STRATEGIC PLAN
2020-2022

OUR MISSION (The purpose of what we do)
Dedicated to providing water education, training and leadership to protect public health and the environment.

OUR VISION (What we strive to achieve)
To be the leading educational resource to safe water in North Carolina.
NC AWWA-WEA STRATEGIC PLAN: 2020-2022

**OBJECTIVE 1:**
To implement a “One Water Initiative”, unifying the vision and purpose that sustains our organization and aligns our committees and volunteers.

- Engage each committee in developing a strategy to support their organization’s vision.
- Create “One Water Initiative” ad hoc committee and identify its members.
- Develop and present branding options for “One Water Initiative” to the Board.
- Announce the brand and concept at 2019 Annual Conference.
- Present a detailed execution plan to the Board.
- Develop a marketing plan for the “One Water Initiative” concept.

**OBJECTIVE 4:**
To create a formal and visible path toward sustaining high-quality and experienced leadership to serve on the Board, providing a robust network of Council and Committee Chairs.

- Identify leaders and members in regional zones.
- Provide a framework to support the regional zone structure.
- Phase the Piedmont Triad and Western zones into identified committees.
- Phase the Coastal zone into identified committees.
- Amend the Association Bylaws to add a full-time voting YP position to the Board.
- Develop and provide more service opportunities targeting YP leaders and participants.
- Update the policies, recruitment material, and Board job descriptions outlining previous preferred experience guidelines.
- Develop a formalized training plan for various leadership roles within the organization.

**GOVERNANCE**
We will adapt to provide leadership for the member organizations best aligned to our values and priorities.

**OBJECTIVE 2:**
To provide meaningful engagement opportunities for Young Professionals (YPs).

**OBJECTIVE 3:**
To establish regional zones in support of the organization’s initiatives (Western, Piedmont Triad, Triangle, Coastal, Charlotte).
**OBJECTIVE 1:**
Adopt a sustainable plan for future of Maintenance Technologist Certification Program.

- Create Maintenance Technologist Certification Program Sustainability Taskforce (MTCST) to evaluate options for future of program.
- MTCST to submit recommendations for Board consideration.

**OBJECTIVE 2:**
To improve overall attendee evaluation ratings of certification schools by 1 point.

- Update the policies, recruitment material, and Board job descriptions outlining previous preferred experience guidelines.
- Develop a formalized training plan for various leadership roles within the organization.
- Review of curriculum and course materials of all certification schools.
- Begin implementation of updated curriculum and course material.
- Develop a Train the Trainer Program for school instructors.
- Develop and implement an Instructor Recruitment Plan.

**OBJECTIVE 3:**
Adopt a sustainable plan for the future of The Academy program.

- Create an Academy Sustainability Taskforce (AST) to evaluate options for future of program.
- AST to develop and submit recommendations to Board.
- Board selects option and begins implementation.

**OBJECTIVE 4:**
Protect and enhance the intellectual property of NC AWWA-WEA.

- Identify the minimum requirements to develop, deliver and maintain educational programs.
- Evaluate cost and benefits of various delivery methods.
- Develop templates and instructor guides for training material.
**OBJECTIVE 1:** Understand current member and volunteer demographics of our organization and of similar organizations.

- Gather demographic data of current members based on age, gender, race, location, and industry sector.
- Identify the baseline percentage of members that are identified as active volunteers.
- Identify membership and volunteerism trends for similar organizations.
- Identify and take action to address information gaps or technology challenges to meet needs of the Membership Engagement Committee.

**OBJECTIVE 2:** Restructure Membership Engagement Committee to increase size, diversity, and geographic locations of committee members to better align with the regional zones.

- Identify and recruit 3-5 leaders and/or members for regional zones of Membership Engagement Committee using various strategies.
- Phase in Piedmont Triad and Western zones in Membership Engagement.
- Phase in Coastal zone in identified Membership Engagement Committee.

**OBJECTIVE 3:** Revise and implement new member onboarding process by March 1, 2020, with focus on personal and continual interaction during the first year.

- Research new member on-boarding strategies used by AWWA, WEF, Sections, MAs, and similar organizations.
- Assign an onboarding mentor from the Membership Engagement Committee to meet routinely with new member during first year.

**OBJECTIVE 4:** Double current number of members that are active volunteers.

- Develop Volunteer Progression Pathways based upon member interest/career path.
- Develop Leadership Progression Pathways from Committee to Council Chairs to Board or other positions.
- Research & implement membership recruiting and retention strategies used by AWWA, WEF, Sections, MAs, & similar.
- Schedule engagement activities to coincide with the overall organization calendar to capture better and more diverse attendance.
- Schedule and implement 2 minimum social and/or networking activities per regional zone per year.

**OBJECTIVE 5:** Improve communication tools that encourage collaboration & engagement for internal and external stakeholders.

- Provide platform and framework for committees to schedule meetings and activities.
- Provide viewable calendar of all organizational activities.
OBJECTIVE 1:
Deliver two events in each regional zone.

- Identify and recruit leaders and/or members for regional zones of Student and YP Committee using various strategies.
- Identify unique or key success factors for each regional zone based on population demographics, membership data and customer data.
- Develop content and agendas for the regional events based upon input from regional stakeholders.
- Provide expanded event location options within each regional zone.
- Phase in Piedmont Triad and Western zones in Student & YP Committee.
- Phase in Coastal zone in identified Student & YP Committee.

OBJECTIVE 2:
Provide quarterly networking opportunities for field operations, collection and distribution professionals in each geographic region of NC.

- Evaluate opportunities for collaboration or partnership with NCWOA.
- Identify and prioritize list of other organizations to partnerships or collaborations.
- Evaluate current and implement new/alternative engagement & outreach opportunities at 2 certification schools.
- Identify operations level superintendents or supervisors at various utilities across NC.
- Identify and Engage operations level utility superintendents or supervisors to determine interests and priorities.