



NEWWA
New England
Water Works
ASSOCIATION

5-YEAR
LONG-RANGE
STRATEGIC
PLAN
2024-2029

PURPOSE

The NEWWA Strategic Plan guides our many volunteers and staff to help fulfill NEWWA's Vision and Mission.

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Vice President 2023-2024

5-YEAR LONG-RANGE STRATEGIC PLAN
New England Water Works Association, Inc.
2024 – 2029
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5-YEAR LONG-RANGE STRATEGIC PLAN 2024 – 2029

I. INTRODUCTION

The NEWWA Strategic Plan guides our volunteers and staff to help fulfill NEWWA's Vision and Mission. This update of the Strategic Plan for 2024 to 2029 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 below featured initiatives for the next 5 years are **Workforce Development, Regional Collaboration, and Membership**.

This plan reflects the work done by the 2024 Planning Committee, who provided direction for the summer planning session and reviewed the previous plan in depth. Discussions and recommendations from previous planning efforts are evident throughout this document. The NEWWA planning process provides an excellent framework to sustain our association's continued 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.

Each NEWWA Vice President establishes their goals for their presidencies. A major update of the Long-Range Strategic Plan for the association occurs once every 5 years. This document is the first major update of the Long-Range Strategic plan since 2019.

The most recent Long-Range Strategic plan and presidential goals from 2019-2024 are as follows. Previous presidential goals are appended at the end of this document.

Long-Range Strategic Plan 2019 – 2023 major initiatives:

- A. Knowledge Creation and Exchange.
- B. Membership Engagement and Development.

Presidential Goals – 2019:

- A. Work with NEWWA staff, committees and volunteers to produce at least three YouTube outreach videos
- B. Enable better electronic committee communication to promote greater volunteer involvement
- C. Continue to provide education and training and collaborate with state associations throughout New England
- D. Enable better inclusion

Presidential Goals – 2020:

- A. Expand NEWWA Legislative Committee & communications
- B. Strengthen virtual technology
- C. Improve operator career technical high school outreach
- D. Empower association diversity

Presidential Goals – 2021:

- A. Create a culture of inclusion
- B. Outreach to our utility partners
- C. Expand social media to attract youth to industry

Presidential Goals – 2022:

- A. Put the spotlight on some of the valuable projects and services utilities are providing
- B. Promote water works as a career
- C. Bring the ongoing AWWA affiliation conflict to a satisfactory resolution

Presidential Goals – 2023:

- A. Actively promote BACON. “Bacon is for everybody!”
 - a. Bring someone to an event
 - b. Actively meet new members
 - c. Community – join a committee, collaborate with members, make connections
 - d. Opportunities – provide opportunities and outreach for engagement
 - e. Network – advocate employers, employees, and associates about the value of networking
- B. Implement an Annual Fishing Derby
- C. Operator Innovation Challenge

Presidential Goals – 2024:

- A. Outreach/PR
- B. Certification programs
- C. Operator involvement
- D. Collaboration with regional associations

Building on these goals, the 2024 Planning Committee developed the three major initiatives mentioned above. The Planning Committee understood that addressing and focusing on these initiatives would result in larger impacts within the water profession. Appended to this plan is a comprehensive summary of NEWWA’s goals and objectives. These serve as an important guide for all our activities and should be continuously reviewed and updated as needed.

II. NEWWA’S VISION

Our vision is to inspire excellence in the drinking water profession, public confidence in tap water, and water resource stewardship.

III. NEWWA’S MISSION

The mission of NEWWA shall be the promotion of public health and the advancement of knowledge through education, advocacy, and research relating to public drinking water supply activities, while encouraging networking and information exchange among water works professionals.

IV. DEVELOPMENT OF THE STRATEGIC PLAN & THE PLANNING SESSION

Overview

The planning process at NEWWA begins with the Planning Committee and is a well-structured method that allows members to prioritize and discuss issues of concern and interest. This may also include a spring council meeting to refine discussion points. Finally, the work over months’ time culminates with the summer planning session that develops the identified topics in greater detail and forms actual goals and action items. To provide input and focus, the annual Planning Committee includes a diverse cross section of the association’s membership.

The 2024 Planning Committee focused on updating NEWWA’s strategic plan to address “What should NEWWA look like in the Year 2029?”

The three major initiatives identified were:

- Workforce Development
- Regional Collaboration, and
- Membership Structure

The 2024 Summer Planning Session breakout groups presented both PowerPoint presentations and skit performances to highlight their ideas/recommendations to address these major initiatives. Breakout groups were also asked to briefly share thoughts on the other two subjects that warranted consideration at the start of the session. This resulted in some overlapping themes as well as a number of divergent philosophies between the groups with respect to how the objectives of each theme could be achieved.

A breakdown of the three initiatives is below:

Workforce Development

Objective

The Workforce Development initiative can be advanced through several pathways. Some pathways may achieve a “small” fundamental yet important advancement with little effort while other pathways may be overarching and require significant resources and time to achieve the objective(s). Taking advantage of “low hanging fruit” was mentioned many times by the breakout group. The group recognized the importance of “early wins” to in time build further support for a fully funded and professionally staffed initiative that will be able to focus on and advance the broader needs/desires of the participating organizations.

Challenges

One of the pressing concerns for utilities, as well as other NEWWA members, is that staff (trained/capable) people are needed now while many of the objectives and resources to reach them require funded professional support to not only advance the initiative but to offer long-term sustainability. Even though we in New England have some large utilities and public works organizations, workforce needs fall on those organizations, generally municipal, that are small and lack the organizational structure to dedicate the time and resources necessary for workforce recruitment and development.

In addition, of the three initiatives, Workforce Development may present the greatest challenge as the “white elephant in the room” was a “\$.” Many of the recommendations/suggestions to move parts of the initiative forward require funding. The challenge for the consortium of groups participating in the initiative may need to consider alternative approaches (to be determined) that may be able to advance Workforce Development absent of significant funding.

Opportunities

There is no shortage of ideas and even existing initiatives to bring new/potential talent into the water profession. There are examples of individual utilities that have made the decision, often by necessity, to initiate workforce development activities local to them and that fit their immediate need. High school outreach, technical school partnerships, internships, apprenticeships, and leaning on state and local resources are all serving as tools to bring new staff resources to their utilities. There were more opportunities raised by the breakout group including summer camps, afterschool programs, and youth organizations where inroads can be made that highlight the career opportunities within the water profession. There is a lot more that can be done in this area, and it may fall on individual utilities to take the initiative with respect to their individual needs.

There is now a realization that trained water utility staff is not available off the street. A utility may be able to position themselves as an employer of choice for trained/seasoned employees through higher pay, increased benefits, and attractive work culture/environment but, this too will be only temporary if the pool of talent interested in the water profession is not enlarged and trained quickly and effectively. NEWWA and the partner organizations of the now established New England Work for Water Collaborative are in a good position to support utilities through

current or expanded training programs that elevate drinking water skills/knowledge of talented individuals new to the industry such that their growth and development may keep pace with the needs of our utility members.

Goals for NEWWA:

1. Continue to engage in the New England Work for Water Collaborative and remain willing to be committed for the long haul as the benefits from such an initiative is strategic and is going to take time to fully materialize.
2. Continue to offer education and training that supports workforce development at the local utility and continues to bolster, support, and broaden programs being offered through state organizations.

Regional Collaboration

This group identified multiple initiatives that can benefit not only NEWWA, but our sister associations across the region. They are explained below.

Regional Calendar of Events

The importance of having a cross-association calendar that identifies as many events as possible and opportunities that are available in the region was echoed time and time again by Planning Session participants. The calendar is in progress.

External Communications

Planning Session participants identified an opportunity to reinvigorate the New England Communications Collaborative with our state partners. There is a need to assist members in telling success stories about the water profession and to inform stakeholders. This could include the development of external communications that utilities could use to convey the “value of water” to customers/consumers and generate positive press about water issues, water operations, and the important role played by utilities. The group identified that there are several industry groups/utilities with resources that are working to get their message/story out but there is not a unified message that all members can benefit from. This may be an opportunity for not only the Communications Collaborative but for the Communications Council of NEWWA.

Association Coordination

Regional collaboration among state associations and NEWWA begins with strong relationships between their leaders. NEWWA can be a facilitator for leaders to come together and establish working relationships and discuss opportunities that can elevate the effectiveness of each individual organization. Suggested topics or opportunities included:

- Coordinated management of activities
- Shift focus of bi-annual state association meetings
- Coordinate standalone meeting each year with EPA
- Provide quarterly updates on state regulatory issues in conjunction with Federal reporting identified below
- Explore ways for councils or committees to work directly with similar counterparts that are found in the state associations. Examples include Young Professionals Committees, Legislative Committees, Program/Education Committees, etc.
- Expand YP Summit participation
- Student member collaboration

Mutual Support: Federal Issues

With the disaffiliation from AWWA, session attendees defined a vacuum in NEWWA as well as the New England Region with respect to the connection to Federal law and rulemaking. It was identified that NEWWA, acting through the Legislative and Regulatory Affairs Committee, could begin to fill the gap that disaffiliation may have created. Action items for the committee may include:

- Regular federal regulatory/legislative updates to members
- Need to look at staffing/resources that may be necessary to support the work of the committee to ensure timely and effective communications to members and stakeholders
- In cooperation with state associations, collectively focus and promote utility financial needs with each state's delegation and their respective staff

Operator Engagement

Operator licensing remains front and center as the profession continues to lose qualified licensed operators due to accelerated rates of retirement while at the same time experiencing great difficulty in recruiting new individuals. This is also a cross over with the New England Work for Water Collaborative discussed above. Testing, consistent qualifications between state licensing agencies, and reciprocity would go a long way to reducing the administrative hurdles that hinder recruitment not only of new operators but those that are experienced who are relocating to New England.

The Regional Collaboration group pointed to three specific activities designed to engage operators and offer them opportunities to participate in NEWWA activities and events:

1. An operator exchange program modeled after the NEWWA Operator Exchange program has received positive reviews and demonstrated success and positive outcomes especially in Vermont. This could be an opportunity in the other member state organizations as well as offer opportunities for cross-state and cross-association collaboration.
2. NEWWA should try to find an alternative to Hydrant Hysteria, which was retained by the New England Section of AWWA post disaffiliation.
3. The group pointed to recent activities such as the salt water fishing derby and the YP-sponsored cornhole tournaments.

Challenge: Operator engagement has often been tied to continuing education and been very dependent of the support of employers to allow/accommodate participation in events that are not associated with certification.

The idea for a joint meeting with the New York Section of AWWA may be a stretch goal for NEWWA. Logistics, politics, among other qualitative concerns do present certain challenges for such a meeting to organize. However, NEWWA and NY have maintained close ties and many close relationships remain with NY post NEWWA disaffiliation with AWWA. The timing may be right to take advantage of those connections and possibly expand them for future mutually beneficial outcomes.

Membership Structure

NEWWA's membership structure post disaffiliation was understood to be a work in progress. How members would continue their engagement with NEWWA, how they would declare membership, and how many members would remain with NEWWA was a calculated estimate at best. Now that more than a year has passed since disaffiliation, it is time for NEWWA to closely examine the membership classification and associated fee structure to determine if there are adjustments that could be made to better fit member needs and that offer more insight into

assessing the performance of NEWWA as a whole. The group addressing this topic offered up the following general themes:

- Is the number of members an appropriate metric to assess the success and effectiveness of the organization?
- Should membership be viewed as a secondary or “less important” metric in favor of engagement frequency and participation?
- Revenue generation.
- The membership focus group recommended that the Membership Committee evaluate the current NEWWA membership structure as a blank canvas and strategize on membership classification and membership fee structure.

There were three recommendations by the group that stood out for the Membership Committee to consider:

- 1) How to best create a system/process that enables easy entry for new members as well as a fee structure that is not a barrier to entry or one that discourages a decision to join or not join. This has cross over opportunities with the workforce development and regional collaboration initiatives.
- 2) How can an individual be engaged once they become a member? A couple of suggestions included:
 - a. Tracking and reporting participation of new members
 - b. Proactive outreach to offer the opportunity for greater involvement to individuals.
- 3) Measuring/documenting retention by ensuring the value of membership.

Conclusion

The three above-mentioned initiatives will be the primary focus of NEWWA for the next 5 years. However, the goals listed in the upcoming pages remain ongoing for the association and are always being addressed and expanded upon. We would like to thank the 2024 Planning Committee and Vice President John Boisvert for their hard work in updating the 5-year Long-Range Strategic Plan.

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. Foster an environment where 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
5. Recruit and develop water works professionals as part of the overall New England Work for Water Collaborative – Progress Ongoing

- 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 drinking water campaigns. Incorporate advertising that promotes the work of public water supply. – Goal Achieved and progress continued via the previous work of the New England Water Communications Collaborative. Future campaigns can be pursued by the Public Relations Committee or by the revitalization of the New England Water Communications Collaborative.

2. Develop media contacts and produce publications to build public trust and confidence in the profession. Become more proactive in utilization of social media. (Publications Committee and staff) – Progress Achieved
3. Broaden our communication efforts through online networking. – Progress Achieved
4. Create, maintain, and support programs for public 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 Ongoing
6. Develop and add training programs for our members that provide *soft* people skills, (include certification hours for these programs). (Education Committee) – Progress Ongoing
7. 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.
8. Revitalize the Youth Education program and involve teachers in order to promote the water profession and educate children regarding its value and importance. Create network between utilities for information sharing and market materials to membership for use. (Youth Education Committee) – Progress Ongoing
9. Involve the University Outreach Committee to visit classrooms and present a prepared message about the value of the water profession. – Progress Ongoing
10. 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 Ongoing
11. Seek opportunities to collaborate and co-brand with environmental organizations acknowledging that our organizations have similar goals. (Sustainability Committee and Water Resources Committee)
12. Produce information materials emphasizing that water professionals are responsible stewards of the natural environment. All Committees – Progress Ongoing

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. (Director of Education and Training)
 - a. Develop and promote “practical” training programs targeted towards professional engineers. (Management Development Committee, Financial Management Committee, and Education Committee) - Progress Ongoing

- b. Develop and promote specialized training programs either through staff or committee development. Such as:
 - i. Rate Setting Workshop
 - ii. Laboratory Symposium
 - iii. IT and Asset Management Fair
 - iv. NEWWA/NEWEA YP Programs (January and April), etc.
 - v. Increase the number of higher-level technical symposiums with the target being engineers and scientists
 - vi. Explore AI technology and educational opportunities for members 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. (Education Committee & Staff) - Progress Ongoing
- 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 Ongoing
- 4. Provide training opportunities closer to the operators, including online learning – Progress Achieved
 - a. Expand and promote custom onsite training programs. (Staff) - Progress Ongoing
 - 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. (Ongoing - Staff)
- 6. Continue to promote the joint annual Spring Joint Regional 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 Ongoing
- 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 Ongoing
- 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)
12. Develop a volunteer pool of retirees for service as trainers and other NEWWA assignments. (Education Committee) – Progress Ongoing

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, artificial intelligence, 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 & Staff) – Progress Achieved
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, fishing derbies, , 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 national and regional significance that impact membership within the NE Region. (Progress Achieved - Legislative and Regulatory Affairs Committee)
2. Develop regulatory coalition including members for six NE States. (Legislative and Regulatory Affairs Committee) – Progress Achieved with six state representation on the active Legislative and Regulatory Affairs Committee.
3. Increase legislative involvement and focus at NEWWA conferences. (Program Committee) - Progress achieved via Legislative and Regulatory track established at spring conference.

4. 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. (Water Resources, Sustainability, Conservation, and Groundwater Committees)
5. Actively participate in the development of regulatory policies for its members' regional issues. (Legislative and Regulatory Affairs Committee) - Progress Achieved
6. Establish linkage with national and regional groups affecting the profession. (Officers) – Progress Achieved
7. Educate publicly elected officials. (Public Relations Committee and Legislative and Regulatory Affairs Committee)
8. Coordinate the NEWWA Legislative Committee with state association legislative committees. (Legislative and Regulatory Affairs Committee)
9. 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 Ongoing
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, Young Professionals and University Outreach) - Progress Ongoing
3. Maintain a mentoring program for younger members in order to facilitate the inclusion and involvement of younger members. (Membership Committee) – Progress Ongoing
4. Develop organization ambassadors who promote the mutual benefits of supporting employees to be actively involved in NEWWA within their organization. (Membership Committee) – Progress Ongoing
5. 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
6. 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. (Organizational Diversity Committee) - Progress Ongoing
7. 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 and actively encouraging NEWWA committees to provide programs. (Education Committee and Staff) - Progress Ongoing

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

Goal #5 Achieve and Maintain Financial Security

Action items:

1. Work to establish NEWWA as a philanthropic goal for individuals interested in giving or bequeathing financial resources and gifts. (Staff, Executive Committee)
2. Continue seeking access to grants and funding opportunities from various sources. (Staff) – Progress Ongoing
3. 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 Ongoing
2. Support and assist opportunities to enhance regional training opportunities. (Education Committee) – Progress Ongoing

Goal #7 Supporting NEWWA Staff

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. (Staff) - Progress Ongoing
2. Focus on recruitment and retention of NEWWA's professional staff. (Officers) – Goal Ongoing
3. 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 Up to Date

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)
 - a. Presidential Goals & Objectives
 - b. CEO Goals & Objectives
 - c. Council/Committee Goals & Objectives
 - d. Annual budgets, including capital and operations
2. Every 5 years, review and update the Strategic Plan. (Vice President) – Progress Achieved
3. Diversify the Board of Directors to include positions representing operations-focused members and non-traditional water works leaders. (Board of Directors and Officers)
4. Strive to support recruitment, retention, and development within the water industry.

5. Periodically review and edit NEWWA's mission and vision to provide a broader and longer range set of leadership goals for the organization. (Officers)
6. Periodically convene the Organizational Development Committee to review the organizational structure.

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)
5. Measure success in:
 - a. Membership numbers
 - b. Training attendance
 - c. Meeting/conference attendance
 - d. Advertising revenue
 - e. Website 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. Revive 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 NEWWA and professional organizations to further collaborative efforts in areas such as training, joint committee activities, specialty conferences, and outreach to schools. Look for new opportunities to develop relationships with similar organizations. (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. Meet with each state association board more often during year. (Officers) – Progress Achieved
6. Provide state associations with funding support to promote our common missions when available - (Mission Sharing Initiative)
7. 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)
8. Enhance NEWWA's relationship with other organizations by continuing to co-sponsor training programs and understanding their evolving needs for training. – Progress Achieved
9. Discuss feasibility and financial impact of offering joint membership discounts. – Progress Achieved
10. Join with other organizations on communication pieces, create web links with other organizations. – Progress Achieved
11. Evaluate the potential advantages and disadvantages of the creation of one regional water and wastewater association. (Officers)
12. Expand motivational talks (Pride in Water Works Profession) to meetings of state associations and leadership institute. (Officers)

APPENDIX: Previous Presidential Goals and Strategic Plan Themes

Long-Range Strategic Plan 2013 – 2018 Major Initiatives:

- A. Sustain and expand outreach activities beyond our current campaigns.
- B. Implement better use of technology to improve volunteer participation, 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.

Long-Range Strategic Plan 2018 – 2023 Major Initiatives:

- A. Knowledge Creation and Exchange.
- B. Membership Engagement and Development.

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.

APPENDIX: Sunset Goals

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) – Ad hoc Committee Completed Goal

Develop annual budget process that incorporates a 3-year capital projection. (Staff, Treasurer, and President-elect) – Ongoing and Part of Board Policy

Prepare a business plan that projects major capital and investment expenditures and revenues for the next 10 years. (Staff) – Ongoing and Part of Board Policy

Restructure the budget development and presentation process. (Treasurer) – Complete