NEWWA 10-Year Vision 2015-2024

NEW ENGLAND WATER WORKS ASSOCIATION

A SECTION OF THE AMERICAN WATER WORKS ASSOCIATION

125 HOPPING BROOK ROAD HOLLISTON, MASSACHUSETTS 01746

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NEWWA’s Vision Statement:
“Inspire excellence in the drinking water profession, public confidence in tap water, and water resource stewardship.”

NEWWA’s Mission Statement:
“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.”

Background
The NEWWA 10-Year Vision reflects the ongoing efforts of the association to look forward and guide our many volunteers and staff. This 10-Year Vision is an effort of the 2014 planning committee to capture the association's vision for the future. This effort was built upon the annual planning sessions which have created many of the association's great initiatives. The purpose of this document is to define the association's 10-year strategic goals and strategic objectives to allow future planning committees to focus on accomplishing these objectives.

The 10-Year Vision is intended to provide guidance on the values the association wants to uphold. The strategic initiatives, action plans and milestones to realize the vision is left to future committees and planning sessions to develop. It has been the association's experience that focused planning sessions tend to develop detailed initiatives that are significantly more successful than sessions that develop the vision, initiative and milestones all in a single planning session. For this reason, the 2014 planning session focused solely on the 10-year vision to help redefine the vision for the next decade as the association moves forward.

This document also provides alignment with AWWA's strategic plan. This alignment of strategic goals is mutually beneficial as it assures that both the national and local section are striving for the same objectives. The hope is that this will further partnering and resource sharing, which is increasingly important as organizations and members continue to encounter further resource limitations.
**The Vision Process**
Fifteen strategic objectives were identified at the 2014 Annual Strategic Planning Session. The 49 attendees at the session represented a vast cross section of profession demographically, geographically, and professionally. The attendees were formed into three breakout groups all working on the same goal of developing strategic objectives for the association. Each of the breakout groups was moderated by a pair of Planning Committee members.

Each breakout group began their deliberations by conducting a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. After brainstorming each element of the SWOT analysis each group prioritized their list to identify the top five items for each element (See appendix).

Following the SWOT analysis the groups began an open discussion of objectives. This included revisiting older association objectives as well as brainstorming new objectives based on the SWOT analysis and group discussions. Once the groups felt they had generated their list of objectives they began to organize the objectives in order of priority. Lastly the groups listed any key strategies that had emerged in the process.

While the groups had no direct contact with each other their lists were compiled and shared during lunch and at the conclusion of the planning session. Most attendees were impressed with the continuity between the different breakout groups from the SWOT analysis straight through to the ordering of priorities.

**The Vision**
Through this process one of the breakout groups observed that our efforts can generally be categorized into “buckets.” These buckets aligned with AWWA’s strategic goals and allow the strategic objectives to be grouped in a systematic way to reflect the core components of the association. Rather than listing them here they are presented in the strategic goals and objectives table on the following page. From the planning session the strategic objectives from the breakout groups, which were already in excellent alignment, were organized into the 10-year vision, allowing for future planning groups to work on the strategic initiatives to bring about the vision.

**Implementation**
As future planning committees begin their planning process the goal is that they will look at NEWWA’s 10-year vision and develop strategic initiatives that relate to and call out these objectives. In addition to calling out what objective the initiative relates to an initiative should identify the following key components:

- Champion/committee to lead the effort
- Milestones with anticipated completion dates
- Key tasks and challenges that need to be addressed during the initiative
- Potential staff and funding requirements that may be needed

It is then the responsibility of the board and executive officers to ensure that these initiatives are implemented and supported.
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<th><strong>Strategic Goals</strong></th>
<th><strong>Strategic Objectives</strong></th>
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| **Member Engagement & Development** | Enhance member understanding of the value of membership  
Increase and promote opportunities for member involvement  
Increase usage of member benefits  
Enhance networking and professional development opportunities  
Recruit and retain active members |
| **Organizational Stewardship** | Enhance the long-term viability by enhancing revenue growth  
Partner with AWWA other sections and affiliated association's to better serve members  
Improve the use of technology to create greater efficiency and value  
Invest in staff and volunteers to improve the association's effectiveness  
Maintain and invest in headquarter and satellite training facilities |
| **Education & Training** | Continue to provide superior educational programming  
Expand classroom and on-line offerings to meet membership needs  
Continue to improve and expand our satellite training facilities |
| **Water Policy & Leadership** | Promote and enhance water resource management and partnerships  
Increase public understanding of water issues and the value of water  
Enhance NEWWA's advisory legislative and regulatory function |