# 5-YEAR LONG-RANGE STRATEGIC PLAN
New England Water Works Association, A Section of AWWA
2018 – 2023
MARCH 2019

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>Long Range Strategic Plan 2013 – 2018</td>
<td>1</td>
</tr>
<tr>
<td>Presidential Goals 2014</td>
<td>1</td>
</tr>
<tr>
<td>Presidential Goals 2015</td>
<td>1</td>
</tr>
<tr>
<td>Presidential Goals 2016</td>
<td>1</td>
</tr>
<tr>
<td>Presidential Goals 2017</td>
<td>2</td>
</tr>
<tr>
<td>Presidential Goals 2018</td>
<td>2</td>
</tr>
<tr>
<td>Presidential Goals 2019</td>
<td>2</td>
</tr>
<tr>
<td>II. NEWWA’S VISION</td>
<td>2</td>
</tr>
<tr>
<td>III. NEWWA’S MISSION</td>
<td>2</td>
</tr>
<tr>
<td>IV. DEVELOPMENT OF THE STRATEGIC PLAN &amp; THE PLANNING SESSION</td>
<td>3</td>
</tr>
<tr>
<td>Overview</td>
<td>3</td>
</tr>
<tr>
<td>Knowledge Creation &amp; Exchange</td>
<td>3</td>
</tr>
<tr>
<td>Outreach</td>
<td>3</td>
</tr>
<tr>
<td>Technology to Support Training, Education and Outreach</td>
<td>4</td>
</tr>
<tr>
<td>Membership Engagement &amp; Development</td>
<td>5</td>
</tr>
<tr>
<td>Technology to Support Improved Volunteerism</td>
<td>5</td>
</tr>
<tr>
<td>Encourage / Support Cross-Generational Involvement</td>
<td>6</td>
</tr>
<tr>
<td>Operator Involvement</td>
<td>6</td>
</tr>
<tr>
<td>APPENDIX. ONGOING GOALS AND OBJECTIVES</td>
<td></td>
</tr>
<tr>
<td>Goal #1 Enhance the Water Works Profession</td>
<td>8</td>
</tr>
<tr>
<td>Goal #2 Provide Value through Services, Programs, and Opportunities for Our Membership</td>
<td>9</td>
</tr>
<tr>
<td>Goal #3 Enhance NEWWA’s Legislative and Regulatory Function</td>
<td>12</td>
</tr>
<tr>
<td>Goal #4 Increase Membership</td>
<td>13</td>
</tr>
<tr>
<td>Goal #5 Achieve and Maintain Financial Security</td>
<td>14</td>
</tr>
<tr>
<td>Goal #6 Develop Physical Facilities to Support Association Programs</td>
<td>14</td>
</tr>
<tr>
<td>Goal #7 Provide Organizational, Human Resources and Staff Development to Support Association Activities</td>
<td>14</td>
</tr>
<tr>
<td>Goal #8 Evaluate Governance to Ensure Organizational Structure Will Reflect Direction of the Association</td>
<td>15</td>
</tr>
<tr>
<td>Goal #9 Increase Level of Communications and Marketing</td>
<td>15</td>
</tr>
</tbody>
</table>
Goal #10 Promote and Enhance Partnerships with Drinking Water and Other Related Organizations,
  Including the Environmental Community, to Strategically Position Ourselves and Ensure the Sustainability of NEWWA and Its Partners, and to Enhance the Credibility and Image of Public Water Supply and the Water Profession

................................................................. 16
5-YEAR LONG-RANGE STRATEGIC PLAN
2018 – 2023

I. INTRODUCTION

The NEWWA 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 Strategic Plan for 2018 to 2023 was developed with consideration to previous plans. An effort was also made to sustain the ongoing initiatives from prior plans to keep momentum moving forward. With this in mind, the following two major initiatives are Knowledge Creation & Exchange and Membership Engagement & Development which align with AWWA’s strategic plan.

This plan reflects the work done by the Planning Committee who provided direction for the 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.

In 2013 NEWWA decided to carry the 5-year strategic plan through the years outlined before updating. This was to provide the initiatives and goals created time to come to fruition. Moving forward, each NEWWA Vice President establishes his/her goals for their presidencies annually. A major update of the Long Range Strategic Plan for the association will occur once every five years. This document is the first major update of the Long Range Strategic plan since 2013.

The most recent long range strategic plan and presidential goals from 2013-2019 are as follows:

Long-Range Strategic Plan 2013 – 2018:
A. Sustain and expand outreach activities beyond our current campaigns.
B. Implement better use of technology to improve volunteer participation and education and training.
C. Identify ways to expand networking opportunities to better engage membership and reach a broader demographic of the association.
D. Look at ways to make the association greener.

Presidential Goals – 2014:
A. Raise awareness and promote the value of water and the waterworks profession.
B. Expand membership and increase member participation; recruit and develop volunteers to become champions for programs and future leaders of NEWWA.
C. Develop opportunities that will provide value to our members, including networking and educational training opportunities.
D. Continue to build collaborative relationships with other organizations.

Presidential Goals – 2015:
A. To not forget where we’ve been. Restart the outreach committee. Reinvigorate the standards committees.
B. Build a stronger association. Restrike a conversation with someone who mentored you or begin mentoring another person this year.
C. Continue to lead the water works profession. Build more classes to educate on technology, continue to look at on-line opportunities and promote the value of water.

Presidential Goals – 2016:
A. Continue to invigorate the Standards Committees and other committees, as necessary.
B. Give a thank you to a volunteer today. Not only in the waterworks field, but in your personal life.
C. Educate the membership about what “goes on behind the scenes at NEWWA.”
D. Support initiatives to find non-dues revenue.

Presidential Goals – 2017:
A. Elevate the importance of "New England" with NEWWA; build on our activities with state associations.
B. Advocate for drinking water utilities. Build public trust in drinking water through unified communications. Promote enhanced funding for water infrastructure.
C. Build on our training and education programs, to provide enhanced value for our membership through topical course offerings, and accommodate course delivery options.
D. Promote careers in water through broader youth education, university outreach, and young professional's events.
E. Leverage our collaboration with the New England Water Environment Association.

Presidential Goals – 2018:
A. Improve and sustain public trust in drinking water by actively encouraging utility efforts to optimize treatment and distribution systems – going well beyond just meeting regulations.
B. Promote careers in water – the WaterWORKS! initiative.
C. Promote, in New England, the Veterans Workforce initiative created by AWWA.
D. Continue to improve communication with and elevate the importance of state associations to NEWWA through existing and new collaborative activities.

Presidential Goals – 2019:
A. Work with NEWWA staff, committees and volunteers to produce at least three YouTube outreach videos.
B. Use reverse mentoring for better electronic committee communication to promote greater volunteer involvement.
C. Continue to provide education and training throughout New England and collaborate with state associations in New England.
Building on these goals the Planning Committee developed the two major initiatives discussed above. The Planning Committee understood that addressing and focusing on these initiatives would result in larger impacts within the water profession that support not only these initiatives, but also the initiatives from the previous Long Range Plans. Appended to this plan is a summary of the Association’s goals and objectives. These goals and objectives serve as an important guide for all our activities and should be continuously reviewed and updated as needed.

II. NEWWA’S VISION

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

III. NEWWA’S MISSION

“To promote public health, safety, quality of life, and environmental stewardship through education/training, advocacy, and outreach relating to safe drinking water and to advance the membership as noted in the AWWA Articles of Incorporation.”
IV. DEVELOPMENT OF THE STRATEGIC PLAN & THE PLANNING SESSION

Overview

The planning process at NEWWA is well structured and has worked well to stay abreast of emerging issues. The planning process begins with the Planning Committee, which prioritizes the issues of concern and interest. This may include a spring council meeting that expands on those issues through breakout sessions that develop topics significant to the association. This culminates with the summer planning session that develops those topics in greater detail and identifies actual goals and action items. To provide input and focus, Planning Committees are formed to include a diverse cross section of the association's membership, including utility members, regulators, vendors, consultants, young professionals, and elder statesmen.

The 2017-2018 Planning Committee was focused on updating NEWWA's strategic plan to address “What should NEWWA look like in the Year 2023?”

The two major initiatives for this plan are Knowledge Creation & Exchange and Membership Engagement & Development, which align with AWWA's strategic plan. The summer planning session breakout groups gave PowerPoint presentations to address these two major initiatives. In some cases, common themes were developed between different groups, such as improved use of technology. This plan weaves together the feedback from the smaller breakout groups based on the review of the planning committee. The two major initiatives are presented below, and also include sub-initiatives, where appropriate, to further target specific action in the coming five years.

Knowledge Creation & Exchange

Outreach

Outreach is an important element of what we do. In the past, several outreach campaigns were identified including “Only Tap Water Delivers,” “Value of Water,” and “Water's Worth It,” attracting a broader membership base including other environmental advocacy groups, and enhancing NEWWA's relationship with other water-related organizations in New England. More recently, outreach progress is ongoing through the New England Water Communications Collaborative. These outreach items have all been addressed, some with more success than others, so it is recommended that they all continue.

GOAL: Continue to lead efforts to raise the public’s awareness of the drinking water profession.

The following ideas and messages need to continue to be communicated:

- Benefit of the true cost of water
- Benefit of potable water to the public
- Benefit of asset management
- Benefit of new and emerging technology
- Competence of drinking water professionals
• Cost of failure through actual experiences

The target audiences for these outreach activities should be broad and include public officials, consumers, Chambers of Commerce, economic development groups, Rotary and civic groups, schools, Girl / Boy Scouts, etc.

Continuing to improve outreach to targets outside of the water works industry requires money and energy. The staff and Board of Directors should continue to work to identify outreach activities and work with committees. Activities should be identified early so that funds can be budgeted where appropriate in the budget process which typically starts in December and ends in April of each year. Committees that will continue to be involved in implementation include the Public Relations, Education, Youth Education, Sustainability, Conservation, and Water Resources Committees.

Technology to Support Training, Education, and Outreach

Better use and incorporation of technology in all aspects of what we do at NEWWA was a common thread in all three of the breakout groups at the planning session. Technology can and should play a major role in our operation, outreach efforts, education, volunteerism, networking and other major functions.

Training, education and outreach are the lifeblood of NEWWA. We continue to lead when it comes to quality and applicability of training options. Staff, adjunct faculty, and volunteers conduct training and educational programs at headquarters and at sites throughout New England and beyond. Being a leader in training, education and outreach means always striving for excellence and looking to implement new programs and delivery methods. One potential vehicle is better and greater use of online training, education and outreach.

The realm of online training is very complex especially given our desire for high-quality, accredited programs. This was researched several years ago, and at that time it was determined that the costs to provide accredited online training did not support the benefits. During this 5-year planning period, NEWWA should again review providing online training, given the likely advances in technology.

**GOAL:** *Evaluate providing quality online training.*

The issues and concepts that need to be re-evaluated and further explored, include:

• Synchronous (live instructor) vs. Asynchronous (self-paced) offerings
• Accreditation issues with IACET
• Monitoring and tracking
• CEU / TCH
• Software / hardware needs
• Costs / Benefits
• Loss of face-to-face connection – networking
• Risks – time, money, other
The effort to re-analyze accredited online training would be led by the Education Director and staff with assistance from the Education Committee and the Information Technology Committee. An approximate time table would be to start in summer 2020 and budget items could be included in the 2021 budget cycle.

We often focus on accredited training, which is necessary. However, a common theme of the planning session was to provide non-accredited training, that perhaps in the future could be adapted into accredited training.

**GOAL:** **NEWWA staff, committees and volunteers should develop brief 3- to 5-minute YouTube training videos on short topics.**

For example, a short topic might be how to calibrate a chemical feed pump. Or as an alternative, if a suitable calibration video already exists, NEWWA could include a link to it in an online library. Perhaps there could be nominal credit assigned (1 TCH) for a brief online test after watching 5-10 training videos. It would also be advantageous for NEWWA to serve as an electronic library with links to outreach videos that New England utilities or other organizations have prepared.

To accomplish this, the Public Relations Committee and committees in the Environmental Stewardship, Professional Development, Management, Operations and Water Quality / Treatment Councils should work to develop brief 3- to 5-minute YouTube outreach videos. A reasonable goal would be to develop three outreach videos per year.

The next step beyond training videos leads us more into the future. An on-demand training subscription of videos (NEWflix) could be created, or a Water Works “siri.” Augmented reality viewing systems are currently being used by some utilities to visualize underground utilities. Holographic instructors could be used for remote and in-person training.

Although this plan focuses on including online technology to our training efforts, it is important to note that everyone learns differently. Therefore, in the future, hands-on in-person training should be provided as well as online training.

NEWWA already provides some regionalized training. Several of the break-out groups from the planning session noted we should:

**GOAL:** **Provide more decentralized training and work more with state associations, state regulatory agencies and perhaps local universities and community colleges to accomplish this.**

One common thread from the break-out groups at the Planning Session is that NEWWA should strongly consider hiring a technology/innovation staff person.

**GOAL:** **Hire a technology/innovation staff person.**

Ideally, this staff person could devote 50% of their time to technology/innovation and 50% of their time to assisting the Education Director with training. It is recommended that this staff
person be added in FY 2021. Some tasks for the technology/innovation staff person may include:

- Managing YouTube videos
- IT assistance
- Technical Content Manager
- Social Content Manager/Policy
- App Developer

A major focus of NEWWA training is for operators. With the addition of a NEWWA technology/trainer position, we could also broaden our training focus to management, IT, and HR issues.

**Membership Engagement & Development**

If NEWWA is to remain a vibrant organization, we must continue to provide engagement and development opportunities for our members. Networking is of prime importance to our membership. The more creative we can become with our networking opportunities, the better for our organization. Technology should be better used to help us network and improve volunteer experiences.

**Technology to Support Improved Volunteerism**

Technology can make it easier to volunteer and participate in NEWWA. Benefits of improved use of technology include increased participation, more volunteer involvement and attracting new volunteers, and improving efficiency.

While NEWWA has full-time professional staff, many of our activities and initiatives rely on volunteers. Volunteers serve on committees, participate in planning and implementing training, plan and coordinate meetings and events and assist with the operation of the association. Having an association that relies heavily on volunteers requires the volunteers to dedicate their time and effort to make NEWWA successful. Volunteering often requires travel to meeting sites, and similar efforts that result in a large commitment of time and money from the volunteer and their sponsoring agency. These obstacles can also serve to discourage volunteer participation due to the large geographic area that we serve. Making it easier to be a volunteer will encourage more and broader participation, improve the flow of ideas and make a more vibrant and engaged NEWWA.

Technology to support this goal currently exists and is in use to in many pockets of the association. For example, use of conference calls has become common for many committee meetings. We can also use technology to promote better communication between committees and our membership. The Young Professionals Committee currently uses Google drive to share committee information. Sharepoint can also be used.

**GOAL:** *Use technology to better cross-share committee information.*
We need to populate an electronic NEWWA committee calendar and maintain active committee pages which would help enable greater involvement in our committees. Volunteers should have access to post items on committee pages and calendars, so that NEWWA staff is not always required to do this. We need to become more transparent to our members through technology.

**Encourage / Support Cross-Generational Involvement**

Networking is a benefit that is identified by members as a one of the major reasons for participation in NEWWA meetings, training, conferences and events.

**GOAL:** Identify creative networking opportunities, continue to involve young professionals, involve more operators and cross-generational networking opportunities, enhance the mentoring program, and continue to have fun.

We recognize that our organization must continue to grow annually by including new graduates in the Young Professionals Committee. Both University Outreach and the Young Professionals Committee has been actively adding younger members. We have also identified that keeping retiring professionals involved is also be a great benefit to NEWWA.

Reverse mentoring, specifically with respect to technology, was an important concept that came out of the planning session. In general, the young professionals are more adept at using technology than the established professionals. Better electronic communication will promote greater volunteer involvement in committees.

**GOAL:** Actively promote reverse mentoring, specifically with respect to committee activities.

**Operator Involvement**

Prior to the Planning Session, an operator survey was conducted to determine level and type of interest in NEWWA. The survey sample was not large (significant), but there was a common theme that the operators surveyed were generally not interested in participating in NEWWA activities outside training. This is not to say that there is no operator involvement in NEWWA. However, much of NEWWA’s operator involvement is from operators who are managers. It seems that some state and county water organizations draw more operators. Perhaps this is because these organizations are smaller and have more of a neighborhood atmosphere.

**GOAL:** Create an operator forum, or perhaps a mentoring program to promote greater operator involvement.

There is currently no chair or champion of the Operator Involvement Committee, which may be another indicator of operator’s waning participation in NEWWA. There was some discussion about reinvigorating the Operator Involvement Committee at the Planning Session.
GOAL: The Professional Development Council Chair shall engage a champion to re-invigorate the Operator Involvement Committee.
APPENDIX. 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 involve 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. Significant progress has been made to complete many of these goals and objectives which are noted below; however, the majority of these goals should be considered ongoing actions. Future plans should review these goals and further evaluate progress.

Goal #1 Enhance the Water Works Profession

A. Create a paradigm shift wherein water suppliers are viewed as primary stewards of our water resources, thereby becoming the group that is looked at to sustain our water resources.

Action items:
1. Take the lead on efficient water management and bring together a group of water professionals to develop a consistent message on the sustainability of resources. (Sustainability Committee) – Progress Achieved
2. Establish coalition for sustainable water resources including external groups. (Sustainability Committee) – Progress Achieved
3. Encourage related (health, regulatory, environmental) groups to present at NEWWA programs. Also have our members seek to present at programs of related groups. (Program Committee) – Progress Achieved
4. Revisit educational opportunities in elementary and middle schools with the purpose of changing perceptions and educating students about water resources. (Youth Education Committee) - Progress Achieved

B. Develop a culture of pride for those working in the water profession.

Action item:
1. Feature a member in each issue of The Source. (Publications Committee) – Progress Achieved

C. Establish a positive identity and enhance our ability to gain the public’s trust.

Action items:
1. Advance and expand upon the “Only Tap Water Delivers”, as well as the “Value of Water” and “Water’s Worth It™!” campaigns. Incorporate advertising that promotes the work of public water supply. – Goal Achieved and progress continuing via the work of the New England Water Communications Collaborative.

2. Develop media contacts and produce publications to build the public trust and confidence in the profession. Become more proactive in utilization of media. (Publications Committee and Social Networking Committee) – Progress Achieved

3. Broaden our communication efforts through internet based networking. – Progress Achieved

4. Create and maintain programs for public education and youth education. – Progress Achieved

5. Achieve public recognition for the accomplishments of water professionals. Take advantage of doing this during Drinking Water Week. (Youth Education Committee, Public Relations Committee and Student Activities Committee) – Progress Achieved

6. Develop and add training programs for our members that provide soft people skills, (include certification hours for these programs). (Education Committee) – Progress Achieved

7. Provide high-profile public recognition for water professionals when they receive water profession licenses and certifications. (Public Relations Committee)

8. Develop and provide training in public communication skills for utility personnel as well as other water professionals. (Customer Service and Public Relations Committees) – Progress Ongoing.

9. 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. (Public Relations Committee, Operator Involvement Committee and Education Committee)

10. Revitalize the Youth Education program and involve teachers in order to promote the water profession and educate children regarding its value and importance. (Youth Education Committee) – Progress Achieved

11. Involve the YP Committee to engage YPs to visit classrooms and present a prepared message about the value of the water profession. (University Outreach Committee) – Progress Achieved

12. Consider the use of YouTube and other similar communication venues to promote the value of the water profession. Incorporate video into Web sites,
such as a person presenting profiles of people working in water supply – Progress Achieved

13. Seek opportunities to collaborate and co-brand with environmental organizations acknowledging that our organizations have similar goals. (Sustainability Committee and Water Resources Committee)

14. Produce information materials emphasizing that water professionals are responsible stewards of the natural environment. (Water Resources Committee and Sustainability Committee)

15. 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. (Education Committee)

**Goal #2 Provide Value through Services, Programs, and Opportunities for Our Membership**

A. Education and Training

*Action Items:*

1. Conduct courses, seminars, and training sessions to advance the knowledge and enhance the professional development of members and others interested in water works. Broaden scope of training opportunities to include other business consultants, contractors, board members, legislators, and elected officials. (Executive Director)

   a. Develop and promote “practical” training programs targeted towards professional engineers. (Management Development Committee, Financial Management Committee, and Education Committee)

   b. Develop and promote specialized 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. (Management Development Committee and Education Committee)

   c. 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. (Student Activities Committee and Young Professionals Committee)

2. Encourage utility members to certify facilities and operators.

   a. Expand and promote the NEWWA's Certification Program, and include training information related to professionalism and building strong credibility for the water profession. (Operator Certification Committee, Distribution/Storage Committee, Groundwater Committee, and Small Systems Committee) – Progress Achieved
3. 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. (Program Committee) – Progress Achieved

4. Provide training opportunities closer to the operators, including Web-based training, distance learning, and teleconferencing.
   a. Expand and promote custom onsite training programs. (Staff)
   b. Develop a peer review opportunity or Area wide Optimization Program (AWOP) for NEWWA professionals where utilities may request professionals from NEWWA to do onsite peer review of processes and facilities. (Customer Service Committee and Water Quality/Treatment Council)

5. 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)

6. 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. (Sponsor Services Committee, Exhibits Committee, and Staff) – Progress Achieved

7. 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. (Site Selection and Program Committees) – Progress Achieved

8. Use educational opportunities to bring the themes of this Strategic Plan to the membership. (Program Committee) – Progress Achieved

9. 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. (University Outreach and Youth Education Committees) – Progress Achieved

10. Consider meetings/conferences near university centers to bring in more students. (Student Activities Committee and Site Selection Committee)

11. Encourage related (health, regulatory, environmental) groups to present at NEWWA programs, seek to present at programs of related groups. (Program Committee, Sustainability Committee, Conservation Committee, and Water Resources Committee)

B. Communication, Information Services, and Technical Assistance
**Action Items:**

1. Conduct association survey targeting traditional and non-traditional members. The purpose of the survey would be to determine what types of services our members are seeking and what their expectations are from membership in order to provide them “value” from membership. – Progress Achieved

2. Aggressively market membership to traditional and non-traditional members. – Progress Achieved

3. Keep members informed on benefits and services provided by membership. Include a regular update in one of the association’s publications. Create marketing committee to assist in implementation.

4. Encourage members to be active in association activities including committees as well as events in order to instill a feeling of “ownership” in the association by our members. – Progress Achieved

5. 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 and Information Technology Committee)

6. 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 onsite training for membership. (Staff) – Progress Achieved

7. 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. (Information Technology Committee)

8. Explore ways to bring training and technical assistance to small systems. (Information Technology Committee and Staff) – Progress Achieved

9. Share committee reports with membership by establishing and promoting communications on the association’s Web site. (Staff)) – Progress Achieved

10. 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. (Information Technology Committee)
11. Establish a Social Networking Committee with an internet presence through social network sites and NEWWA water blog. (Social Networking Committee) – Progress Achieved

C. Recognition and Social Contact

Action Items:
1. Emphasize and encourage the involvement of young professionals throughout all aspects of association. – Progress Achieved

2. Develop and implement a consistent program of membership recognition. (Recognition Council) – Progress Achieved

3. Acknowledge and thank volunteers by contacting bosses and supervisors in more formal ways through letters and phone calls, especially to recognize the efforts and involvement of younger members. (Younger Member Recognition Award, Utility Recognition Awards, and Officers) – Progress Achieved

4. Provide opportunity for networking and fellowship among all members. (Site Selection Committee) – Progress Achieved

5. Reenergize and continue the mentoring program. (Young Professionals Committee) – Progress Achieved

6. Promote the use and further development of NEWWA’s Facebook, Twitter, and Instagram pages. (Staff and YP Committee) – Progress Achieved

7. 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. (Social Networking Committee) – Progress Achieved

8. Add more “fun” activities to major events. (Aging infrastructure contest, Hydrant Hysteria, Innovations Committee) – Progress Achieved

Goal #3 Enhance NEWWA’s Legislative and Regulatory Function

Action Items:
1. 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. (Legislative and Regulatory Affairs Committee)

2. Develop regulatory coalition including members for six NE States. (Legislative and Regulatory Affairs Committee) – Progress Achieved via the New England Water Caucus LinkedIn Group

3. Increase legislative involvement and focus at NEWWA conferences. (Program Committee)
4. Maintain NEWWA’s pre-eminence as the authoritative source of information on water resources. This includes timely and effective training on technology, regulation, operations, management and professionalism within the water profession. (Water Resources Committee)

5. Actively participate in the development of regulatory policies for its members’ regional issues. (Legislative and Regulatory Affairs Committee)

6. Promote participation by NEWWA membership in AWWA councils divisions, committees, and programs. (Officers and AWWA Director) – Progress Achieved

7. Establish linkage with national and regional groups affecting the profession. (Officers and AWWA Director) – Progress Achieved

8. Educate publicly elected officials. (Public Relations Committee and Legislative and Regulatory Affairs Committee)

9. Coordinate the NEWWA Legislative Committee with state association legislative committees. (Legislative and Regulatory Affairs Committee)

10. Increase committee membership to better reflect our NE membership, including younger members. (All) – Progress Achieved

**Goal #4 Increase Membership**

*Action items:*

1. Expand the membership outreach program focusing on utilities, associates and consultants. (Membership Committee) – Progress Achieved

2. 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. (Membership Committee, Student Activities Committee, and Youth Education Committee)

3. 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) – Progress Achieved

4. 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. (University Outreach Committee) – Progress Achieved

5. Reenergize a mentoring program for younger members in order to facilitate the inclusion and involvement of younger members. (Young Professionals Committee) – Progress Achieved
6. Develop marketing materials aimed at employers that promote the mutual benefits of supporting young employees to be actively involved in NEWWA. (Membership Committee) – Progress Achieved

7. Promote membership recruitment from many diverse facets of the water works profession, as well as from fields of similar interest and activities. (Membership Committee) – Progress Achieved

8. 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. (Membership Committee)

9. 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. (Education Committee and staff)

10. Develop affiliate membership categories in order to encourage health, environmental and outside group involvement. (Education Committee and Staff)

11. Market and recruit members in the minority community (attract and involve ethnically diverse members). (Organizational Diversity Committee and Education Committee)

12. Broaden NEWWA membership options to include environmental interests relevant to overall membership needs. (Education Committee)
Goal #5  **Achieve and Maintain Financial Security**

*Action items:*

1. Develop annual budget process that incorporates a 3-year capital projection. (Staff, Treasurer, and President-elect) – Progress Achieved

2. Work to establish NEWWA as a philanthropic goal for individuals interested in giving or bequeathing financial resources and gifts. (Public Relations Committee, Water For People Committee, and Financial Management Committee)

3. Prepare a business plan that projects major capital and investment expenditures and revenues for the next 10 years. (Staff)

4. Restructure the budget development and presentation process. (Treasurer) – Progress Achieved

5. Continue seeking access to grants and funding opportunities from various sources. (Staff) – Progress Ongoing

6. Develop a planned giving program for estate gifts. (Financial Management Committee and Water For People Committee)

7. Consider offering training to non-members in similar fields. (Education Committee)

8. 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. (Financial Management Committee) – Progress Ongoing

9. Provide funding for efforts aimed at enhancing the credibility and public image of public water supply and the water profession. (Public Relations Committee and Officers) – Progress Achieved

10. Provide funding for efforts aimed at enhancing the value of NEWWA to younger members. (Membership Committee and Young Professionals Committee) – Progress Achieved

Goal #6  **Develop Physical Facilities to Support Association Programs**

*Action items:*

1. Prepare and update a long-range facility needs plan. (Facilities Committee) – Progress Achieved

2. Support and assist opportunities to enhance regional training opportunities. (Education Committee) – Progress Ongoing

Goal #7  **Provide Organizational, Human Resources, and Staff Development to Support Association Activities**

*Action items:*
1. 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, Customer Service Committee, and Public Relations Committee)

2. Provide periodic review of employee compensation and benefit packages and maintain job descriptions and pay grade ranges for each staff position. (Financial Management Committee)

3. Enhance use of electronic methods of communication to facilitate communication with membership, staff, officers and committee members.

4. 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) – Goal Achieved

5. 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. – Progress Achieved

6. 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 and Staff)

7. Develop a volunteer pool of retirees for service as trainers and other NEWWA assignments. (Education Committee) – Progress Ongoing

8. Develop a SWAT team of effective, well-placed member specialists (including selected retirees) to address timely issues. (Water Quality/Treatment Council)

**Goal #8 Evaluate Governance to Ensure Organizational Structure Will Reflect Direction of the Association**

**Action items:**

1. Develop and implement the association annual plan. (Officers)

2. Annually review and update the Strategic Plan. (Vice President) – Progress Achieved

3. 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. (Board of Directors)

4. 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 Committee)
5. Review and edit NEWWA’s mission and vision to provide a broader and longer range set of leadership goals for the organization. (Officers)

Goal #9 **Increase Level of Communications and Marketing**

*Action items:*
1. Continually strengthen the NEWWA brand. (Public Relations Committee, Publications Committee, and Social Networking Committee) – Progress Achieved

2. Focus on existing members. Enhance awareness of NEWWA's value in all aspects of our organization, including: (Membership Committee) – Progress Achieved
   a. Training
   b. Advocacy
   c. Networking
   d. Benchmarking
   e. Education
   f. Career opportunities
   g. Legislative and regulatory action

3. Develop and promote the message of the “Value of Membership.” (Membership Committee) – Progress Ongoing

4. Develop and implement strategy to get the message of the water works profession to elected officials. (Legislative and Regulatory Affairs Committee and Public Relations Committee)

5. Measure success in:
   a. Membership numbers
   b. Training attendance
   c. Meeting/conference attendance
   d. Advertising revenue
   e. Web site tracking
   f. Demographics
   g. Active involvement of young professionals – Progress Ongoing

Goal #10 **Promote and enhance partnerships with drinking water and other related organizations, including the environmental community, to strategically position ourselves and 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:*
1. Formalize a program of outreach possibly through an ad-hoc committee joining the resources of various councils such as External Affairs Council, Administrative Council, Communications Council, and the Environmental Stewardship Council.

2. Enlist the assistance of the Sustainability Committee in the annual Water Resources Symposium. – Progress Achieved
3. Continue to partner with NEWEA and environmental organizations to further collaborative efforts in areas such as training, joint committee activities, specialty conferences, and outreach to schools. (Program Committee) – Progress Achieved

4. 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. – Progress Achieved

5. 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. (Water For People, Membership Committee, and Officers)

6. Meet with each state association board more often during year. (Officers) – Progress Achieved

7. Evaluate the concept of NEWWA providing state associations with common administrative support. (Mission Sharing Initiative)

8. Develop liaisons between members of the association and other related organizations and associations. Join and partner with other organizations, including environmental, on common issues. (Officers)

9. Enhance NEWWA’s relationship with other organizations by continuing to co-sponsor training programs and understand their evolving needs for training. (Program Committee) – Progress Achieved

10. Discuss feasibility and financial impact of offering joint membership discounts. – Progress Achieved

11. Join with other organizations on communication pieces, create web links with other organizations. – Progress Achieved

12. Evaluate the potential pluses and minuses of the creation of one regional water and wastewater association. (Officers)

13. Expand motivational talks (Pride in Water Works Profession) to meetings of state associations and leadership institute. (Officers)