



5-Year Long-Range Strategic Plan

2010 - 2015

NEW ENGLAND WATER WORKS ASSOCIATION
A SECTION OF THE AMERICAN WATER WORKS ASSOCIATION
125 HOPPING BROOK ROAD
HOLLISTON, MASSACHUSETTS 01746

September 2009

Long-Range Strategic Plan

TABLE OF CONTENTS

- I. INTRODUCTION
- II. VISION
- III. MISSION
- IV. GOALS AND OBJECTIVES
- V. DEVELOPMENT OF THE LONG-RANGE STRATEGIC PLAN & THE PLANNING SESSION

Long-Range Strategic Plan 2010 - 2015

I. INTRODUCTION

The NEWWA 5-year Long-Range Strategic Plan refines and builds on the goals from previous plans and is a basis for plans to be established by the NEWWA Board of Directors as it guides our many volunteers and staff. This update of the Long-Range Strategic Plan for 2010 to 2015 was developed with consideration of previous plans as well as a concerted effort to focus beyond 5 years and into the 20 year vision. Also, planners and council members were asked to limit their focus to perhaps three “big things” that could be implemented to achieve their goals. With this in mind the following themes and implementation ideas evolved:

- creating an organizational structure within NEWWA that captures our environmental activities and interests. This includes a revised Vision and Mission and Council structure.
- incorporating a sustainability committee within this structure and emphasizing its applicability within the entire organization
- establishing an internet presence with a social networking committee to further our communication efforts within and outside of NEWWA

The first theme reflects the sentiments of many of the past strategic plans where water professionals are tired of not being recognized for their environmental stewardship. Through the establishment of an Environmental Stewardship Council, NEWWA has the opportunity to incorporate many of these elements into its routine activities. Also, an extensive amount of deliberation went into an evaluation of our current Vision and Mission with the development of new wording to reflect these sentiments.

The second theme reflects the efforts and accomplishments of the ad hoc Sustainability committee established by Jim West as a result of last year's planning meeting, to explore and develop a basis for NEWWA to express ideas and initiatives related to sustainability where it applies to water systems and water resources. The committee has become a resident of the newly formed Environmental Stewardship Council.

The third theme reflects a change in the way our members and the overall water community communicate on a routine basis. A Social Networking committee has been established within the Communications Council to provide a means for NEWWA to develop and activate our internet based communication initiatives.

These overall themes are explained further in this Plan.

This plan reflects the work done by the Planning Committee who provided direction for the Spring Council Meetings as well as Summer Planning Session. Discussions and recommendations from previous Planning efforts are evident throughout this plan.

The NEWWA planning process provides an excellent framework to sustain our association's continuing success. On an ongoing basis it provides the association's leadership with a *roadmap* to move forward with current plans without losing focus when adjusting them to changing business, regulatory, technical, financial and human resource climates. The most recent plans from the past three years had the following global goals:

Long Range Strategic Plan 2006 - 2011

- Communications and marketing
- Increase volunteerism and participation
- Legislative and regulatory function

Long Range Strategic Plan 2007 - 2012

- Maintain the positive momentum of increasing membership and expanding professional development opportunities
- Improve communications between NEWWA's Board of Directors and its committees to better align the association's initiatives with its Long Range Plan
- Develop a strategic vision of the structure of NEWWA's partnerships as a regional water association in 2016

Long Range Strategic Plan 2008 - 2013

- Build an energetic, young NEWWA membership and workforce within the water profession
- Enhance the credibility of public water supply in the public's view.

Long Range Strategic Plan 2009 – 2014

- The acceptance of water suppliers as representing the mainstream views of the public. We need to be viewed as the responsible stewards of our most critical resource – water.
- The public water supply field is a noble and desired profession. We need to raise a greater positive awareness of the profession.

- Make NEWWA events fun and relevant, to include a wider range of participants, and to be affordable. We want our events to be “can’t miss” meetings.

Building on these goals, at the 2009 Summer Planning Session the Planning Committee developed the three areas of focus discussed above.

The Planning Committee understood that addressing and focusing on these key areas would result in larger impacts within the water profession that support not only these themes but also the themes from the previous Long Range Plans. The Goals and Objectives section of this Plan include the key recommendations from the Summer Planning Session.

II. NEWWA’S VISION

“Inspire excellence in the drinking water profession, public confidence in tap water, and water resource stewardship.” (2009)

III. NEWWA’S MISSION

”Advance membership and promote public health, safety, quality of life, and environmental stewardship through education/training, advocacy, and outreach relating to safe drinking water.” (2009)

IV. GOALS AND OBJECTIVES

NEWWA’s goals and objectives are numerous and widely varied. While they all are associated with the organization’s vision and mission, they have evolved from years of strong leadership and refinement to create a long list of individual action items associated with each goal that can reasonably be associated with committee activities. This plan makes an effort to combine and summarize these goals so that they are meaningful and create a basis for future activities.

To further the implementation, where appropriate, the NEWWA standing committee best suited to tackle each has been identified. It is clear that many goals and action items span the activities of multiple committees and in some cases involves staff, directors, and officers. These are meant to be only guidelines and are open to interpretation, but as a basis for action, the goals and action items are intended to get us started.

Goal #1 Enhance the Water Works Profession

- A. Create a paradigm shift where water suppliers are viewed as primary stewards of our water resources, we become the group that is looked at to sustain our water resources.

Action items:

- Take the lead on efficient water management by bringing together a group of water professionals to develop a consistent message on the sustainability of resources. (W086)
- Establish Coalition for Sustainable Water Resources including external groups (W086)
- Create an Environmental/Health Council to build relationships with related groups (public health and medical) (done 2009)
- Encourage related (health, regulatory, environmental) groups to present at NEWWA programs, seek to present at programs of related groups (B001)
- Revisit educational opportunities in elementary and middle schools with the of changing perceptions about water resources (B002)
- Create a council (Environmental Stewardship Council) within the organization that can accommodate environmentally directed members and initiatives. (W086)

B. Develop a Culture of Pride in working in the Water Profession

Action items:

- Consider Opening Session at Spring Operators Conference. Include motivational speakers and awarding Operator Meritorious Awards at the session (A016; B001)
- Feature operator in each issue of *The Source* (E039)

C. Enhance our ability to gain the Public's Trust

Action items:

- Develop media contacts and produce publications to build the public trust and confidence in the profession. (E039; E035)
- Broaden our communication efforts through internet based networking.
- Create and maintain programs for public education, youth education and public recognition of accomplishments. (E034; E030; E032)
- Develop and add training programs that provide *soft* people skills, and seek approval to provide certification hours for these programs. (B002)
- Provide high-profile public recognition for water professionals when they receive water profession licenses and certifications. (E030)
- Develop and provide training in public communication skills for utility personnel as well as other water professionals. (E037)
- Develop a set of best practices related to the various positions and roles within the water profession and promote their use to demonstrably enhance the public image of the water profession. (E030, B098; B002)
- Revitalize the Youth Education Program and involve teachers in order to promote the water profession and educate children regarding its value and importance. (E034; E032)

- Involve the YP Committee to engage YPs to visit classrooms and present a prepared message about the value of the water profession. (E032; E034; B094)
- Consider the use of YouTube and other similar communication venues to promote the value of the water profession, such as AWWA’s *Tap Water Delivers* video. (E035)
- Seek opportunities to collaborate and co-brand with environmental organizations acknowledging that our organizations have similar goals. (W086; W085)
- Produce information materials emphasizing that water professionals are responsible stewards of the natural environment. (W085; W086)
- Develop, fund and implement a summer teacher scholarship program for math and science teachers to work with water professionals, possibly partnering with existing similar programs. (B002)

Goal #2 Provide Services and Opportunities to the Membership

A. Education

Action Items:

- Conduct courses, seminars, and training sessions to advance the knowledge and enhance the professional development of members and others interested in water works. (Executive Director)
 - Develop and promote “practical” training programs targeted towards professional engineers. (M041; M044; B002)
 - Develop and promote training programs targeted toward various water profession positions (e.g. superintendents, operators, engineers, contractors, etc.) that focus on best practices in the area of professionalism and building strong credibility with the public. (M041; B002)
 - Develop and promote training programs targeted toward water profession managers aimed at working with and understanding the changing mindsets, expectations and behaviors of young professionals. (E032, B094)
- Encourage utility members to certify facilities and operators.
 - Expand and promote the NEWWA’s Certification Program, and include training information related to professionalism and building strong credibility for the water profession. (B097; M049; M042; M048)
- Encourage member participation in programs, forums, conferences, and membership meetings by placing emphasis on practical, managerial, and technical experience to enhance professional development and networking, and to enhance the public image and credibility of the water profession. (B001)
- Provide training opportunities closer to the operators, including Web-based training, distance learning, and teleconferencing.
 - Expand and promote Custom On-Site Training Programs. (staff)
 - Develop a peer review opportunity for NEWWA professionals where utilities may request professionals from NEWWA to do on-site peer review of processes and facilities. (E037; WQual/Treatment Council)

- Advance the use of NEWWA's Web site by continuing to stay current and appealing, and by developing internet-based training programs that will qualify for CEU credits. Examples may include training in time management and regulatory tracking. (staff; E035)
- Continue to promote the Joint Annual Spring Conference and Exhibition. Evaluate the venue annually to determine if additional space will be required in the future. (A008; A009; staff)
- Promote the Fall Annual Conference as a value added, training and networking opportunity by securing centralized locations within the NEWWA region and providing technical sessions to enhance the development of water professionals. (A004)
- Use educational opportunities to bring the themes of this Long-Range Strategic Plan to the membership. (B001)
- Target educational institutions to bring NEWWA's message to colleges and universities and to assist in further recruiting membership of younger members. NEWWA should work with utilities to bring programs to schools to complete the educational triangle. (E032)
- Consider meetings/conferences near University centers to bring in more students (E032; A004)
- Encourage related (health, regulatory, environmental) groups to present at NEWWA programs, seek to present at programs of related groups (B001; W086; W082; W085)

B. Information Services and Technical Assistance

- Use emerging technologies for as many aspects of training and committee communications/coordination as possible, especially to encourage and provide more opportunities for younger members to actively participate without the need for travel time away from work. (staff; M050)
- Improve communication between association and membership, and between membership and constituents. Use the NEWWA Web site to communicate issues and disseminate information, including the marketing of existing programs and custom programs to provide on-site training for membership. (staff; E035)
- Provide an opportunity for benchmarking treatment practices, operations, salaries, water profession best practices related to enhancing its public image, and other pertinent information through a central database. (M050)
- Explore ways to bring training and technical assistance to small systems. (M050; staff)
- Share committee reports with membership by establishing and promoting communications on the association's Web site. (staff; M050)
- Task the IT Committee to investigate and facilitate Web-based meetings, video conferencing and other time-saving technologies to allow for better intra-committee communication. Conference calls will be encouraged among committees. Promote these time-saving approaches to committee chairs, employers, younger members and non-members to encourage and provide more

opportunities for younger members to actively participate without the need for travel time away from work. (M050)

- Establish a social networking committee with an internet presence through social network sites and NEWWA water blog (E035).

C. Recognition and Social Contact

- Develop and implement a consistent program of membership recognition. (Recognition Council)
- Acknowledge and thank volunteers by contacting bosses and supervisors in more formal way through letters and phone calls, especially to recognize the efforts and involvement of younger members. (A015; A012; officers)
- Provide opportunity for networking and fellowship among all members. (A004;)
- Continue the mentoring program (B094)
- Promote the use and further development of a NEWWA Facebook page (E035)
- Consider using the internet to generate interest and recognition of NEWWA as a center for tap water information. This could include “giving stuff away” based on internet communications and contests. (E035)
- Add more Fun activities to major events (aging infrastructure contest, scavenger hunt at Worcester Trade Show) (A008)

Goal #3 Enhance NEWWA’s Legislative and Regulatory Function

Action Items:

- Clarify and refine the focus and the scope of the NEWWA Legislative/Regulatory Committee to include those issues of a national and regional significance that impact membership within the NE Region. (W080)
- Develop regulatory coalition including members for six NE States. (W080)
- Increase legislative involvement and focus at NEWWA conferences. (B001)
- Maintain NEWWA’s pre-eminence as the authoritative source of information on water resources. This includes timely and effective training on technology, regulation, policy, operations, management and professionalism within the water profession. (W085)
- Actively participate in the development of regulatory policies for its members’ regional issues. (W080)
- Promote participation by NEWWA membership in AWWA councils divisions, committees and programs. (officers; AWWA Director)
- Establish linkage with national and regional groups affecting the profession. (officers; AWWA Director)
- Educate publicly elected officials. (E030; W080)
- Coordinate the NEWWA Legislative Committee with state association legislative committees. (W080)
- Increase committee membership to better reflect our NE membership, including younger members. (all)

Goal #4 Promote Demand-Side Management as a Key Strategy of the Water Works Profession

Action items:

- Provide leadership in the advocacy, education and training of Best Management Practices focusing on demand-side management. (W082)
- Promote legislative and regulatory policies that encourage demand-side best management practices. (W080; W082)
- Reach out to utility leaders to foster support for demand-side management. (W082)
- Enhance our relationship with colleges and universities to encourage innovative solutions to demand-side challenges. (E032)
- Evaluate ways to encourage organization members and governmental agencies to fund research and innovative technologies that support demand-side management concepts. (W082)
- Use one of NEWWA's existing scholarships for a college student who is pursuing innovative technologies in demand-side management. (E032; E031)
- Encourage utilities to develop more innovative/strategic business concepts and practices to address the challenges of demand-side management, including regionalization and conservation-focused water rates. (W082)
- Encourage smart growth policies by cities and towns by advocating proper zoning laws, etc., which promote or result in lower water demands. (W082)

Goal #5 Increase Membership

Action items:

- Expand the membership outreach program focusing on utilities, associates and consultants. (E036)
- Increase outreach to high schools, technical schools, colleges and universities highlighting the water works profession. The issue of brain drain in our profession presents a major issue facing all facets of our membership. (E036; E032; E034)
- Create an Ad Hoc Committee to develop a compelling message regarding the value of the water profession and NEWWA. Gain Board approval of the compelling message and actively publicize the message. (ad hoc)
- Task the Young Professionals Committee to develop and make presentations on a regular basis to students in colleges and universities on the subject of the value of the water profession and public water supply, and to host field trips to high school students to community water treatment plants. (E032; B094)
- Develop and implement a new, young member mentoring program to facilitate the inclusion and involvement of younger members. (B094)
- Develop marketing materials aimed at employers that promote the mutual benefits of supporting young employees to be actively involved in NEWWA. (E036)

- Promote membership recruitment from many diverse facets of the water works profession, as well as from fields of similar interest and activities. (E036)
- Pursue recruitment of more diverse members such as women, minorities and young professionals. Actively encourage opportunities for participation within the association to serve on committees and councils. (E036)
- Expand and diversify the training NEWWA provides. We need to encourage more volunteers to participate in the training programs, including aggressively asking current and retired members to volunteer, establishing a trainer's bureau, and actively encouraging NEWWA committees to provide programs. Examine the cost/benefit of using hired staff vs. honorariums. (B002; staff)
- Develop affiliate membership categories to encourage health, environmental and outside group involvement. (B002; staff)
- Market and recruit members in the minority community (attract and involve ethnically diverse members). (M047; B002)
- Broaden NEWWA membership options to include environmental interests relevant to overall membership needs. (B002)

Goal #6 Achieve and Maintain Financial Security

Action items:

- Fulfill goals of *Project 2005*. (staff; treasurer; president – elect)
- Develop annual budget process that incorporates a 3 year capital projection. (staff; treasurer; president elect)
- Work to establish NEWWA as a philanthropic goal for individuals interested in giving or bequeathing financial resources and gifts. (E030; E033; M044)
- Prepare a business plan that projects major capital and investment expenditures and revenues for the next 10 years. (staff)
- Restructure the budget development and presentation process. (treasurer)
- Continue seeking access to grants and funding opportunities from various sources. (staff)
- Develop a planned giving program for estate gifts. (M044; E033)
- Consider offering training to non-members in similar fields. (B002)
- Ensure that fees for training programs are covering actual costs unless otherwise justified and that our costs are competitive. This will require regular analysis of each program. (M044)
- Provide funding for efforts aimed at enhancing the credibility and public image of public water supply and the water profession. (E030; officers)
- Provide funding for efforts aimed at enhancing the value of NEWWA to younger members. (E036; B094)

Goal #7 Develop Physical Facilities to Support Association Programs

Action items:

- Prepare and update a long-range facility needs plan. (A023)

- Support and assist opportunities to enhance regional training opportunities. (B002)

Goal #8 Provide Organizational, Human Resources and Staff Development to Support Association Activities

Action items:

- Develop programs and policies to attract, retain, and develop qualified individuals that reflect the broad cross-section of our membership and customers to take an active role in the work of the association. (Standards Council; E037; E030)
- Provide periodic review of employee compensation and benefit packages and maintain job descriptions and pay grades ranges for each staff position. (M044)
- Enhance use of electronic methods of communication to facilitate communication with membership, staff, officers and committee members. (E035)
- Focus on retention of NEWWA's professional staff. Development of quality personnel will be achieved through challenging career opportunities and fair compensation and benefits packages. (officers)
- In order to assure that NEWWA is well situated for transitions in its upper management, a succession plan should be on file and routinely evaluated and updated by NEWWA leadership.”
- Evaluate the concept of expanding staff resources by becoming more dependent on part-time employees who have diverse skills rather than a smaller base of full-time employees. (officers; staff)
- Develop a volunteer pool of retirees for service as trainers and other NEWWA assignments. (B002)
- Develop a SWAT team of effective, well-placed member specialists (including selected retirees) to address timely issues. (Water Quality/Treatment Council)

Goal #9 Evaluate Governance to Ensure Organizational Structure Will Reflect Direction of the Association

Action items:

- Develop and implement the Association Annual Plan.(officers)
- Annually review and update the Long-Range Strategic Plan. (vice president)
- Consider expanding the Board of Directors to include positions representing operations-focused members and non-traditional water works leaders. (BOD; officers)
- Develop a term limit process for committee chairs and leadership. This process helps maintain energy and enthusiasm as well as bring fresh views and outlooks to each committee. (BOD)
- Form a Brain Drain Task Force to help understand and formulate initiatives for NEWWA to take. The task force should be representative of committees and officers and also include non-traditional individuals and organizations, young people, and near-retirement members. (ad hoc)

- Review and edit NEWWA Mission and Vision to provide a broader and longer range set of leadership goals for the organization (officers)

Goal #10 Increase Level of Communications and Marketing

Action items:

- Continually strengthen the NEWWA brand. (E030; E039; E035)
- Focus on existing members. Enhance awareness of NEWWA’s value in all aspects of our organization, including: (E036)
 - Training
 - Advocacy
 - Networking
 - Benchmarking
 - Education
 - Career opportunities
 - Legislative and regulatory action
- Develop and promote the message of the “Value of Membership.” (E030)
- Develop and implement strategy to get the message of the water works profession to elected officials. (W080; E030)
- Measure success in:
 - Membership numbers
 - Training attendance
 - Meeting/conference attendance
 - Advertising revenue
 - Web site tracking
 - Demographics
 - Active involvement of young professionals

Goal #11 Promote and enhance partnerships with drinking water and other related organizations to strategically position ourselves ensure the sustainability of NEWWA and its partners, and to enhance the credibility and public image of public water supply and the water profession.

Action items:

- Continue to partner with NEWWA to further collaborative efforts in areas such as training, joint committee activities and specialty conferences. (B001)
- Develop closer alliances with State Drinking Water Associations to take advantage of respective strengths, enhance membership value and promote professionalism and credible public image within public water supply and the water profession.
- Collaborate, coordinate, and compliment similar organizations to develop a formal coalition that might be a non-profit on its own based on contributions from benefactors. (E033,E036; officers)
- Meet with each State association Board at least once a year. (officers)
- Evaluate the concept of NEWWA providing State Associations with common administrative support. (mission sharing)

- Develop liaisons between members of the association and other related organizations and associations. (officers)
- Enhance NEWWA's relationship with other organizations by continuing to co-sponsor training programs and understand their evolving needs for training. (B001)
- Evaluate the potential pluses and minuses of the creation of one regional water and wastewater association. (officers)
- Expand motivational talks (Pride in Water Works Profession) to meetings of State Associations and Leadership Institute (officers)

V. DEVELOPMENT OF THE LONG-RANGE STRATEGIC PLAN & THE PLANNING SESSION

Background

Keeping in mind the recent Long-Range Plans, the need for strategic direction, and the need to continue the positive momentum of previous NEWWA planning efforts, the Planning Committee selected topics that were intended to build on prior themes.

The planning process at NEWWA is well structured and has worked well to stay abreast of emerging issues. This year's plan diverted from that traditional plan by focusing on a longer horizon, and an intended deliverable of outputs that were to be an implementation plan for these issues. In order to provide input and focus, a planning committee was formed that encompassed individuals from the NEWWA BOD, past presidents from the last 10 to 20 years, regulators, outside organizations and young professionals vested with a stake in NEWWA's future.

This year's approach was a three headed process where the planning committee met and was asked to flesh out some ideas from the 20 year horizon, the Spring Council Meeting was asked to further elaborate on that input to determine the non starters and those ideas with the strongest support. The summer planning session was then a chance to break these items into three categories with a deliverable of at least one tangible action item from each.

I have provided a summary of the meetings below and the evolution of deliverables from each.

Spring planning committee meeting

A planning committee drawn from both active current as well as past presidents and notable water works professionals was assembled on March 18th. This meeting provided a chance to gauge the sentiment among both Young Professionals as well as older members of the organization for their interest in developing topics and from this meeting the topics for the spring council and later summer planning sessions evolved.

NEWWA Strategic Planning and Organizational Development Committee

1. Background
 - a. Current strategic plan looks at ways to keep NEWWA young and vital organization as the leader in forming water policy in NE
 - i. Current effort regarding Sustainability is a parallel process – Ken Booth
 - ii. Presidential plan to develop a water caucus to determine position, and Congress to engage the broader water community
2. Process
 - a. Objective – to create a 20 year vision and plan for NEWWA that results in an organization recognized as the most authoritative voice regarding drinking water issues
 - i. Review NEWWA Mission and goals from strategic plan – revise as necessary to include factors that best position us for the future.
 - ii. Seek ways to better position NEWWA for a relevant future
 1. consider factors impacting our members
 2. look at long term issues as opportunities for NEWWA to expand its influence
 3. Potential outcomes
 - a. broaden membership base
 - i. public health
 - ii. medical professionals
 - iii. “environmental, and land conservationists”
 - iv. Non professionals concerned about quality and future of water resources
 - v. Develop Advisory groups (PIAF)/Council structure
 - iii. Develop options to organizational chart that create accommodations for these ideas
 1. Revise council/committee structure
 - a. Add a council for conservation/resource/protection/public health/etc.
 - b. Create a forum and/or seat on BOD for public advisory/input
 - b. Outcome – proposal to NEWWA BOD this fall related to organizational development
 - i. Council? Committee? PIAF? No change?
 - c. Schedule
 - i. Today to flesh out objectives and process
 - ii. May 1st council meeting where this committee will take a leadership role with council and committee chairs to gather input and basis for summer meeting
 - iii. July meeting to further refine advantages and disadvantages
 - iv. Outcome to focus on implementation plan to better shape NEWWA for a relevant future

Topic areas for Spring Council meeting that emerged from this planning meeting 3/18.

Review Mission/Vision/Organizational plan

Does NEWWA want to morph into a greener organization?

Have a break group review these documents with an eye towards broadening our focus to match the demands of the 21st century debate on DW. Deliverables would be: Suggested changes to mission and vision or combining these and rationale behind these proposals.

Environmental Stewardship

Have a break out group explore what this means to a water professional, both traditionally, at present and expectations for the future. Output would include bullets about what the industry currently does, what the topics of contention are, and what future topics are likely to develop or intensify. Expect conversation to cover Climate Change, Sustainability, Resource allocation, Energy management, Carbon Footprint etc.

Spring Council meeting

On May 1, 2009, a council meeting was held at the Holliston headquarters to further address and refine the outcomes from the planning committee meeting above. This meeting had good attendance and was an attempt to further understand where NEWWA is today and where it is going in the future.

The group was briefed on the process and public perception and debate of drinking water issues. They were asked to explore the question of meeting membership needs to deal with these challenges. In addition to our established practice of providing information exchange, science, technology and training, for water professionals, should we be extending to more thoroughly cover issues the *general public* considers important, and to establish NEWWA as the regional authority for DW information.

The goals of the meeting were related to a broader vision of NEWWA and its focus for the 10 – 20 year future and what steps could be taken to better position it to enhance member benefits and water profession credibility. Also, the group was formally charged with “organizational development” meaning that the outcome should involve actual stepwise definitions of what changes are recommended, an understanding of how these occur and an assignment as to how to do these.

This meeting was intended to produce recommended steps to move forward to where the summer session would be tasked to sort through these, and refine the implementation plans as well as place an order and expectations for how these changes in organizational structure go forward.

The agenda presented to attendees follows below.

NEWWA COUNCIL MEETING – FRIDAY, MAY 1, 2009

1:00 PM **Council Meeting Overview and Goals – Dave Paris**

We already address the everyday established practice of providing information exchange, science, technology, and training to water professionals. Should we be extending our reach to more thoroughly cover issues the *general public* considers important? The association will use the 2009 spring Council Meeting to hear members’ opinions on its future direction. Discussion topics will include:

Recommendations related to the public perception debates on drinking water issues—what actions will better equip us to deal with these challenges?

Should NEWWA be the regional authority for drinking water information? What actions are recommended?

What guidance does NEWWA need, with its focus for the 10 – 20 year future, to be better positioned to enhance member benefits and the water profession’s credibility?

The above may require a change to the association’s organizational development. What actual changes would be recommended?

1:15 PM **Who we are, how we are organized, what we have accomplished, what’s in the works - Ray Raposa, Ted Kenney, Kirsten King**

1:45 PM

Small Group Workshops

Question A - Greening

Should the association become a greener organization? Do its mission and vision statements need to be combined and/or adjusted to fit this mold? Should they be broadened to match the demand/nuances of the 21st century?

NEWWA's Vision Statement:

NEWWA's vision is to inspire excellence in water supply through the advancement of membership and advocacy for sound public policy.

NEWWA's Mission:

The primary purpose of NEWWA is to promote public health, safety and welfare through the advancement and dissemination of knowledge for improvement of the planning, design, construction, operation, management and regulation of water works relating to the production and distribution of safe, potable drinking water.

Question B - Environmental Stewardship

What does environmental stewardship mean to a water professional?

What does the water works profession currently do with regards to environmental stewardship? What are the topics of contention? What future topics are likely to develop or intensify? As a group what steps should the association take to become involved?

Please consider: climate change, sustainability, resource allocation, energy management, and the water works profession's as well as individual and organizational-members' carbon footprints, etc.

Question C - Public Interest Advisory Forum

AWWA, for many years, had a Public Interest Advisory Forum (PIAF) to help foster better communications and discussions with public interest groups that were either related to or had an interest in public drinking water (health agencies, environmental groups, etc.).

Summer Planning Session

Following on the outcome from the Council meeting, the summer planning session focus revolved around three primary themes with action items for each.

The first was to refine the Mission and Vision for NEWWA to reflect members emerging needs and to maintain the organization position as a relevant source for this information and expertise into the future.

A second goal set forward was to find action items associated with the "greening" of NEWWA. This group was asked to explore what this means and how we might respond to these changes.

The third group was asked to pursue the issue of public perception, communication, and establishing NEWWA as a first source for tap water information.

The program was set up to produce action items which could then be brought to the NEWWA BOD for action.

NEWWA Planning Session

July 27, 2009 • NEWWA's Offices • Holliston, MA • 9:00a.m. – 4:30p.m.

NEWWA's Planning Committee has developed three topics to explore based on feedback from the Spring Council Meeting. Each of the three workgroups is assigned to one topic for the duration of the Planning Session, and each participant is assigned to one workgroup. You can expand on your workgroup's topic by adding questions or related information in order to develop a clear direction, ideas, and/or action steps to implement your topic with the main focus on the assigned topic. Please focus your output on a short list of specific actions or recommendations chosen as the most important changes you'd like to see, and be prepared to discuss these ideas with the larger group.

It is important to understand that your suggestions for organizational changes will be made as recommendations to the Board of Directors for approval. Please keep this in mind throughout your deliberations and in your formulation of recommendations.

Please participate and share your thoughts and ideas, while being respectful and listening to other breakout group members. Remember Steven Covey's 5th habit of highly effective people: "Seek first to understand and then to be understood." The best ideas and action steps will come from the synergy of the group working together.

The workgroups will work to make their topic a reality. The three topics are:

- A. How can the concept of "being green" be incorporated into NEWWA's Vision and Mission Statements? Are there changes you'd like to see? How would those changes in vision or mission logically impact NEWWA's structure and membership?
- B. How can NEWWA help its members with the message of promoting environmental stewardship?
- C. How can NEWWA establish a dialogue with the greater community of scientists, public health professionals, regulatory community, and non-profit groups with a clear interest in public drinking water?

Summary

The process undertaken in this planning cycle was directed at a long range view of NEWWA, its place in drinking water issues and science and how it maintains its relevancy into the future. Through significant time and effort from many of NEWWA most active and engaged members, initiatives designed to tailor our structure, vision, mission and message were developed.

These initiatives have been brought to the NEWWA BOD for action and have received strong support, endorsement, and actions to see them implemented. Notable among these are:

- The establishment of an Environmental Stewardship Council and the formation of a Standing Sustainability committee within this new council. Additionally standing committees for both Water Resources and Conservation are also members of this council. It is hoped that the entire organization will benefit from these initiatives and will build from this action
- Revision of NEWWA's mission and vision. The mission and vision stated at the beginning of this plan reflect the hard work and subsequent review and edits from the BOD. They are felt to reflect the association future direction and carry the sentiments of a broader coalition of interests determining tap water issues.
- The establishment of a Social Networking Committee within the Communications Council. With this Committee we feel we have the best option to meet the communication and outreach objectives that have been recurrent issues for this process.