

Strategic Plan 2016-2020

MISSION

To serve, represent and support member water and wastewater utilities.

VISION

TRWA's vision is to be a recognized leader on water and wastewater utility issues, to be the premier provider for education and expert assistance due to our well-qualified and knowledgeable staff, and to have an active and engaged membership.

ORGANIZATIONAL VALUES

- Professionalism
- Communication
- Job Knowledge
- Attitude
- Adaptability
- Teamwork

GOALS & STRATEGIES

The board established six goals, and within these goals everything we do is strategically aligned. As we review existing programs and look at new opportunities to enhance membership value, we will use these goals as our road map.



MEMBERSHIP/ MEMBER SERVICES

- Increase number of member systems by 5 percent per year
- Achieve active engagement at grassroots level
- Improve and enhance current programs, including legal & technical assistance

LEADERSHIP DEVELOPMENT

- Develop young leadership program—engage in grassroots efforts and PAC fundraising
- Achieve succession planning by filling alternate director positions in each TRWA district and engaging them in committee work
- Promote active engagement by board members to achieve strategic goals

ADVOCACY

- Achieve Legislative Agenda
 - Relief from SB 573
 - Secure bill sponsors by November prior to legislative session
- Raise \$50,000 for PAC annually
- Increase influence/cultivate relationships with state leaders

PUBLIC RELATIONS/ COMMUNICATIONS

- Industry promotion—increase statewide presence to our members, policy makers and utility customers through enhanced public awareness programs
 - Gain respect from consumers
 - Attract new workforce
 - Increase the positive image of TRWA

TRAINING

- Produce three new online classes annually
- Increase number of licensed operators by improving exam passage rate
- Expand board member training and development program
- Diversify customer base and increase enrollment for conferences and classroom training

ORGANIZATIONAL RESOURCES

- Diversify funding sources
- Increase financial position
- Achieve successful staff recruitment & retention
- Provide competitive pay and benefits for staff
- Establish annual training & development plan for each employee