

NC AWWA-WEA / Board of Trustees

# Strategic Plan 2013

Adopted by the Board,  
May 9, 2013



# Strategic Purpose & Core Values

## Core Purpose:

- ✓ To enrich the expertise of water professionals in North Carolina.

## Core Organizational Values:

- ✓ Respect for diverse perspectives: We have an inclusive culture that seeks alternative points of view in dialogue and deliberation and we enjoy the satisfaction of equal relationships among peers, mentors and friends.
- ✓ Value and respect for volunteer service: We understand that family and job responsibilities take priority and appreciate the time contributed to the association.
- ✓ Affordable, high quality products and services: We carefully balance cost, price and quality.
- ✓ Integrity: We demonstrate transparent decisions, honest actions and ethical behavior.
- ✓ Collaboration: We appreciate the power of working with others to achieve a common vision.

# Strategic Plan – Mission & Vision

- ✓ **Current Mission**

“NC AWWA-WEA is dedicated to providing water education, training, and leadership to protect public health and the environment.”

- ✓ **Current Vision**

“NC AWWA-WEA : The leading educational resource for safe water in NC”

# Strategic Plan Progress

## ✓ (BHAG)

“The preferred choice for professional development and continuing education for the water industry of NC.”

## ✓ Vivid Description of a Desired Future

**OUR TRAINING:** Chosen – for high quality, affordability, convenience, practical value and expert safe water trainers

**OUR PROFESSIONAL DEVELOPMENT:** Delivers extensive opportunities – networking, information exchange and collaboration opportunities

**OUR CONTENT:** Everything you need – core certification to emerging technologies

**OUR CONTINUING EDUCATION:** Recognized and accredited

**WE'RE ATTRACTING-** Tomorrows Professionals – through scholarship, student activities, public outreach programs

**RECOGNIZED -** Recognized Nationally; Recognizing Locally

**OUR VOLUNTEERS – MAKE THE DIFFERENCE!**

# **Building the Plan**

**Developing “Markers of Organizational Health”**

**Think Information Tool as Executive Summary for the Board**

- **Determine Measures/Data Points for Each Goal**
- **Develop Strategies and Rank (High, Med, Low)**
- **Review New Initiatives and Rank (High, Med, Low)**

# Building the Plan

## GOALS - 3 to 5 YEARS

- ✓ GOAL #1 - Training and Continuing Education
- ✓ GOAL #2 – Professional Development
- ✓ GOAL #3 – Volunteer Engagement
- ✓ GOAL #4 – Membership

# GOAL #1 - Training and Continuing Education

The Association will provide high quality, affordable training and continuing education that is convenient and of practical value to users.

## Objectives:

1. Utilize the highest quality expertise in developing and delivering selected training.
2. Improve the cost effectiveness of the various training delivery methods.
3. Increase the number of attendees to all training events.

# GOAL #1 - Training and Continuing Education

## Strategies:

- **(H)** Identify member and non member needs for optimized access to training.
- **(H)** Develop a cost benefit analysis to the Association of comparable training and continuing education opportunities.
- **(M)** Define criteria for selection and evaluation of curriculum content and trainers.
- **(L)** Develop and implement an integrated marketing plan for training and continuing education events.



# GOAL #2 – Professional Development

## GOAL #2 – Professional Development

The Association will improve networking opportunities, relevant information exchange and peer collaboration to enhance participation in the water industry profession.

### Objectives:

1. Expand networking opportunities at face to face events.
2. Enhance online information exchange and peer collaboration.
3. Enhance career development to benefit both employees and employers.

# GOAL #2 – Professional Development

## Strategies:

- **(H)** Create career ladder templates for use by the industry and supported by the Association curriculum .
- **(H)** Expand use of forum format at Spring and Annual Conferences
- **(M)** Maximize networking opportunities on social media (LinkedIn, Facebook, Twitter)
- **(H)** Facilitate local events at plants or other venues to discuss issues (i.e. lunches, happy hours, stream clean-ups , habitat house, ...)
- **(M)** Spotlight /Market to current operators – increase direct mailings
- **(H)** Provide more geographically located events

# GOAL #3 – Volunteer Engagement

The Association will provide appropriate and meaningful opportunities for volunteers.

## Objectives:

1. Provide an appropriate array of opportunities and activities
2. Expand volunteer opportunities to the different industry segments.
3. Explore meaningful forms of recognition for volunteer engagement.
4. Enhance the connectivity between volunteer activities and Association mission/vision statement

# Goal #3 – Volunteer Engagement

## Strategies:

- **(H)** Clarify existing volunteer opportunities in view of the strategic plan.
- **(H)** Improve awards program.
- **(L)** Establish a volunteer mentor program .
- **(M)** Survey the committee's members to learn more about what is appropriate and meaningful for them.
- **(H) Review and** provide a job description, training and tools for committee leadership **for relevancy and accountability.**
- **(H)** Define a committee structure to provide for succession planning.
- **(L)** Reevaluate the process to become a volunteer or committee member.

# GOAL #4 - Membership

The Association will be a growing and diverse organization that will provide valuable benefits to our participants .

## Objectives:

1. Increase the number of members.
2. Increase the diversity of the membership.
3. Improve member satisfaction.

# GOAL #4 - Membership

## Strategies:

1. Use member demographic information to determine our Association membership profile.
2. Determine baseline demographics of industry segments e.g. w/ww operations; vendors; consultants
3. Conduct gap analysis of membership to industry segments and close any gaps.
4. Determine why members renew or drop.
5. Develop a membership retention plan.