



# **Colorado Professionals in Onsite Wastewater**

## **Strategic Plan**

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2019-2024

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## Executive Summary

The onsite wastewater industry has evolved significantly over the past few years. Several board members of Colorado Professionals in Onsite Wastewater (CPOW) completed an update of the Strategic Plan to re-evaluate the organization's alignment with today's industry and determine the future of the organization. The Strategic Plan outlines the efforts of the Board for the next five years.

During the Strategic Planning process, CPOW updated its core values to use them as guidance for driving their mission and vision. In this plan, CPOW established five priorities and their goals and objectives to accomplish these priorities to promote professionalism and provide training and education. The five Strategic Priorities are:

- Grow our active membership
- Provide training, education, and certification
- Foster a culture of professionalism
- Find solutions to our industry's challenges
- Advocate for our industry

This Strategic Plan was created with the efforts of the Board of Directors but driven by the Strategic Planning Committee.

## Introduction

### *Process*

The Strategic Planning Committee leading the efforts to establish this Strategic Plan was a team of eight members from CPOW's Board of Directors, its executive contractors, and one active member. The Committee met for two days on May 8 and 9, 2018 at the West Metro Fire Training Center in Lakewood to create a five-year plan. The team reviewed the existing Strategic Plan from 2005, completed an evaluation of the current status of CPOW, reviewed the mission and direction of CPOW, and created an outline for achieving the new vision for the organization. Majority of the committee then met again on July 9, 2018 and November 9, 2018 to refine goals and objectives for the five priorities. Mitchell Brown, chair of the Strategic Planning Committee, facilitated all meetings and composed the written report.

### *Environmental Scan*

The Environmental Scan is a reflection of the last strategic plan and evaluating what the organization has accomplished. The Committee completed an Environmental Scan of CPOW's status and focused on the membership, financial health, and previous efforts of the organization. Increasing membership was a priority of the 2005 Strategic Plan, which CPOW feels it has achieved as its numbers have increased since the last strategic plan. See Appendix A for 2005 Strategic Plan. However, CPOW acknowledges it has not fully engaged its members and membership engagement became a priority during this planning period. A financial review shows that CPOW's revenue has increased over the years and continues to increase. One of the target areas of this strategic plan was to address how CPOW can better utilize its revenue to advance the wastewater industry in Colorado. Assisting with the Environmental Scan of previous efforts, Warren Brown completed a spreadsheet identifying the status of recommendations and action items from the 2005 Strategic Plan. See Appendix B for the Summary of Previous Efforts.

### *Stakeholders*

The Committee identified and listed various agencies and entities with whom CPOW should collaborate and engage to advance the onsite wastewater industry in Colorado. These stakeholders include:

#### Regulatory sector

- Regulatory agencies (local public health, building departments, etc.)

- Colorado Department of Public Health and Environment (CDPHE) Water Quality Division

- Water Quality Control Commission

#### Service Provider (contractor/installer) sector

- Systems installers

- Systems pumpers

- Systems operations and maintenance providers

- Systems inspectors

- Well drillers

#### Academic sector

#### Design/engineering sector

Manufacturing sector

Homeowner sector

Private well owners

Septic system owners

Realtors

Watershed Management organizations

Colorado Counties Inc, (CCI)

Agricultural Lobby

Septage management facilities/waste management companies (publicly owned, privately owned)

Builders/Land developers

Department of Natural Resources

Lending institutions

Volunteers

### *Key Differentiator*

A Key Differentiation is what sets CPOW apart from other organizations. This was used to help guide the Strategic Planning Committee develop its mission and vision and provided a reminder as to how CPOW stands out and should strive to continue to do so.

*We are a leading organization in Colorado that promotes performance and longevity of onsite wastewater treatment systems to protect the environment while providing value for our stakeholders.*

## Mission, Vision, and Core Values

As part of strategic planning, the Committee reviewed CPOW's Mission, Vision, and Core Values to develop who CPOW is as an organization and what CPOW does for the industry. The mission statement developed by CPOW is a summary of the organization's purpose. The vision statement is a summary of the goals the Strategic Planning Committee and Board of Directors would like to see CPOW accomplish in the next five years. The core values are the principles or beliefs which CPOW used to guide its mission and vision.

### *Mission Statement*

Leading the onsite wastewater industry in Colorado by promoting professionalism and providing outreach, information sharing, education, and training.

### *Vision Statement*

CPOW is the leader and primary resource for regulators and onsite wastewater professionals in Colorado by:

Growing an active membership

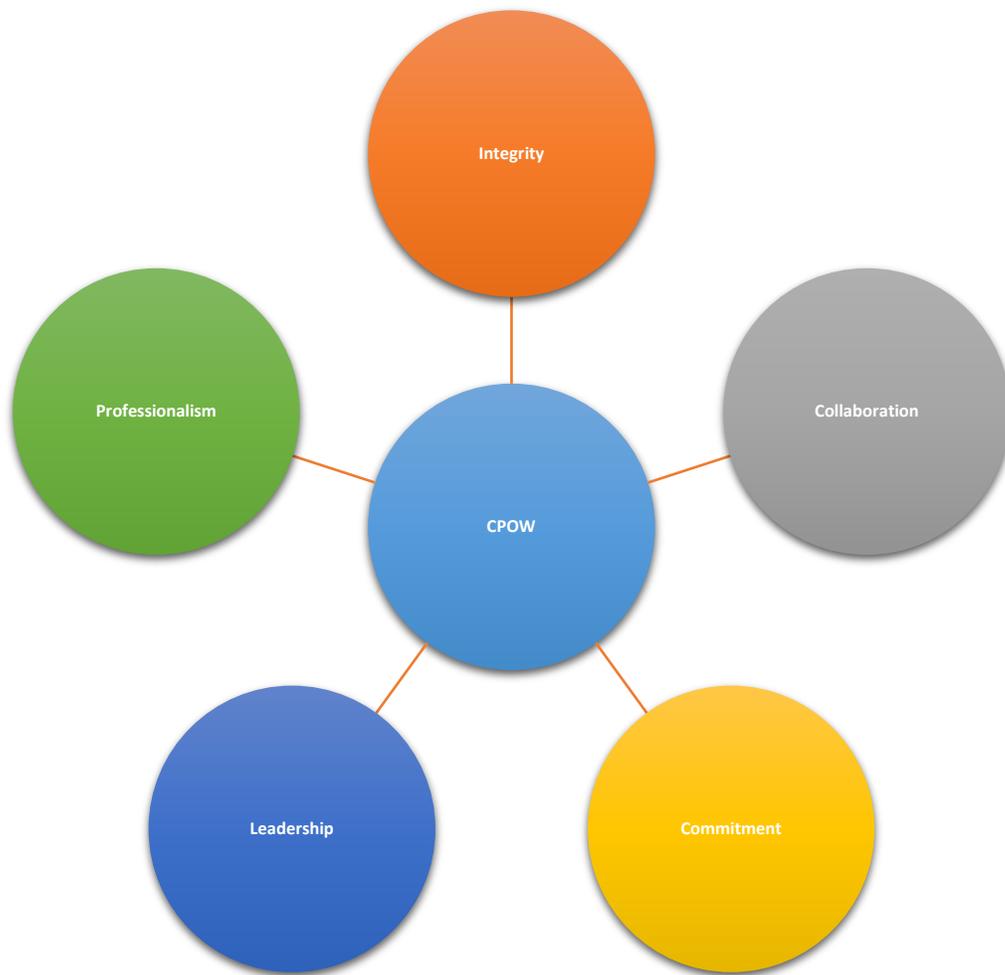
Providing training, education, and certification

Fostering a culture of professionalism

Finding solutions to our industry's challenges

Advocating for our industry

## Core Values



**Integrity** – A consistency of excellence in utilizing knowledge, experience, professional relationships, training, and abilities in our performance and services.

**Collaboration** – Building relationships with all stakeholders for the benefit of our profession.

**Commitment** – We are all committed to improving environmental quality, protecting the public’s health, achieving a higher quality of life, and providing clean water.

**Leadership** – Committed to providing quality education and training and to actively promote best practices within the industry through engagement with all stakeholders.

**Professionalism** – We protect the reputation and trust of those who conduct and hold themselves to a level of excellence and integrity in all aspects of their work.

## SWOC Analysis

A Strengths, Weaknesses, Opportunities, Challenges (SWOC) Analysis of CPOW and its environment was conducted. Many of the criteria were reviews from the 2005 Strategic Plan. The SWOC Analysis helped guide the Committee to determine areas of effort for the Strategic Plan by building upon the identified strengths, addressing weaknesses, capitalizing on opportunities, and identifying challenges.

## Strengths

- CPOW has the ability to influence key stakeholders.
- CPOW accomplished a high degree of recognition from outside agencies and individuals
- CPOW has an enthusiasm amongst the membership and board, which translates into potential to accomplish identified tasks.
- CPOW is a support network for onsite wastewater treatment system (OWTS) professionals, regulators, legislators, and OWTS owners.
- CPOW offers a broad base of expertise and experience to anyone who needs OWTS support or information.
- CPOW has taken the time to identify and incorporate its core values into the work it does.
- CPOW has established a strategic plan to carry out its mission.
- CPOW provides a comprehensive website to inform and educate its stakeholders.
- CPOW has established a successful and sustaining training program.
- CPOW is the voice of the industry in Colorado.
- CPOW provides resources to its stakeholders.
- CPOW is a clearinghouse for guidance in the industry.
- CPOW provides technical assistance to OWTS professionals.

## Weaknesses

- CPOW has too few members actively involved.
- CPOW has not identified how to harness the energy of all of its members to gain their participation in achieving the goal and objectives of the organization.
- CPOW is under-represented in certain sectors of the profession and geographic areas of the state.
- CPOW has not engaged all prospective stakeholders.

## Opportunities

- CPOW can affect change in the industry through:
  - Education /training
  - Regulation /standards
  - Policy
  - Dissemination of information
  - Advocate for best practices
  - Funding opportunities
  - CPOW can provide resources to:
    - Stakeholders
- CPOW can be a voice/player in national issues/research.
- CPOW can continue to make effective progress.

## Challenges

- Colorado is an immense geographic region.
- CPOW is challenged with demonstrating value to its membership.
- CPOW needs to develop and maintain effective and regular communications.
- There is political apathy towards the industry.
- There is strong bias toward central sewer and negative views of OWTS from:
  - Public officials
  - The general public

- Time & task management are a challenge for the organization.
- It is a challenge to motivate members to action.
- CPOW will need to address the diverse regulatory system that currently exists.
- Assuring manpower to accomplish goals without exhausting resources (preventing burn out from existing board members). Ensuring efficient resources.
- CPOW needs new perspectives and maintain a diverse and involved board.

## CPOW Strategic Plan

The vision, mission and core values are the framework for the Strategic Plan. They provide the guidance for the direction of CPOW and help develop the Strategic Priorities of CPOW. These overarching Strategic Priorities are reflected throughout the work of CPOW and will be the focus of CPOW's efforts for the next five years. While there are four main priorities, training and professionalism have been separated based on different goals and objectives.

Derived from the vision, the four priorities are the roadmap of CPOW's efforts to advance and improve the wastewater industry in Colorado. Within each priority, a series of goals was developed to monitor the progress of accomplishment for its respective strategic priority. The goals are a series of tangible results that measure how successful CPOW has been at achieving its priorities. Results of the efforts to accomplish the goals should be assessed on an annual basis.

Within each goal is a set of objectives, or a series of activities that determine if the work and efforts achieve the results of their respective goals. Work towards completing the objectives should be done on a frequent (monthly) basis and reported back to the board during its monthly meetings.

### *Priority: Growing an active membership*

Goal 1: Improve relationship with regulatory agencies not previously engaged

Objective 1: Visit at least one local regulatory agencies in person to create and establish relationships per year

Objective 2: Collaborate with the Colorado Environmental Health Association (CEHA) on a regular basis

Objective 3: Send info packets to agencies

Goal 2: Increase student membership by 5 students per year

Objective 1: Increase outreach to students

Objective 2: Promote internship/apprenticeship

Goal 3: Conduct membership incentives

Objective 1: Conduct more outreach to non-members

Objective 2: Consistently send out member renewals

Objective 3: Provide for automatic membership renewals

Objective 4: Provide exclusive membership access perks

Goal 4: Increase committee participation from membership

Objective 1: Identify incentives to increase committee participation

Objective 2: Conduct more outreach to membership

*Priority: Providing training, education, and certification*

Goal 1: Expand online training every other year to make training opportunities accessible

Objective 1: Develop of a training philosophy

Objective 2: Create a list of online courses driven by training philosophy

Goal 2: Expand statewide classroom training to areas not currently served

Objective 1: On an annual basis, conduct an assessment of training needs in areas not currently served

Goal 3: Add or develop courses as needed

Objective 1: On an annual basis, identify industry training/course needs of non-traditional trainings, such as safety, electrical panels, etc.

Goal 4: Approval of developed courses

Objective 1: Get approval for recognized CE credits for professional organizations, such as the Department of Regulatory Agencies (DORA), National Environmental Health (NEHA), National Association of Wastewater Technicians (NAWT), etc.

Goal 5: Review course content to ensure relevance

Objective 1: Every two years, conduct an assessment of courses provided

*Priority: Fostering a culture of professionalism*

Goal 1: Increase certified practitioners by 25% within 5 years

Objective 1: Provide at least 12 trainings a year

Goal 2: Recognize 100% of certified professionals

Objective 1: Develop and maintain list of CPOW members who have completed CPOW certifications on CPOW website

Objective 2: Develop and maintain list of CPOW members with NAWT certifications on CPOW website

Objective 3: Develop and maintain a list of those who have passed the Colorado Department of Public Health and Environment (CDPHE) Exam Part A

Goal 3: Institute a Code of Ethics by end of 2019

Objective 1: Review different code of ethics

Objective 2: Adopt a Code of Ethics

*Priority: Finding solutions to our industry's challenges*

Goal 1: Secure funding for OWTS in Colorado within five years

Objective 1: Identify at least one specific funding source

Objective 2: Research eligibility requirements for funding

Objective 3: Dedicate staff member/contractor to grant writing and research

Goal 2: Address septage management

Objective 1: Identify specific problem and need

Objective 2: Create a septage committee

Goal 3: Lead the effort to evaluate the site application threshold

Objective 1: Evaluate and provide recommendations on Regulation 22

Goal 4: Source separation

Objective 1: Create and provide guidance document of OWTS best practices

Objective 2: Create source separation committee

Goal 5: Increase OWTS research in Colorado

Objective 1: Establish a relationship with at least one contact to form a research network within academia

### *Priority: Advocating for our industry*

Goal 1: Establish lobbying efforts by next legislative session

Objective 1: Identify CPOW advocacy needs

Objective 2: Hire a lobbyist

Goal 2: Develop a CPOW OWTS presentation

Objective 1: Compile presentations and create a library

Objective 2: Create a presentation about CPOW for stakeholders

Objective 3: Contact DORA for CE application process

Goal 3: Ensure a presence at relevant events

Objective 1: On an annual basis, solicit input for events that CPOW should attend/exhibit from membership

Goal 4: Establish a relationship with stakeholders

Objective 1: On a quarterly basis, identify and contact stakeholders

Objective 2: Develop persuasive marketing material for stakeholders

These are the primary efforts CPOW's Board Members and Committee Members have pledged to undertake to achieve its priorities, fulfill its mission and vision, and advance the onsite wastewater industry in Colorado. The Committee also identified activities to help achieve the objectives. However, these activities are mostly suggestions and ideas and can be fluid. Therefore, they are not included in this Strategic Plan, but they are included in the Workplan Implementation Guide; see Annex C.

## Conclusion

The efforts set forth in this Strategic Plan are fluid and can be changed to address the ever-evolving industry. It was the intention that this plan be followed on a routine basis to ensure completion of goals and objectives. This

plan outlines the details CPOW wishes to pursue in order to measure and obtain success in advancing the onsite wastewater industry in Colorado and is not intended to be all inclusive of activities. This plan projects a five-year vision and the actions requires to achieve that vision. While the plan should be reviewed at least annually, it is advised the Strategic Plan Committee meet after the five years to re-evaluate and revise the vision, goals, and its objectives for the direction of CPOW.

## Acknowledgments

Thank you to the members of the 2018 Strategic Planning Committee, who dedicated their time to participate in creating this Strategic Plan.

Mitchell Brown, Jefferson County Public Health, Committee Chair

Michael Weakley, Tri-County Health Department

Chuck Cousino, Colorado Department of Public Health and Environment

Kim Seipp, High Plains Sanitation

Kate Carney, Church Onsite Wastewater Consultants

Charlotte Hampson, Clear Creek County Public and Environmental Health

Warren Brown, Tri-County Health Department

Roy Laws, Jefferson County Public Health

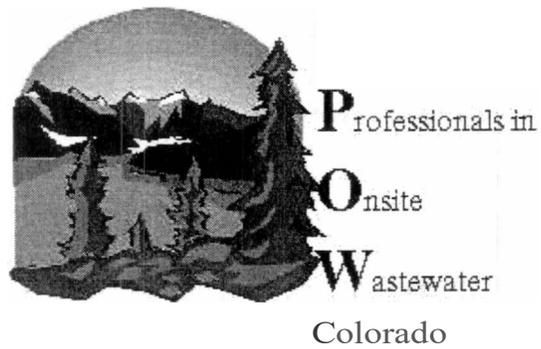
Bill Tatro, Snowbridge Inc

A special thank you to Matthew Nii, Jefferson County Public Health, for his assistance with providing strategic planning guidance.

## Appendix A – 2005 CPOW Strategic Plan

Colorado Professionals  
III  
On site Wastewater

Strategic Plan  
2005



*New direction, leadership, professionalism, outreach,  
information sharing, education and training.....*

All of these expressions reflect the desires of the first Board of Directors of Colorado Professionals in Onsite Wastewater (CPOW) for the onsite wastewater systems industry in Colorado. CPOW, a professional association of individuals from all sectors of the Colorado onsite wastewater industry, was incorporated in August of 2004. An affiliate of the National Onsite Wastewater Recycling Association (NOWRA), CPOW was formed to address issues that beleaguer Colorado's onsite industry.

Due to the locally-controlled nature of onsite wastewater systems (OWS) regulatory programs in Colorado, professionals in the field have been challenged for decades with issues surrounding the need for centralized leadership, outdated regulations, acceptance of new technology, education of OWS users, technical competence of professionals and geographical consistency of regulations and standards, just to name a few. Since the mid-1990's, a core group of professionals in the field have attempted to rally the profession around these issues. However, without central leadership to establish solid direction and to rally support in influential political circles, these efforts have met with limited success. In 2001, Jane Norton, Executive Director of the Colorado Department of Public Health and Environment (CDPHE) appointed the Individual Sewage Disposal Systems (ISDS) Steering Committee, to address issues regarding potential water quality impacts from OWS and the adequacy of current efforts to minimize such impacts.

The steering committee, whose members represented a wide range of expertise and interests related to onsite wastewater systems, presented a report to the Colorado State Board of Health and the Colorado Water Quality Control Commission, which includes a summary characterization of onsite wastewater system impacts and a series of thirteen specific recommendations to address the risk factors identified in the summary characterization. The entire ISDS Steering Committee Report can be reviewed at <http://www.vw.cdphe.state.co.us/op/wgcc/SpecialTopics/ISDS/ISDSRecommendations070214.pdf>. During the early formative stages of CPOW, the Board of Directors chose to utilize this document as the primary guidance for direction of CPOW's efforts over the next several years.

The pages that follow are the culmination of several months of thought, discussion and downright hard work on the part of the CPOW Board. The Board of Directors has defined the mission and core values of the organization, identified strengths and weaknesses of the current organization as well as opportunities and challenges for success and developed a strong strategy for achieving specific goals over the next 1-3 years.

Many of Colorado's OWS industry issues mirror those that OWS professionals across the country are facing. NOWRA has adopted a strategy to empower state affiliate organizations by assisting with organizational development matters, educational opportunities, effective national communication and legislative initiatives. The CPOW

Board fully recognizes the advantages and benefits to be gained through a strong relationship with NOWRA. Recreating the wheel of successful OWS strategies is inefficient and exhausts the limited resources of the members and the organization. Consequently, the CPOW strategic plan includes many of the same goals and objectives that NOWRA is advocating.

The Board wishes to acknowledge the support of NOWRA, especially Executive Director Linda Hanifin Bonner for her assistance in facilitating the development of this initial CPOW strategic planning document.

### CPOW's Mission

*To take the Onsite Wastewater Industry in Colorado to a new level by establishing leadership and enhancing professionalism through outreach, information sharing, education and training.*

## **The Process**

Understanding that CPOW needed to develop a strategic plan to identify key issues that the organization needed to address and to map its future, CPOW held its first annual issues workshop in Golden on March 19, 2004. A subsequent workshop was held in Grand Junction on April 2, 2004. Over 150 professionals in the Onsite Wastewater industry attended these very informative meetings. Lively discussions followed every topical presentation resulting in a list of issues and action items.

The CPOW Board of Directors then met in October 2004 to continue the work and develop the following strategic plan from the issues and action items identified in the spring meetings. Dr. Linda Hanifin Bonner, Executive Director of NOWRA (National Onsite Wastewater Recycling Association, Inc.) facilitated the meeting, which was held at the Colorado School of Mines. The following information is the product of that very important meeting.

## Values

Values are the principles or beliefs, which guide an organization's members as

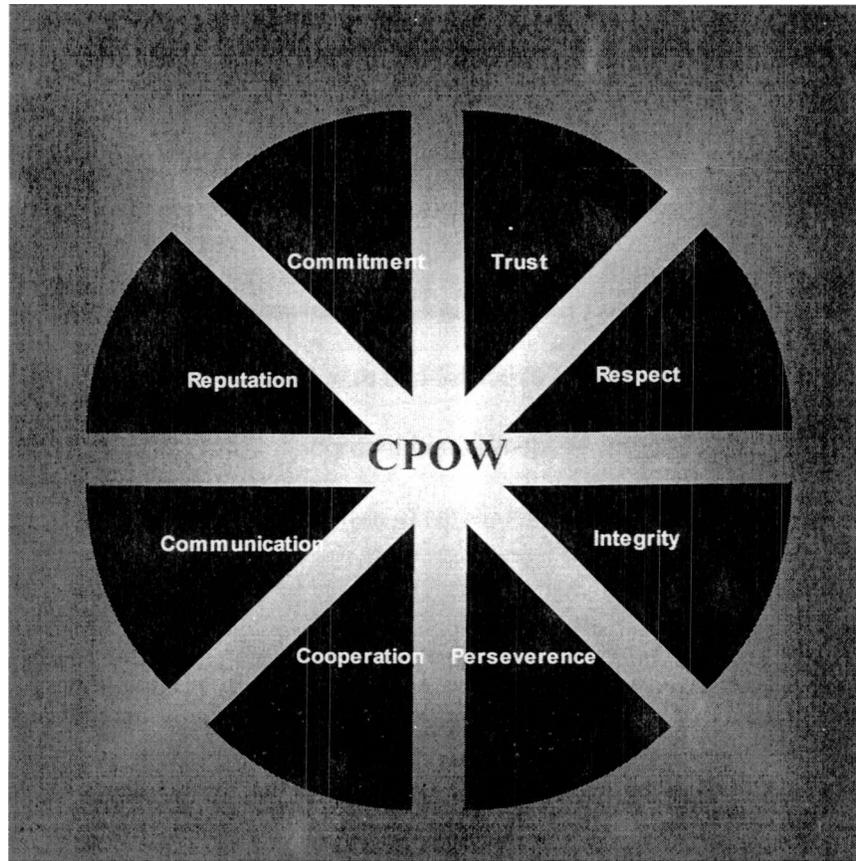
they pursue the organization's purpose and mission. They are also the basic standards of conduct that provide guidance and inspiration to the board and staff.

As noted above, these values are both internal and external with regards to the organization. The values express what is important for the organization, as well as the Board of Directors and staff, to aspire to. The values are the important connection between the nature of the organization's work and the inspirations guiding the individuals involved.

## CPOW Values

The following is a list of values that CPOW believes are important:

- Trust:* Trust within the profession, as well as trust given to CPOW is accomplished through knowledge, experience, and reputation.  
As individuals and as an organization, we are respected for our passion to protect the environment and our professionalism in practicing our trade on a day-to-day basis.
- Respect:* There is a consistency of excellence in our performance, both with our services and with our products.  
We constantly and consistently try to improve in order to provide the highest quality products and services.  
We each accept our responsibility within the profession and continually work to increase efficiency, build relationships and work in harmony with one another for the benefit of all.
- Integrity:*
- Perseverance:* We recognize that communication is an important and never-ending process that improves education and awareness within and outside of the profession.
- Cooperation:* CPOW and its members believe in a level of excellence in all aspects of their work. This increases the value of service we all provide.  
We are all committed to improving environmental quality, protecting the public's health, achieving a higher quality of life, and providing clean water.
- Communication:*
- Reputation:*
- Commitment:*



## SWOC Analysis

The next step in producing a strategic plan is to identify the organization's strengths, weaknesses, opportunities and challenges (SWOC Analysis). The identification of strengths and weaknesses provide an overview of the current environment that CPOW works within. The opportunities and challenges provide an overview of the issues that CPOW will need to address in order to move forward.

## CPOW Strengths

- o Through its independent nature and comprehensive view of the profession, CPOW has the ability to influence key stakeholders.
- o In the short amount of time that CPOW has existed, it has accomplished a high degree of recognition from outside agencies and individuals as to its purpose.
- o There is an incredible enthusiasm amongst the membership and board, which translates into an incredible potential to accomplish identified tasks
- o CPOW is a terrific support network for OWS professionals, regulators, legislators, and OWS owners.
- o CPOW offers a broad base of expertise and experience to anyone who needs OWS support or information.
- o CPOW has taken the time to identify and incorporate its core values into the work it does.
- o CPOW has numerous good action items to assist in achieving its strategic plan.

## CPOW Weaknesses

- o CPOW has too few members compared to the total number of OWS professionals in the state of Colorado.
- o CPOW is a very young organization and lack longevity.
- o CPOW has not identified how to harness the energy of its members to gain their interest in the organization.
- o CPOW has not created a plan of action.
- o CPOW needs to recruit "workers" for the organization.
- o CPOW is under-represented in certain sectors of the profession and geographic areas of the state. In addition, CPOW has not identified how to reach out to these sections and areas.
- o CPOW has not communicated its messages to other counties and key players in the industry.

## CPOW Opportunities

- o CPOW has the unique opportunity to affect change in the industry through:
  - o Services
  - o Products
  - o Education /training
  - o Regulation /standards
  - o Policy
  - o Financing systems
- o CPOW can be the voice of the industry in Colorado.
- o CPOW has the opportunity to influence State policy direction
- o CPOW can provide resources to:
  - o State
  - o Communities
  - o Owners
  - o Building industry
  - o Lending/banking industries
- o CPOW can be the clearinghouse for research/guidance for the OWS industry.
- o CPOW can provide quality technical assistance to OWS professionals.
- o CPOW can be a voice/player in national issues/research.
- o CPOW can continue making effective short-term progress.

## CPOW Challenges/Barriers

- o CPOW is challenged to reach agreement on realistic goals.
- o CPOW needs to define realistic expectations.
- o Colorado is an immense geographic region.
- o CPOW is challenged with producing products and showing value before members lose interest.
- o CPOW must show value (products & services) to potential new members.
  - o There is industry apathy within all sectors.
- o CPOW needs to develop and maintain effective and regular communications.
- o There is political apathy towards the industry.
- o There is strong bias toward central sewer and negative views of OWS from:
  - o Public officials.
  - o The general public.
- o Time & task management are a challenge for the organization.
- o It is a challenge to motivate members to action.

- o CPOW will need to address the diverse regulatory system that currently exists.

## CPOW's Strategic Plan

The following strategic plan is not to be considered an end in itself, but rather a means of achieving CPOW's purpose. Now that the opportunities and challenges that CPOW faces have been identified, the goals of the organization can be defined. With a concise view of the end result in mind, CPOW can be flexible in its approach to achieving its purpose. In other words, the goal is fixed, but the approach can be modified at any point.

The following plan identifies CPOW's ultimate goal, defines the strategies necessary to achieve that goal, and lists action items that support the strategy and ultimately the goal.

### **Goal**

*CPOW's goal is to become the leader and implement positive change in the Colorado onsite industry.*

### **Strategy 1:**

CPOW will work diligently to educate OWS professionals, elected officials, county administrators, developers, etc. as to the need for a "different" approach to an old issue.

### **Action Items:**

- I. Dev-elop two one-day conferences for OWS professionals (include information on appropriate technology for differing sites)
  - i. Contact Tom Cronk to participate
2. Publish white paper using OWRA as guidance (post on website and send to media)
3. Case Studies directed to
  1. Developers
    11. Elected officials
    111. Realtors
  - IV. Mortgage companies/banks

- v. Home owners
- 4. Identify performance-based codes in existence (Jeffco Step Grant)
  - 1. Who
    - ii. What
    - iii. Why
    - iv. Distribute to all groups- target the message to the groups
    - v. Develop Power Point for presentation to other groups (Clean Water is the ultimate goal)
- 5. Match technology to site conditions- gather consensus & distribute to members via web and through publications
- 6. Explore options for Technical Advisory Committee

## **Strategy II:**

CPOW will work to bring standardization to the profession with regards to the quality of work that is done statewide by various sectors of the OWS industry .

- I. Adopt/develop Code of Ethics (model NOWRA)
2. Assess bylaws- modify as appropriate
3. Develop/adopt process for member violations/Code of Ethics issues
4. Develop standard documents
  - a. Bid
  - b. Regulatory submittal
  - c. Design
  - d. Etc.
5. Standardized Permit Application
6. Solicit endorsements from other organizations
  - a. EH Directors
  - b. Water Quality Commission

## **Strategy III:**

CPOW will explore options for various incentives that would make CPOW membership attractive.

1. Insurance & legal programs through NOWRA (address at December BOD meeting)
2. List/develop marketing tools listing benefits
  - a. Tri-fold brochure
  - b. Business cards
  - c. Technical guidance packet (multiple forms)
3. Online locator with NOWRA or independent (Advertising incentive)
4. Sustaining member link on web (then publicize)
5. Gather/distribute data (permits, value of industry, etc.)
  - a. Monthly questionnaire on web
6. Post new industry information on website monthly
7. 4 presentations to "new" groups/counties next year
8. Send brochures to county health departments for display/distribution
9. Logo "seal" for members to use

#### **Strategy IV:**

CPOW will educate all involved as to the purpose of managing OWS.

- I. Develop document on basics of management for members/BOD
2. Develop white paper and distribute to elected officials
3. Gather information and summarize what is currently in place in various counties (definitions, etc.)
4. Sample plans as tool for planners, etc. (examples, case studies, etc.)- this could be a list of resources
5. EPA voluntary guidelines on web

#### **Strategy V:**

CPOW will heighten awareness of all involved as to the importance of OWS maintenance.

1. Develop a color brochure
  - a. Allow others to put their logo on the brochure
  - b. Distribute to all groups
2. Video of pumping, system maintenance with cost information
  - a. Post on web
3. Gather photos for brochures and website
4. Log "seal" for members to use
5. Develop 2 technical guidance papers next year
  - a. Additives
  - b. Tank depths
  - c. Etc.
6. Evaluate current septic maintenance practices
  - a. Tom Cronk

**From:** "Becky Roland" <broland@phoenix-amc .com>  
**To:** <barbara.dallemand@state .co.us>  
**CC:** <brians@flxx .com>  
**Date:** 6/3/2009 10:56 AM  
**Subject:** CPOW Member information

Barbara-

Brian asked me to forward the following information to you. I broke this down in% of membership, which is about 145 members.

Front Range 57%

Western Slope and Mountains 37%

Out of State 6%

Designers/Engineers 38%

Installers 8%

Operations & Maintenance 4%

Manufacturers 18%

Regulators 24%

Other/Unknown 8%

I think the above breakdown reflects the need for licensing and continuing education requirements for all sectors. Our strongest sectors are those that have some knowledge or requirement for professional

licensing/education/registration .

I hope this helps. Please let me know if you need anything else.

Also, I have received no additional edits on the documents I sent last week, so you may provide those as the current draft.

Becky Roland  
CPOW

303-551-3266

Appendix B – 2018 Strategic Plan Summary of Previous Efforts

DRAFT

**APPENDIX X: CPOW 2018 STRATEGIC PLAN: BACKGROUND AND SUMMARY OF PREVIOUS PLANS AND STUDIES  
DRAFT APRIL 12, 2018**

**ISDS STEERING COMMITTEE RECOMMENDATIONS FROM FEBRUARY 14, 2002 AND CURRENT STATUS AS OF MARCH 2018**

Recommendation	Summary of Recommendation	Current Status
1	Change term from ISDS to onsite wastewater system (OWS)	Completed. Term is now On-Site Wastewater Treatment System (OWTS)
2	Local Governments review current programs and assess potential enhancements to address risk factors	Completed.
3	Create full time OWS position at CDPHE	Completed (2009?)
4	Develop a performance-based approach to OWS management to include mechanisms to verify system performance	Jefferson County and Tri-County Health Department conducted studies to assess the performace of OWTS in specific areas of the areas they serve. The transfer of title program (see recommendation #7) does establish "pass/fail" criterial for OWS components.
5	Develop appropriate performance criteria for OWS, tailored to differing receiving environments. Consider whether prescriptive regulations can address performance criteria.	The Jefferson County Health Department funded the COWTIP project to assess status of OWS in Colorado and recommend improvements. These results are summarized in the Phase I-IV CORE Study Reports. The details of that study are summarized in a separate spreadsheet. The net result was the CDPHE did not develop a performance based regulation. However, the resulting regulations specifically address five performance levels of secondary treatment units.
6	CDPHE review and evalaute ows management options and provide information to local agencies	Tri-County Health Department has adapted the EPA Management Models and applied those to Responsible Management Entities (RME) for some subdivisons. Weld County has also developed an RME program.
7	Renewable Permit Systems	CDPHE Regulationm #43 allows Local Public Health Agencies (LPHAs) to require renewable permits or transfer of title permits This has resulted in 8 counties adopting a transfer of title permit program.
8	Develop education training and certification strategies and programs	Colorado Professional in On-Site Wastewater (CPOW), in conjuction with NAWT has developed training courses for all practitioners. To date, over (insert number) practitioners have taken the courses. Boulder HD and TCHD require practitioners to take the NAWT courses.
9	Develop continuing source of funding for ows research	This has not been done. Despite this lack of funding source, Colorado School of Mines (CSM) has done extensive research on OWTS and has a wide "body of work" available to OWTS practitioners.
10	Review options to fund new and repair ows	National On-Site Wastewater Recycling Association (NOWRA) has been lobbying at the national level to obtain State Revolving Loan Fund money for OWS. The Departmet of Agriculture has a loan program.
11	Examine current septage management options and develop strategy for management alternatives	A committee has studied this issue. CPOW is looking at developing reciporical agreements or MOU's between counties to allow system cleaners to work in adjacent counties, without the need to obtain a separate license in all counties.
12	Assure both Board of Health and Water Quality Control Commission are utilized in regulation Ows and clarify roles of each..	The OWTS statute was changed to place OWTS entirely under the Water Quality Control Commission (WQCC).
13	Steering Committee reconvene in one year to review progress.	Completed.

**COLORADO PROFESSIONALS IN ONSITE WASTEWATER: 2005 STRATEGIC PLAN SUMMARY OF STRATEGIES AND CURRENT STATUS**

Strategy	Summary	Current Status
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I	<b>CPOW will work with OWS professionals, elected officials, county administrators, developers, etc. as to the need for a different approach to an old issue.</b>	
Action Items:	Two one day conferences	Done-CPOW has held an annual education conference (AEC) every year since 2004
	Publish White Paper, using NOWRA as guidance	Not clear on the original intent & purpose of the white paper. CPOW prepared a Technical Guidance Document on NDDS
	Case Studies	CPOW has drafted a "Large OWTS Position Paper" which includes numerous case studies
	Identify Performance-based codes (Jeffco Step Grant)	This was done: The deliverables included the Phase I-III and IV Colorado Onsite Research and Evaluation (CORE) Reports. Phase I included a statewide survey, Phases II & III included a review of practices in other states, and Phase IV included a plan and recommendations to address the problems identified in the survey. Changes included: revisions to the statutes and regulations to move toward a "Performance Based" system, a Technical Review Committee, and permits to assure Operation and Maintenance.
	Match technology to site conditions	This is the basis of a performance based regulation.
	Explore options for Technical Advisory Committee	See CORE Study Reports
II	<b>CPOW will work to bring standardization to the professions with regards to the quality of work by various sectors</b>	This has been discussed extensively; however, no specific actions have been taken
Action Items:	Adopt/Develop Code of Ethics	
	Assess bylaws-modify as appropriate	Done
	Develop standard documents (bid, design, etc.)	Not done
	Standardized Permit Application	Not done
	Solicit endorsements from other organizations	Not done
III	<b>CPOW will explore options for incentives that would make CPOW membership attractive</b>	
Action Items:	Insurance & Legal Programs	CPOW has included numerous presentations on these topics at the AEC's
	Develop marketing tools	Not done
	Online locator with NOWRA	??
	Gather/distribute data	CDPHE has taken on this role
	Post new industry information on website	Done-CPOW does this routinely on their website
	Four presentations to "new" groups/counties next year	Not done
	Send brochures to LPHA's	Note done
	Logo "seal" for members to use	Done
IV	<b>CPOW will educate all involved as to the purpose of managing OWS</b>	CPOW has included numerous presentations on these topics at the AEC's
V	<b>CPOW will heighten awareness of all involved as to the importance of OWS maintenance</b>	CPOW has included numerous presentations on these topics at the AEC's

**COLORADO ONSITE RESEARCH AND EVALUATION (CORE) STUDY**  
**Phase I-Assessment Survey**  
**Published November 2005**

	55 of 64 Counties Responded (86% rate)	
<b>Question</b>	<b>Summary of Question</b>	<b>Summary/Comments</b>
	Geographic Description (Plains, Mountain Foothills & Plains, Mountain)	NOTE: Most of the Survey information on the .pdf document is presented graphically on a statewide map with individual counties, and is not presentable in a spreadsheet format. It would be necessary to obtain the original ARC GIS and Xcel Files to do this.
	Counties with waters contaminated from onsite wastewater treatment systems (OWTS)	
	Percentage wastewater treated by OWTS	
	Type of Filing System (manual, electronic, manual and electronic, not kept)	72.55% manual & electronic, 17.65% manual, 7.84% electronic, 1.96% no records
	High Range of OWTS	
	Low Range of OWTS	
	Total OWTS Permits Issued in 2005	
	Regulations Prescriptive or Performance?	
Eleven questions on advanced treatment	Service required	
	Installer certification required	
	Installer exam required	
	Leachfield reduction allowed	

	Required when contaminated water present	
	Required for encroachment on surface water	
	Required for encroachment on wells	
	Required for encroachment on groundwater (vertical separation)	
	Required when lot size insufficient	
	Required for other conditions	
	Counties that do not require advanced treatment for any condition	
	Level of understanding of state code (complete, good, moderate, limited)	
	Prescriptive code just as effective as performance (agree, neutral, disagree, strongly disagree)	
	Opinion of adoption of state technical committee (strongly agree, agree, neutral, disagree)	
	Support \$20 fee for permits for full time position at CDPHE or technical committee	
	Would statewide policy simplify permitting process	
Conclusions	Assessment has provided valuable insight	
	Lack of commonality between county regulations	
	OWTS Regulations heavily influenced by industry	
	Counties lack understanding of prescriptive vs. performance regs	
	Majority of counties in favor of statewide policy	
	Current OWTS procedures and practices not conducive to providing best available technology for environmentally sensitive areas	
	County regulations inconsistent	
	Regulations prohibit some technologies and other potentially serious flaws	
	Lack of unified certification and training programs	
Recommendations	Use information from study to create logical policy, based on improvement models	
	Revise and re-survey every 2-3 years	
	Protection of health and environmentally sensitive areas must be a priority	

**COLORADO ONSITE RESEARCH AND EVALUATION (CORE) STUDY  
Phase IV-Implementation Plan  
December 2008**

	Recommendations	Current Status
	Colorado Stakeholder Group formed in 2008 to evaluate OWTS Statute and State ISDS Guidelines	
	Study identified need to revise the Statute and Guidelines	Statute was revised; but did not include many of the recommendations in the CORE Study (increase flow to 10,000 gpd, mandatory training and certification, permit fee cap, etc.)
	Study describes the revision process	Guidelines were replaced with Regulation #43, which was first developed in 2014 and revised in 2017
	Performance guideline is needed-System determined using score from a risk matrix	Regulation #43 is not a performance based code, in terms of the NOWRA Model Code or the Risk Matrix and Risk Scorecard
Guideline Changes	Raise permit fee cap to \$1500.00	Reg. #43 does recognize Higher Level Treatment, in terms of soil treatment area size and reductions in setbacks
	Prohibit local health officials from designing systems	
	Require risk matrix and risk scorecard to determine type of OWTS	
	Require management of OWTS, based on EPA Guidelines (4 Tiers)	
	Increase from 2000 gallon/day to 10,000 gallons/day for State Permit	
	Transfer of Title Permits	This was incorporated as an "Opt-In" provision in Regulation 43
	Require certification and CEU Requirements for all OWTS Professionals	
	Three classes of Designer, Installer, Maintainer,	
	Outlines process to change statute	
	Establish Technical Review Board	Technical Advisory Board was not established; however, CDPHE has a formal approval process for technologies
	<b>Appendix A-Draft Revised Statute</b>	

	<b>Appendix B-</b> Draft OWS Guidelines (based on NOWRA Model Code, which is a performance based code)	

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## Work Plan Implementation Guide

This Work Plan Implementation Guide is a summary of ideas recorded during the Strategic Planning sessions to best determine and measure accomplishment of the vision. This guide is not limited to this items on this list and should be revised during the Plan period to address organizational needs.

<b>Mission</b>	<b>Leading the onsite wastewater industry in Colorado by promoting professionalism and providing outreach, information sharing, education, and training.</b>
<b>Vision</b>	<b>CPOW is the leader and primary resource for regulators and onsite wastewater professionals in Colorado by:</b> <ul style="list-style-type: none"><li><b>7. Growing an active membership</b></li><li><b>8. Providing training, education, and certification</b></li><li><b>9. Fostering a culture of professionalism</b></li><li><b>10. Finding solutions to our industry's challenges</b></li><li><b>11. Advocating for our industry</b></li></ul>

Priority	Goal	Objective	Target	Governance	
Growing an active membership	1. Improve relationship with regulatory agencies not previously engaged	Visit at least one local regulatory agencies in person to create and establish relationships per year	December 2019	CDPHE OWTS Coordinator	
		Collaborate with CEHA on a quarterly basis	April 2019	Regulatory Sector	
		Send info packets to all OW regulatory agencies	December 2019	Membership Chair	
	2. Increase student membership by 2 students per year	Increase outreach to students by contacting at least one student organization	September and May 2019	Academic Sector Representative	
		Promote internship/apprenticeship opportunities among universities, community colleges, and vocational schools	Spring semester	Academic Sector Representative	
	3. Create membership incentives	Conduct more outreach to non-members	December 2019	Membership Chair	
		Consistently send out membership renewals	November 2019	CPOW Administrator	
		Create automatic membership renewal system	October 2019	Membership Chair	
		Identify exclusive membership access perks	October 2019	Membership Chair	
	4. Increase committee participation from membership	Identify incentives to increase committee participation	December 2019	President-elect	
		Conduct more outreach to membership	December 2019	President-elect	
	<b>Activities Identified</b>				
	<ol style="list-style-type: none"> <li>1. Make meeting appointments with regulatory agencies. Focus on non-LPHA regulatory agencies.</li> <li>2. Update CPOW display</li> <li>3. Buy CPOW schwag for handouts</li> <li>4. Look into investing in a tablet</li> <li>5. Create info packet with introduction letter, membership form, value provided, and list of classes.</li> <li>6. Hand out tangible items, such as lapel pins, scales, stickers, annual reports, etc.</li> <li>7. Compile a list of educational institution contacts and student organizations</li> <li>8. Attend career fair days at educational institutions</li> <li>9. Contact companies about internship/apprenticeship opportunities</li> </ol>				

	<ol style="list-style-type: none"> <li>10. Create an internship/apprenticeship agreement</li> <li>11. Seek funding for internships</li> <li>12. Research internship requirements and liability</li> <li>13. Advertise in other media sources, such as Pumper and Installer magazine</li> <li>14. Research automatic renewal capability</li> <li>15. Make automatically renewal an opt out</li> <li>16. Provide members only content, such as access to videos and events. Make more than just discount for classes.</li> <li>17. Allow attendance to AEC board dinner</li> <li>18. Volunteer appreciation event; discounts for membership</li> <li>19. Provide more industry awards</li> <li>20. Create membership welcome letter</li> <li>21. Explore membership fee reduction for committee participants</li> </ol>
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Priority	Goal	Objective	Target	Governance
<b>Providing training, education, and certification</b>	1. Expand online training every other year to make training opportunities accessible	Develop a training philosophy (discuss in-person vs online trainings, hands on vs pics, training vs education)	October 2019	Educational Coordinator
		Create a list of online courses driven by training philosophy	December 2023	Educational Coordinator
	2. Expand statewide classroom training to areas not currently served	On an annual basis, conduct an assessment of training needs in areas not currently served	October 2019	Educational Coordinator
	3. Add or develop courses as needed	On an annual basis, identify industry training/course needs of non-traditional trainings, such as safety (OSHA), electrical panels, etc.	November 2019	Educational Coordinator
	4. Approval of developed courses	Get approval for recognized CE credits for professional organizations, such as DORA, NEHA, NAWT, etc.	December 2023	Educational Coordinator
	5. Review course content to ensure relevance	Every two years, conduct an assessment of courses provided	September 2019	Educational Coordinator
	<b>Activities Identified</b>			

	<ol style="list-style-type: none"> <li>1. Draft list of desired available courses</li> <li>2. Website link to request a training in your area and contact Educational Coordinator</li> <li>3. Expand soils and design courses</li> <li>4. Contact agencies for CEU process/requirements</li> <li>5. Reimburse trainers for reviews</li> <li>6. Education Committee to solicit needs and locations for additional training</li> <li>7. Contact existing trainers about teaching additional classes</li> <li>8. Increase and maintain a pool of 10-12 trainers</li> <li>9. Contact other CPOW members who may be willing to teach</li> </ol>
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Priority	Goal	Objective	Target	Governance	
<b>Fostering a culture of professionalism</b>	1. Increase certified practitioners by 25% within 5 years	Provide at least 12 trainings a year	December 2020	Educational Coordinator	
	2. Recognize 100% of certified professionals	Develop and maintain list of CPOW members who have completed CPOW certifications on CPOW website	December 2024	Educational Coordinator	
		Develop and maintain list of CPOW members with NAWT certifications on CPOW website	December 2024	Educational Coordinator	
		Develop and maintain a list of those who have passed the Colorado Department of Public Health and Environment Exam Part A	December 2019	CDPHE OWTS Coordinator	
	3. Institute a Code of Ethics	Review different code of ethics	September 2019	President	
		Adopt a Code of Ethics	December 2019	President	
	<b>Activities Identified</b>				
	<ol style="list-style-type: none"> <li>1. Improve marketing and value of classes</li> <li>2. Contact non-CPOW members with class info</li> <li>3. Publish class information through Water Quality Program Managers group and other publications, such as NOWRA, Pumper, Installer magazines</li> <li>4. Chuck to distribute a list of non-LPHA regulatory agencies</li> <li>5. Kim to provide list of certified individuals for website</li> <li>6. Look to create a database of members that is searchable</li> <li>7. Post Code of Ethics to website</li> <li>8. Add Code of Ethics to membership form for acknowledgement</li> </ol>				

	9. Review NOWRA's Code of Ethics
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Priority	Goal	Objective	Target	Governance
<b>Finding solutions to our industry's challenges</b>	1. Secure funding for OWTS in Colorado within 5 years	Identify at least one specific funding source	December 2020	CDPHE OWTS Coordinator
		Identify eligibility requirements for funding	December 2020	Treasurer
		Dedicate staff member/contractor to grant writing and research	December 2021	President
	2. Address septage management	Identify specific problem and need	December 2019	CDPHE OWTS Coordinator
		Create a septage committee	June 2019	CDPHE OWTS Coordinator
	3. Lead the effort to evaluate the site application threshold	Evaluate and provide recommendations on Regulation 22	December 2019	Site application committee chair
	4. Source separation	Create and provide guidance document of OWTS best practices	December 2023	Source separation committee chair
		Create source separation committee	December 2020	President
	5. Increase OWTS research in Colorado	Establish a relationship with at least one contact to form a research network within academia	December 2024	Academic Sector Representative
	<b>Activities Identified</b>			
<ol style="list-style-type: none"> <li>1. Appoint a committee to researching funding</li> <li>2. Support NOWRA's efforts</li> <li>3. Contract a grant writer</li> <li>4. Check with WQPM regarding a survey they conducted on septage management</li> <li>5. Contact Bret Icenogle to provide input for Regulation 22</li> <li>6. Contact research professors at universities</li> <li>7. Re-establish connections with existing researchers we've had contact with</li> </ol>				

Priority	Goal	Objective	Target	Governance	
Advocating for our industry	1. Establish lobbying efforts by next legislative session	Identify CPOW advocacy needs	May 2019	President	
		Hire a lobbyist	July 2019	President	
	2. Develop a CPOW OWTS presentation (R&D TCHD presentation, DORA approved)	Compile presentations and create a library	December 2021	Educational Coordinator	
		Create a presentation about CPOW for stakeholders	May 2019	President	
		Contact DORA for CE application process	May 2019	Past-President	
	3. Ensure a presence at relevant events	On an annual basis, solicit input for events that CPOW should attend/exhibit from membership	January 2019	Membership Chair	
	4. Establish a relationship with stakeholders	On a quarterly basis, identify and contact stakeholders	January 2019	Membership Chair	
		Develop persuasive marketing material for stakeholders	January 2019	Membership Chair	
	<b>Activities Identified</b>				
	<ol style="list-style-type: none"> <li>1. Create an RFP for the lobbyist</li> <li>2. Identify what do we want our lobbyist to do; advocate or network</li> <li>3. Establish a budget for the lobbyist</li> <li>4. Market and brand presentations</li> <li>5. Call for presentations to a gatekeeper</li> <li>6. Review collection of presentations</li> <li>7. Educational Committee to create a presentation</li> <li>8. Find lists of HOAs, home shows, watersheds, ag shows, county fairs, Google events, Chamber of Commerce calendars of events</li> <li>9. Ask members in newsletter</li> <li>10. Connect with real estate agents</li> </ol>				