergency water supplies. Another contract is for the Association to develop and evaluate a protocol for drinking water advisories. The third contract is a follow on project to the drinking water advisory evaluation.

AWWA Submits a Grant Proposal for Water Conservation Funds

AWWA submitted a proposal to an USEPA solicitation on Market-Based Approaches for Increasing Water Efficiency in the Residential, Commercial and Institutional Sectors. An agency panel reviewed and awarded AWWA's proposal high scores, ranking third in a field of many. To date, USEPA has not made an award.

AWWA WARN Workshops

AWWA has completed our work under the appropriation that provided funding through USEPA. Since the beginning of the WARN workshops in 2006, AWWA has trained 770 individuals from federal, state and local agencies and water professionals.

Thirty-one states have implemented WARN systems and another seven have mutual aid agreements pending signatures.

A number of WARNs have been activated to respond to natural disasters. Their performance has received high marks from USEPA, DHS, FEMA, and state and local emergency management agencies and first responders. AWWA sections have played an important role in the success of this program.

Recent summaries of WARN action to Hurricane Ike are located at www.nationalwarn.org.

Water Infrastructure Security Enhancements (WISE)

AWWA has produced a DVD set for water and wastewater utilities and public officials. These DVD sets have been distributed to AWWA members and to the designated point of contact at your section. The DVD sets conclude a multi-phase, multi-year partnership between ASCE, WEF, and AWWA to develop a comprehensive program to address physical infrastructure security needs for water supply, wastewater and stormwater, and online contaminant monitoring systems. Additional DVD sets are available by request. Please contact your Section Services Representative.

New Products

Place your order now for these new products from the AWWA Bookstore. Please allow six to eight weeks for delivery.

[Water Filtration Practices: Including Slow-Sand and Precoat Filtration](#)

Practical, "how-to" guidance on the operation and maintenance of water pretreatment, rapid rate granular media filtration, slow sand filtration, and diatomaceous earth filtration systems. Published by AWWA, 2008, softcover, 314 pp. \$143 retail, \$89 AWWA members. No. 20647.

[Watershed Management for Drinking Water Protection](#)

Drinking water quality starts at the watershed. This is a practical guide on watershed management for drinking water providers. Published by Australian Water Association and AWWA, 2008, softcover, 128 pp. \$60 retail, \$40 AWWA members. No. 20675.

[Using Reclaimed Water to Augment Potable Water Resources](#)

If your utility is considering indirect potable water reuse to help ease water shortages or delay the development of new water supplies, this book is the ideal guide to help you understand all the technical, economic, regulatory, and social issues to make an informed decision. Published by AWWA, 2008, softcover, 206 pp. \$110 retail, \$75 AWWA members. No. 20682.

[Buried Pipe Design, third edition](#)

Widely used engineering reference for designing underground pipe systems for water, wastewater, stormwater, oil, gas, subway tunnels, culverts, telephone, and electrical conduits. Published by McGraw-Hill, 2008, hardcover, 601 pp. \$99.95. No. 20476.

2008 Summer Workshop

More Strategic Planning and Leadership Development Delivered at Summer Workshop

AWWA Executive Director, Gary Zimmerman, President-Elect Craig Woolard, and new IT Director, Bob Huff, and Director of Application Services, Kevin Turntine joined attendees for the bulk of the workshop.

Wednesday afternoon, Section Staff spent the afternoon learning about AWWA's new strategic plan and planks. Bob Huff and Kevin Turntine took the audience through AWWA's IT Projects and Plans which primarily centered on Personify. Huff and Turntine turned the tables on the staff and asked the audiences what they were looking for from AWWA in terms of technology. Everything from website hosting and Personify licenses was discussed. Susan Franceschi will lead a small committee to review Section requests and AWWA's ability to respond to them.

The theme of Thursday morning was AWWA and Strategic Planning. Zimmerman reviewed the new strategic plan and planks. He then asked the attendees to break into small groups and talk about the planks and the section's role in the planning and deployment process. It was a very productive morning. The rest of Thursday and Friday morning was dedicated to plenary sessions on everything from: Extreme Self Care to Dashboard Reporting to Mentoring and Student Chapters.

Thursday night was spent at Lucky Strike Bowling Lanes where Nancy Sullivan demolished Dean Fritze's (PNW) score but neither could compete with RaShawn Truss (OH) or Andria Hansen (INT).

Friday's highlight was the closing panel on Workforce led by moderator Mike Howe (TX) with participants Beth Kang (CA/NV), RaShawn Truss (OH), and Pam Monahan (CT). We were joined by AWWA's new Workforce Manager, Faye Kann, fkann@awwa.org or 303-347-6193. Kann is responsible for all workforce activities of the Association.

Mark your calendars for the 2009 Summer Workshop – July 22-24, 2009, Denver, CO, venue to be determined.

The Young Professionals Committee Wants Your Participation!

Some of you may or may not be aware that there exists a Young Professionals Committee at the Association level. This committee was originally developed as an Ad Hoc Committee of the AWWA Board of Directors in **1997**. The purpose of the Ad Hoc Committee was to further opportunities for Young Professionals at the Association level and to also have a committee focused in developing YP programs and initiatives. In **2002** this committee became a permanent standing committee of the AWWA Board of Directors.

The mission of the YP Committee is: “*to encourage student and younger water industry professionals to take an active role in the Association.*”

Who is a YP? A YP is someone who is 35 years and younger who works in our industry and or is a student in our field.

How can we as YPs participate? You can participate most easily by becoming involved with the YP Committee of your section. Or you can get involved with the Student Committee/Chapter of your section. The second way YPs can be involved is to participate on the Association's YP Committee (YPC) monthly conference call. These calls are every third Wednesday of the month at 12 noon EST. See the AWWA YP webpage for recent meeting minutes and call in information or contact the YPC Chair, Trina Mastran at tmastran@bvcity.org or AWWA Staff, Faye Kann at FKann@awwa.org for more information.

What else does the Association YP Committee do? The YPC assists AWWA Staff with the ACE events such as: the YP technical session, the Fresh Ideas Poster Contest, Career Fair, Student, and the Employer and YP Meet and Greet. The YPC members serve as liaisons for other AWWA Committees, write an article for the YP Column of the *Journal* three times a year, and help shape and influence YP and Student activities in AWWA.

Section Education Award

Each year, AWWA presents the Section Education Award to AWWA sections that have developed and/or conducted an exemplary program that educates water industry personnel, the public, students, or other groups about water supply issues.

All sections are eligible to submit program entries. Entries for the award are judged in four key areas: innovation, effectiveness, applicability for other AWWA sections, and the benefits of the program. Seven sections are recognized as “winners” of the Section Education Award. Entries are due by February 1, 2009.

Start planning your entry now. Official notifications for this year’s entries will be mailed to Section Chairs and Section Education Contacts in mid-November. You can also [complete it online](#) on AWWA’s web site.

Section Small System Program Award

Each year, AWWA presents the Section Small System Program Award to AWWA sections for initiatives that promote small system compliance, quality water service, and involvement in AWWA and to profile programs that will encourage other AWWA sections to conduct comparable small system activities. Up to three awards may be given annually. Each award consists of a plaque and \$200 in cash to be used specifically toward funding small system development. Entries are due by February 1, 2009.

Wendell LaDue Utility Safety Award

The award, established in honor of Wendell R. LaDue, is presented to recognize distinguished safety programs by water utilities. One award is given annually in each of four classes: (I) Utilities with fewer than 10 employees; (II) 10-100 employees; (III) 100-500 employees and (IV) Over 500 employees.

The Section Safety Chair selects one nominee in each of the four classes, based on data outlined in the "Candidate for AWWA Wendell R. LaDue Utility Safety Award" form and the "AWWA Wendell R. LaDue Utility Safety Award Supplemental Data Sheet." Those forms, along with the last five OSHA 200/300 logs and any other supporting data for each nominee, are forwarded to AWWA Headquarters, to the attention of Lois Sherry, Staff Secretary for the AWWA Health, Safety & Environment Committee, for transmittal to the committee chair. Entries are due by February 14, 2009. Click here for the [criteria and entry form](#)

Additional information and the appropriate forms for all of these awards can be found at [AWWA Awards](#).

AwwaRF Changing Its Name in January

By Rob Renner, AwwaRF Executive Director

For some time, [AwwaRF](#) has been considering the need for a name change. The single most important factor driving a name change evaluation was related to the organization’s ability to secure funding for research.

AwwaRF has not been granted millions of dollars in funding from the federal government because congressional leaders view the Foundation as the same entity as AWWA. One of AWWA’s important functions is advocacy, but unfortunately policies and advocacy creates political consequences that have cost the Foundation funding, limiting the amount of research we can conduct on behalf of our subscribers.

While AwwaRF is an independent entity from AWWA, the similarity in our names has created confusion, adding to the challenge of obtaining funding outside our subscriber base. Another barrier to outside funding has been the fact that the acronym AwwaRF is unrecognizable to anyone outside the water industry and the word “association” precludes some potential donors from issuing grants.

AwwaRF needs outside funding to maintain and increase our level of research and ensure the burden for all funding does not rest solely upon our subscribers. We are committed to keeping our subscribers’ membership fees reasonable.

For these reasons, the AwwaRF Board of Trustees embarked on a strategic and deliberate evaluation process for an identity/name change. A Board committee made up of representatives from the organizations with which the majority of AwwaRF’s subscribers are affiliated conducted and completed an evaluation of name alternatives. The committee made its recommendation to the AwwaRF Board in June 2008 and the Board agreed with the committee’s recommendation to change the name of the Foundation to the **Water Research Foundation, effective January 1, 2009.**

Not only will the new name help clearly differentiate the Foundation, it will also support the organization’s goal of serving the entire water community. The Board believes the Water Research Foundation clearly communicates and better describes the mission, vision, and purpose of our organization.

AwwaRF values its relationship with AWWA, AMWA, and NAWC and fully intends to continue collaboration with these organizations on research and the publication of research findings to benefit our subscribers and their customers. Through these strong alliances, we plan to maintain our position as the leading research foundation for the drinking water community. We believe this latest chapter in our history will provide value to our subscribers, regulators, academia, and others who rely upon its research to ensure our water is safe.

To help us build and maintain a clear identity for the organization in the minds of subscribers/members, the water community, the media, regulatory agencies, Congress, and potential funders, we will avoid using any acronym once the new name is officially in use. This includes “WRF.” The shortened version of the Water Research Foundation will be “the Foundation.”

AwwaRF subscribers and other stakeholders have been informed of the name change through a press release (http://www.awwarf.org/newsAndEvents/pressRoom/2008PR/AwwaRFNameChangeAnnouncement_06-09-08.pdf), by e-mail, on the Web site, in the AwwaRF newsletters, and by other means. We will continue regular communications through the end of the year and into 2009 to facilitate a smooth transition.

This and That

Are You Ready for the New Form 990?

The IRS has just released [draft instructions](#) for filing the new Form 990, and was taking public comments until June 1, 2008. We'll be providing sections additional information on this topic in the near future.

Section Bylaws

Is your section planning to amend your bylaws? Do you know that there is a ["how-to guide"](#) on the Section Services portion of AWWA's Web site? The guide outlines and leads you, step by step, through the amendment and approval process. The most important step is to notify your Section Services Representative that you are undertaking this task. We can assist you through the process and ensure that the Administrative & Policy Council (APC) approves your bylaw amendments before going to the AWWA Board for final approval.

Bookstore Allotment

Don't forget that each section receives a yearly \$400 allotment to apply to any order placed through Section Services. That's \$400 worth of material that you can order **FREE OF CHARGE!** Don't wait until December 31; plan and place your [order](#) now. The AWWA Board approved an increase to the Section bookstore Allotment. Effective January 1, 2009, the annual allotment will be \$600.00.

Launching Rwanda: A New Country Program is Born

By: Hélène Baribeau, Country Coordinator, Water For People-Rwanda

I left southern California on June 18 and made it to Kigali, the capital city of the Republic of Rwanda, on June 20, after traveling for 30 hours. This is my third visit to beautiful Rwanda, and I was happy to see its green hills, red dirt, lush vegetation, and colorful homes. At the same time, it was a strange feeling to land on the other side of the planet without a return ticket. This is now my home, at least for the next few years.

A Little Background

The Republic of Rwanda is too often associated with the horrific events that unfolded in 1994, when long-held ethnic conflicts between the Hutus and Tutsis erupted in genocide; 800,000 to one million people died in just 100 days. Today the government is attempting to build a society with a place for everyone, regardless of race, ethnicity, or religion.

There are no more Tutsis or Hutus, only Rwandans.

Landlocked between the Republic of Congo, Uganda, Tanzania, and Burundi, Rwanda is a small country of 10,169 square miles, located in the Great Lakes region of east-central Africa. The capital, Kigali, is conveniently located in the country's center. Rwanda is divided into five provinces (North, East, South, West, and Kigali), which are subdivided into 30 districts. The country is further divided into sectors, then cells, and lastly villages, or imudugudu. Rwanda contains approximately 15,000 such villages. Rwanda's current population is 10 million and it has three official languages: Kinyarwanda, French, and

English. The country has one of the lowest percentages of urbanized populations in the world (14%), yet it has the highest population density in Africa (830 people per square mile), which means that its rural population is very dense, and people can be seen just about everywhere.

Water and Sanitation

Rwanda has abundant water resources that should provide for all of the country's water needs, if properly planned. The Ministry of Natural Resources, MINIRENA, oversees water and sanitation and has offered tremendous support to Water For People, including providing office space in one of its compounds.

MINIRENA estimates that 65% of the population has access to drinking water and 85% has access to sanitation facilities. However, only 38% of people have access to latrines that meet adequate hygienic conditions. It is likely that these numbers are inaccurate, as the definition of "adequate sanitation" is still unclear.

Water For People's Rwandan Program

Water For People—Rwanda received its registration as a local NGO in April 2008, and is committed to aggressively pursuing Water For People's mission while contributing to the Rwandan government's initiatives to decentralize authority to the districts, develop the private sector, and build the capacity of local governments and communities.

Of Rwanda's 30 districts, two have been assigned to Water For People: Rulindo in the North Province, and Kicukiro in the Province of Kigali. These districts were designated to Water For People because of a significant need for water and sanitation improvements. Water For People—Rwanda has three overall goals:

- Focus on Water For People's core mission of supporting the development of locally sustainable water resources and sanitation facilities, and promoting hygiene education to improve health in participating communities.
- Maintain Water For People's reputation for excellence, including hiring and training qualified staff and developing strategic partnerships with local government, civil societies, and the local private sector.
- Promote education and technical expertise by training technicians in water and sanitation technologies, and the formation of local enterprises.

I am especially excited about some unique opportunities in Rwanda and the chance to bring creativity to our work here. Some of the special initiatives we will be exploring are:

- Developing and promoting local private entities to operate and maintain the implemented infrastructure, consistent with the government's desire to develop the private sector.
- Involving high school girls in the design of school sanitation blocks for girls, with the aim of retaining them in school.
- Developing a "good hygiene practices" outreach program via radio, the most effective communication medium in Rwanda.
- Contributing to the development and implementation of "community health clubs" to promote proper hygiene and encourage demand for improved services.

The Rulindo and Kicukiro districts have both prepared development plans highlighting water and sanitation priorities. Several projects are under consideration, including rainwater harvesting; protection, rehabilitation, and/or implementation of new water sources; sanitation facilities in communities and schools; and training of local groups on

the operation and maintenance of facilities.

Water For People–Rwanda has already established working relationships with several local organizations that are working in the sector. We intend to work closely with these organizations to eliminate redundancy of work and complement each other's strengths and weaknesses.

I look forward to the adventure of a lifetime as I work to fulfill Water For People's important mission for thousands of people in need in Rwanda. While I know I will face many challenges and hardships, I also know that I can count on the support of a dedicated staff and thousands of people who share Water For People's vision. Thank you for your trust and support. And watch for regular updates!

About the Author

Hélène Baribeau has been an active Water For People volunteer for the past five years, and served as vice-chair of the AWWA California- Nevada Section Water For People Committee, chair of the Orange County Committee of Water For People, and the team leader for the preparation of the scoping study to assess whether Water For People should begin a Rwandan country program. Hélène was hired by Water For People in March 2008 to serve as Rwanda's country coordinator and launch the program.

Membership

From the Chair

I want to thank you...

Many of us as children were taught the magic words of "Please" and sometimes "Thank You", in order to get what we wanted. Back then, it was usually to get a cookie, to play a game, or to go somewhere.

As leaders of the water industry, I think that we have forgotten those magic words.

Member Appreciation Week —November 9-15, 2008

Hopefully everyone reading this has heard of AWWA's Member Appreciation Week promotion. This year activities are planned for the week of November 9th; however, don't feel limited to that week. If you can't participate that week, do something during November or December. The important part is to make sure that your members know they are valued, and they are part of the section.

What can you do during Member Appreciation Week? Here are a few ideas:

- Contact your members. Say "thank you". Send a letter, postcard, or e-mail
- Host a lunch, dinner, or Open House
- Call your utility (and/or service provider) members and say "thank you"
- Publish a list of new members, recruiters, committee members in a newsletter

The list is endless. I don't think there's a bad way to say "thank you"—unless you don't say it at all.

Special Activities Planned by AWWA to Say Thank You

- Service Award pins for 5, 10, 15, 20 or 25 years of Membership, mailed in a special package
- Thank you mailing to all members with bookstore coupons
- Inspirational video posted on the AWWA web site

Everyone Likes to Be Appreciated

Personally, I believe this to be true—in so many ways. And, members that feel they are appreciated just might continue to be members of AWWA. They could become an active volunteer on a committee, Section Governing Board, or Association Council or Committee. Who knows; a thank you today may inspire a future AWWA president.

Bring magic into AWWA! Say thank you to your members this year during Member Appreciation Week. Share what you are doing with us, as well as the responses from the membership. We're always looking for ways to share some good (and great) ideas across the sections.

Cliff Shrive
Chair, AWWA Membership Committee

Membership Marketing News

The total membership number as of September 30, 2008 stands at 58,786. Membership has decreased by .58% since January 1, which is short of the 2008 goal, a net increase of 1%.

YTD 2008 (Jan. 1, 2008–September 30, 2008), we have added 4,381 new members to AWWA; however, our dropped members total 6,489. Membership Marketing is working on new strategies for both recruitment and retention. Thanks go to all our sections that devote time and energy to membership growth—we couldn't be successful without you! Let's continue to work hard together to grow our membership this year.

Membership Matters 2009 Summit

We're looking forward to another excellent summit from January 29-31 2009 in San Antonio, Texas and you're invited to attend! Registration details will be announced shortly.

Recruitment Strategies

There are many recruitment strategies currently in progress. Here are some of the highlights:

Direct mail recruitment campaigns targeted to utility, individual, and operator member prospects will be mailed throughout the year. Direct mail recruitment campaigns targeted to professors and students will also be sent out this year.

Win a weekend getaway for two!

Simply recruit two or more new members by October 31, 2008, and you'll be entered to win a [weekend getaway for two](#).

Additionally, for each member you recruit, you'll be entered into the 2008 [Grand Prize](#) drawing. The more new members you recruit, the greater your chance of winning the Grand Prize!

New 3-Month Trial Membership

All AWWA sections were mailed brochures highlighting AWWA's new 3-Month Trial Membership. The brochures were developed to be easily displayed at conferences, workshops, seminars, and other section events, and to help give potential new members a chance to explore the benefits of AWWA membership.

The trial membership applies to new members only, with the offer expiring on December 31st, 2008. Additional information and the application can be found at the link provided on the brochure (awwa.org/trial). If you would like additional copies, the art file for the brochure is available [online](#). Contact Brian Macias at bmacias@awwa.org with any questions.

Section Recruitment Campaigns

Membership Marketing will continue to offer direct mail campaigns as a resource for sections. They are designed to help your section add members, assisting with your membership growth goal—all at no cost to your section! AWWA Membership Marketing will handle all aspects of the mailing, including the cost. If you have questions about section recruitment campaigns and how you can participate, please contact Brian Macias in Membership Marketing at 303.347.6236, or bmacias@awwa.org.

Retention Strategies

New activities are now in progress. Late individual members receive postcards each month as part of a win back campaign, and email reminder notices are sent to all dropped members. Members getting their last issue of Journal AWWA receive a reminder notice that is mailed out with the publication. For more details on AWWA retention activities, see the [chart](#) included in this issue.

Member Appreciation Week will be held November 9-15, 2008! See the [article](#) in this issue for details.

Membership Planning

AWWA Membership staff members are available to work with your section on a membership plan with retention and recruitment strategies. If you'd like information, please contact Melanie J. Penoyar, CAE, at mpenoyar@awwa.org or 303.347.6225.

Other News

- Read the article in this issue to find out about the membership value study.
- Membership Marketing has three 10' x 10' popup booths available to your section for conferences and events. AWWA will cover shipping costs. To schedule a booth, contact JoAnn Galindo, jgalindo@awwa.org.

Member Value Study

What's in It for Your Section

AWWA is working with McKinley Marketing on a Member Value Study, and the results from this study will shape strategic decisions for the future. The results will also help your section promote membership based on value, and will also provide key data for

future planning. Keep in mind that data collected will be shared in aggregate with your section, and if a valid response rate is received for your specific section, AWWA will supply aggregate data to you.

There are two key goals for the value study:

- To define AWWA's "value story" around critical member audiences by identifying what water professionals want and where they find the most value.
- To identify one membership model (among three test models) that will ensure transparency, equity, affordability and value for all AWWA members and ensure future financial stability for the organization.

Focus groups with members and non-members were completed during ACE and over 60 phone interviews have been completed with section staff, national leaders and members.

Online Survey Deployed

Online surveys were deployed to key member segments during October. An invitation from Mike Leonard was sent on October 10th to all grade 02, 04 and 06 members. In addition, a separate survey was sent to the main contacts (grade 76) of utilities and service provider members. Members were emailed, and in some cases mailed the survey link. **The online survey closed on Oct 22.** You can view the survey by surfing to www.awwa.org/buildthefuture.

Should you have questions about the survey, or receive calls about it, please contact Melanie Penoyar at mpenoyar@awwa.org or 303.347.6225.

Calendar

We want you to be informed about AWWA recruitment and retention marketing for 2008. [Link to the calendar](#) to view our activities. If you have questions, give us a call!

Is An Employee a Member?

Differences Between Employee and Individual Member Benefits

One of the questions frequently asked by sections is how to handle memberships for employees of organizational members (service providers and utilities), especially when employees want to know if they are already AWWA members. The following guidelines will help your section answer questions and determine what type of membership to offer.

First, all employees of an organizational member can access some AWWA benefits, which is a huge benefit for the organization. They receive discounts to purchase Bookstore products and documents from The Water Library®, and when registering for educational events. Your section may also offer these benefits locally.

On the flip side, nonmember employees do not have a membership record and don't receive periodicals. They must use the organization's number to receive benefits.

Employees gain the following benefits with individual membership:

1. Receive AWWA communications and periodicals directly, including the Sourcebook.
2. Get free access to *Journal AWWA* articles in The Water Library.
3. Show professional involvement for career advancement.
4. Have direct online access to member only areas through login.
5. Become more involved by serving on committees.
6. Access member benefits without relying on organization to renew.
7. Earn awards and receive peer recognition.
8. Count membership years toward life membership (30 years total required).

Individual membership types have specific grades, which are provided in the section database member directory. This is useful when you want to know if employees already belong to AWWA through their organizations.

Type of Member	Grade	Description	Benefits
Additional Active	04	Individual, part of organizational member benefit package (Plus+Points), usually assigned by primary contact	All the benefits of individual members including periodicals
Named Representative	76	Primary contact for organizational member	Receives communication for all the organization's benefits
Individual	02	A paid membership not included with organizational membership	Full individual benefits including periodicals
Operator	06	A paid membership not included with organizational membership	Full individual benefits with the exception of <i>Journal AWWA</i> in print
Student	14	A paid membership not included with organizational membership	Full individual benefits, receive e-periodicals

Utilities and companies can change an individual (grade 02, 06 or 14) member to an additional active (grade 04) member and vice versa. The best time for making changes is when the organization renews.

Membership Marketing staff can help you with these issues. See the staff resources article in this issue for contact information.

Member Appreciation Week

November 9-15, 2008

Membership Marketing is celebrating Member Appreciation during November and we want to your section to participate. Section involvement is critical to the success of this event, and Membership Marketing is offering many tools to help you. These materials

are now posted on the [AWWA Web site](#). You can plan activities anytime during November and December – don't feel that your activity must happen during that week.

AWWA would love to know what you have planned! Please e-mail your Member Appreciation Week activities to Laurie Nelson, Membership Marketing Manager, lnelson@awwa.org, or call her at 303.347.6226.

Get started now on planning *your* 2008 section activities. Here are a few ideas:

- Hold a social event (breakfast, lunch, after work, etc.) that week, and ask members to bring a friend. This is a great way to find new volunteers!
- Solicit quotes from Board members for use in newsletters, Web site, etc.
- Hold a giveaway/drawing for members.
- Provide special recognition to utility and service provider members.
- Place ads and run articles in your section periodical.
- Reward members for recruitment efforts.
- Recognize long-term and new members in section publications or on your Web site.
- Send thank you letters and/or emails to your members, or ask a group of volunteers to call them.
- During Member Appreciation Week, change your voicemail recording and e-mail signature to include a “thank you” and a reference to the event.

AWWA Activities

- AWWA will mail thank you cards and discount Bookstore coupons to all members.
- Service award pins will be sent to members that are reaching 5, 10, 15, 20 and 25 years of membership.
- First and second year Young Professional members will receive a \$5 Starbucks card.
- First year members will receive a “Water Professional” membership pin.
- We'll also place ads in our periodicals, and post an inspirational video on the Web site.

Retention Activities

Membership Marketing developed this [retention chart](#) for your information that outlines our 2008 activities. If you have questions about any of the items on the chart, please contact Laurie Nelson, lnelson@awwa.org or 303.347.6226.

Section Resources

Member Appreciation Week

AWWA is nothing without its members. This year's event will be held November 9-15, 2008, but we encourage you to plan local activities anytime in November and December. Section materials are available on the [Web site](#) now. Contact Laurie Nelson at lnelson@awwa.org or 303.347.6226 for information.

Recruitment and Retention Planning

Do you need help developing a comprehensive membership plan? Membership

marketing staff can help your section! Contact Melanie J. Penoyar, CAE, for details at mpenoyar@awwa.org or 303.347.6225.

Membership Applications

There are writeable [PDF membership applications](#) available to sections, suitable for e-mailing to prospects, linking to your Web site, or using in your section newsletters. There are also 4-color printed brochures with applications available for your use. If you need PDF or hard copy applications, contact JoAnn Galindo, Membership Marketing Coordinator at jgalindo@awwa.org or 303.734.3453.

Section Membership Booths

Do you want to increase membership visibility at your section conference or other events? Three membership booths are now available for your use, along with fun flashing yo-yo's that you can use for giveaways (very popular at ACE08!). These attractive 4-color 10' x 10' pop-up booths display the new membership theme, "Membership is Just the Beginning." The booths include a display counter and a table banner. To reserve a booth for your conference, contact JoAnn Galindo at jgalindo@awwa.org or 303.734.3453. We will pay for the shipping, both to your conference and for the return.

AWWA-in-a-Box

Membership Marketing at headquarters will send a box of materials to your section, including all of the display and handout materials you need for your annual conference prior to your conference date. For more information on this program or if you have suggestions what should be included this year, contact JoAnn Galindo at jgalindo@awwa.org or 303.734.3453.

Member-Get-A-Member - Section Awards

Sections are now competing for the [2008 Membership Awards](#), which are presented during the Section Officers' Forum at the Annual Conference. The winners will be selected during January, 2009. Make sure that your section is competing to the fullest! If you have any questions or suggestions about Member-Get-A-Member awards or recruitment in general, contact Brian Macias at bmacias@awwa.org.

Promotional Items Available

AWWA members love promotional items, and your section can purchase them online. Take a look at the logo merchandise available in the [AWWA Bookstore](#), including t-shirts, ball caps, polo shirts, mugs, and much more.

Membership Staff

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Membership Strategy and Planning

Supports Membership Marketing Team

Membership Structure & Benefits

Membership Committee Staff Support

Membership Marketing Program Direction

JoAnn Galindo

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AWWA-in-a-Box

Section Membership Booth Requests

Membership Material Requests

General Membership Requests and Questions

Overall Retention and Recruitment Support

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Member Recruitment Programs

Member-Get-A-Member Programs

Membership Committee Staff Support

General Membership Requests and Questions

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Member Retention Programs

Member Appreciation

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