



New England Water Environment Association, Inc.
10 Tower Office Park, Suite 601, Woburn, MA 01801-2155
Tel 781-939-0908 | Fax 781-939-0907 | www.newea.org | mail@newea.org

2016/2017 NEWEA STRATEGIC PLANNING – SUMMARY REPORT MAY 12, 2017

DEFINITION

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

BACKGROUND

NEWEA had not performed a strategic planning/prioritization effort in over 10 years (last one was in 2004). As result, the initiation of an update to the NEWEA strategic plan began at the 2015 Spring Meeting. The effort began with a meeting (workshop of a special workgroup of current and past NEWEA leaders to discuss the need for an updated strategic plan. As a result of the workshop, recommendations on the format and content for the development of the updated strategic plan were provided. The minutes from the workgroups initial discussions, including recommendations for the need for a strategic planning effort as well as how that effort might be conducted, are included as an attachment to this document. This document served as an initial guide for subsequent strategic planning efforts.

As a result of the recommendations from the initial workgroup, a twelve person strategic planning task force was convened to begin to develop the plan. The participants were identified as thought leaders in NEWEA representing different backgrounds including geographic, employment, age, and NEWEA experience/association role(s) that are representative of the association membership.

Linda Kelly, former WEF Senior Director of Association Engagement & Governance, was consulted on how other WEF member associations had recently developed their strategic plans, and she provided some examples of how these plans were developed. It should be noted that most of these strategic planning efforts are usually conducted in a multiple day workshop format. However, out of respect for the participants time, the effort began with a two hour kickoff meeting with plans for a number of follow up calls and advancement of the plan through smaller

workgroups over the course of many months. A summary of the kick off workshop is included as an attachment to this document.

KICK OFF WORKSHOP SUMMARY

The following items were discussed briefly to set the overall intent of the strategic planning effort and to focus on the kickoff workshop's objective.

Kick Off Workshop's Objectives:

- Bring Clarity to NEWEA Longer Term Goals and Objectives
- Define Process
- Prioritize Critical Goals/Objectives

Long Term Planning Effort Objectives:

- Create a 3-5 year plan to identify annual goals/objective/measures
- Use plan to help guide the allocation of resources
- Use the plan every year:
 - To set fiscal year priorities (in advance of budgeting)
 - Provide guidance for the incoming VP related to potential planning session topics (to be reviewed in the fall)
- Have Past President report on strategic plan progress at each ECM (to keep the document "live").

The following items were briefly reviewed and defined:

- Review of NEWEA Objectives / Mission Etc.
- Definition of Strategic Planning
 - Critical Objectives (How we will succeed)
 - Goals (Things we must do)
 - Strategy (How we will do them)
 - Metrics (How to monitor success)

As a first step of the workshop, a SWOT (strengths, weaknesses, opportunities and threats) analysis for NEWEA was performed. The results of the analysis are discussed below.

SWOT Analysis and Critical Objective Identification

The components of a SWOT analysis were discussed, and a SWOT analysis was performed on the association as a whole. Through a brainstorming process, a number of elements (ideas) were identified for each SWOT category. Once the initial analysis was performed, the task force members identified which elements in each SWOT category (in their opinion) were critical to the success and improvement of the association going forward. As result of this analysis, four critical objectives for the association were identified. Additional details of the SWOT analysis are included in the summary of the kick off workshop, which is included as an attachment to this document.

Top Four Critical Objectives Identified

As a result of the SWOT analysis and prioritization of elements, the task force identified the top four critical objectives for the association for the next 3-5 years. These critical objectives are as follows, in no particular order:

- Increasing Public Awareness/Education in the following areas:
 - Media
 - Lobby
 - Water-based industry collaboration
- Increasing Membership in the following areas:
 - Regulator
 - Municipal
 - Educator
 - Young Professionals
 - Operators
- Continuing to Improve/Maintain Technical Program Excellence
- Collaborate More with other Associations

POST WORKSHOP EFFORTS

After the workshop, it was agreed that each of these critical objective would be examined in more detail by four smaller workgroups. The groups were tasked to further develop each critical objective into two to three specific goals to achieve that critical objective, a number of specific objectives/ actions were to be developed to achieve those specific goals, and, finally the group was to identify metrics for monitoring and evaluating the success of the specific objectives.

Specific Goals for Each Critical Objective

The following is a brief summary of the specific goals put forth by each work group for each critical objectives.

- Increase Public Awareness/Education
 - Improve/advance public awareness/education through media outreach
 - Improve/advance public awareness/education through lobby/legislative advocacy
 - Improve/advance public awareness/education by collaboration with other water-based industries

- Increase Membership
 - Increase membership in under-represented categories including REGULATOR, MUNICIPAL, EDUCATOR, YPs, and OPERATORS
 - Expand membership base (i.e., get new members) in ALL categories

- Improve/Maintain Technical Program Excellence
 - Facilitate acquisition of journal content
 - Facilitate more diversity/variety in technical presenters and technical content (regulators, academics, manufacturers, others)

- Collaborate More with other Associations
 - Increase joint messaging on public awareness of our need for infrastructure improvements and funding (Water for Life Campaign)
 - Collaborate on joint messaging and training through specialty conferences and public outreach, where applicable
 - Increase partnerships for legislative advocacy

A more detailed summary of each critical objective's specific goals (things we must do), their specific objectives/actions to meet the specific goals (how/when we will do them) metrics to evaluate the goals, and identifying who will be responsible for these items are included in the tables on the subsequent pages.

The intent of these summaries is to document details related to the work of the critical objective work groups for future use by others. The intent of the strategic planning effort is to serve as a road map for future initiatives by the association as deemed necessary or desired by the NEWEA leadership.

Specific Goals (things we must do)	Specific Objectives/Actions to Meet the Goals (how/when we will do them)	Identify Metrics (how will we evaluate goals)	Responsible Parties (for actions and evaluation of metrics)	General Notes
Media	Revisit Strategic Communications Plan and Update as necessary	How is plan proceeding??, are there any roadblocks or need for additional strategies, what additional measures are necessary to implement?	Executive Director and Communications Director	
	Review responsibilities and accountability and adjust as necessary.	Are we responsive? Timeliness is critical. Press releases, direct access to media outlets(newspapers, TV reports)	Executive Director and Communications Director, Past President(staff review)	
	Consider outsourcing media relations role	Cost versus value	Executive Director and Communications Director	
	Provide financial support to implement	What value does this provide to our members?	President and Finance Committee	
Lobbying	Continue education on need to fund water infrastructure	Are our advocacy activities providing a difference?	Executive Director, Government Affairs, SMT	
	Continue Support ASAs with direct advocacy	Are ASAs improving their advocacy programs?	Executive Director, Government Affairs, SMT, ASA State Directors	
	Provide additional training for effective advocacy	Get feedback from ASA that participate	Executive Director, Government Affairs, SMT, ASA State Directors	
	Consider funding lobbying organizations as means to support such as NACWA, AMSA, WEF	Target specific campaigns with issues that concern New England members	Executive Director, Government Affairs, SMT	
Water Based Industry Collaboration	Leverage all our existing collaborative efforts with our partners(WEF, NEWWA, NEAPWA, NEIWPC) to expand our messaging on value of water - (i.e. A Day Without Water)	Cost of services versus value to our members	Executive Director, Communications Director, Public Awareness Committee	
	Partner with NEWWA on water based advertising to increase public awareness	Consider number of impressions versus cost of advertising	Executive Director, Communications Director, Public Awareness Committee	

CRITICAL OBJECTIVE - INCREASE MEMBERSHIP

Last Updated

1/4/2017

Work Group - Justin Skelley, Janine Burke Wells, Paul Patrick Casey

Specific Goals (things we must do)	Specific Objectives/Actions to Meet the Goals (how/when we will do them)	Identify Metrics (how will we evaluate goals)	Responsible Parties (for actions and evaluation of metrics)	General Notes
Increase Membership in Under-Represented Categories Including REGULATOR, MUNICIPAL, EDUCATOR, YPs, and OPERATORS	Survey other associations (i.e., NYWEA) to determine what they have done to increase membership	N/A- results will be used to drive the creation of additional objectives/actions to meet the goal over time	Membership Committee	
	Develop outreach materials to promote the professional benefits of belonging to NEWEA which target under-represented membership categories.	- Add a "How did you hear about us?" question on NEWEA member applications to quantify the benefit and visibility of these materials - Track and measure membership numbers on under-represented member categories over time	Membership Committee	
	Reduce membership fees, provide discounted conference rates, increase award opportunities for these under-represented categories	?		
Expand Membership Base (i.e., get new members) in ALL Categories	Review and compile information about NEWEA programs targeted to various membership categories	N/A- results will be used to drive the creation of additional objectives/actions to meet the goal over time	NEWEA Office, Senior Management Team, and Membership Committee	Role for Assessment & Development Committee (from information compiled on all the various committees)?
	Survey NEWEA members to collect ideas as to what people think are the major hurdles that prevent some from joining NEWEA	N/A- results will be used to drive the creation of additional objectives/actions to meet the goal over time	Membership Committee	Instead of trying to survey outside folks, let's "crowdsource" ideas with a survey in an email blast to our own membership
	Review information from previous planning session on membership OR plan a planning session on increasing membership.	N/A- results will be used to drive the creation of additional objectives/actions to meet the goal over time	Strategic Planning Goal Group (Janine, Justin, Paul)	Waiting to hear from Mike Bonomo regarding previous efforts in this area.
	Develop outreach materials to promote the professional benefits of belonging to NEWEA which target all membership categories.	- Add a "How did you hear about us?" question on NEWEA member applications to quantify the benefit and visibility of these materials - Track and measure membership numbers on all member categories over time	Membership Committee	

Specific Goals (things we must do)	Specific Objectives/Actions to Meet the Goals (how/when we will do them)	Identify Metrics (how will we evaluate goals)	Responsible Parties (for actions and evaluation of metrics)	General Notes
Facilitate Acquisition of Journal Content	Update conference (AC, Spring, specialty) moderator/Assis Mod form to identify the best paper in each session that could be developed into a journal article	confirm form is being updated and used at each conference.	Program committee for (AC/Spring, Janice in conjunction with chair at specialty conferences)	
	Review and develop a list of identified authors and papers including appropriate journal categories quarterly or after each conference to identify potential content for upcoming journal themes	confirm list is being updated and reviewed against the upcoming journal topics in advance of the next few journals	Journal Committee	
	Reach out (call) identified papers authors to solicit journal article based on their identification as a high quality author/topic	confirm calls are being made and monitor success of reach out effort	Journal Committee	
	Identify upcoming topics more regular so the membership constantly sees/hears about the upcoming Journal topics (Journal chair to mention at each ECM, put in each journal as call out box on the "from the editor page", include in each conference program (as call out box), include in each "What's NEWEA Email Blast", include in each Waterlink Issue, include in call for abstracts (call out box).	Confirm this is being done quarterly as the new Journal Topic Schedule is updated. Monitor the number of papers submitted to evaluate success of effort.	Journal committee in conjunction with committee responsible with various media noted.	make it so the membership knows what topics are coming up as much as they know what the next spring meeting location are
Facilitate More Diversity/Variety in Technical Presenters and Technical Content (Regulators, academics, manufacturers, others.)	Reach out to manufacturers (find out their needs, what are their challenges to presenting)	confirm being done and advance identification and further development of other related specific goals	manufactures rep and exhibits	consider assistance from others if needed
	Look at potential of a traveling manufactures session like WEFTEC (contingent on the goal above)	Reach out to WEF to determine how their program is run	manufactures rep and exhibits	consider assistance from others if needed
	Conduct regulatory session at each AC (identify needs, topics, issues for regulators)	Confirm being done and assess the attendance and feedback from presenters and attendees	gov't affairs/program	
	Develop a regulatory session at each spring meeting (identify needs, topics, issues for regulators)	Confirm being done and assess the attendance and feedback from presenters and attendees	to be developed by Host state director ASA and gov't affairs.	put the requirement to put the session on in their charge
	Reach out to the regulators (to find out their needs, what are their challenges to presenting)	confirm being done and advance identification and further development of other related specific goals	gov't affairs/membership	consider assistance from others if needed
	Continue to conduct a student/YP session at each AC (identify needs, topics, issues for students)	Confirm being done and assess the attendance and feedback from presenters and attendees	Program/YP/Student Activities	consider assistance from others if needed

Specific Goals (things we must do)	Specific Objectives/Actions to Meet the Goals (how/when we will do them)	Identify Metrics (how will we evaluate goals)	Responsible Parties (for actions and evaluation of metrics)	General Notes
Improve Membership Access/Experience to Previous Technical Content	Increase marketing/messaging on what is available (did you know that you can get).	Confirm that the information is getting to membership 3 times a year or more) (in AC follow up, What's NEWEA, Journal, etc.). Track web page hits if possible (see notes).	Communications council (applicable committees to develop "notices of content"). Tracking of hits (NEWEA office)	Can this be tabulated per web site hits (confirm with the office)
	Make sure we are leveraging the technical content on the website (journal/conferences). Include newsletter content and white paper content. Improve search ability and make more forward facing on the web landing page.	Track web hits if possible (see notes)	NEWEA Office/Web Committee/other content specific committees	Members only or allow public access?
	Let our membership know that there are a number of technical committees that can be approached for assistance (directly or indirectly) with technical specific technical issues.	Confirm that the information is getting to membership 3 times a year or more) (in AC follow up, What's NEWEA, Journal, etc.).	NEWEA Office/Web Committee/other content specific committees	

Specific Goals	Specific Objectives/Actions to Meet the Goals	Identify Metrics	Responsible Parties	General Notes
(things we must do)	(how/when we will do them)	(how will we evaluate goals)	(for actions and evaluation of metrics)	
a. Increase public awareness of our need for infrastructure improvements and funding (Water for Life Campaign)	NEWWA	Benchmark by the number of joint messages/year	NEWEA SMT and Executive Director	
	APWA NE	Benchmark by the number of joint messages/year	NEWEA SMT and Executive Director	
	NEIWPC	Benchmark by the number of joint messages/year	NEWEA SMT and Executive Director	
	NEBRA	Benchmark by the number of joint messages/year	NEWEA SMT and Executive Director	
	NACWA	Benchmark by the number of joint messages/year	NEWEA SMT and Executive Director	
	ASCE	Benchmark by the number of joint messages/year	State Director w/ appropriate ASA Comm. Chair	Since this Association(s) membership is State Focused, Public Awareness Campaigns should be driven through State Association
	ACEC	Benchmark by the number of joint messages/year	State Director w/ appropriate ASA Comm. Chair	Since this Association(s) membership is State Focused, Public Awareness Campaigns should be driven through State Association
	UCANE	Benchmark by the number of joint messages/year	State Director w/ appropriate ASA Comm. Chair	Since this Association(s) membership is State Focused, Public Awareness Campaigns should be driven through State Association
	AGC	Benchmark by the number of joint messages/year	State Director w/ appropriate ASA Comm. Chair	Since this Association(s) membership is State Focused, Public Awareness Campaigns should be driven through State Association
	Rural Water Assoc.	Benchmark by the number of joint messages/year	State Director w/ appropriate ASA Comm. Chair	Since this Association(s) membership is State Focused, Public Awareness Campaigns should be driven through State Association
NGO's	Benchmark by the number of joint messages/year	NEWEA SMT and Executive Director	Since these potential partnerships carry high exposure, NEWEA should assess	
b. Collaborate on Joint Messaging and Training through Specialty Conferences and Public Outreach where applicable	NEWWA	Continue and look for opportunities to expand collaboration	NEWEA SMT and Executive Director	
	APWA NE	Continue and look for opportunities to expand collaboration	NEWEA SMT and Executive Director	
	NEIWPC	Continue and look for opportunities to expand collaboration	NEWEA SMT and Executive Director	
	NEBRA	Continue and look for opportunities to expand collaboration	NEWEA SMT and Executive Director	
	NACWA	Continue and look for opportunities to expand collaboration	NEWEA SMT and Executive Director	
	ASCE	Periodically Attend Association BOD/EC Meetings (1-2X/yr)	State Director w/ appropriate ASA Comm. Chair	
	ACEC	Periodically Attend Association BOD/EC Meetings (1-2X/yr)	State Director w/ appropriate ASA Comm. Chair	
	UCANE	Periodically Attend Association BOD/EC Meetings (1-2X/yr)	State Director w/ appropriate ASA Comm. Chair	
	AGC	Periodically Attend Association BOD/EC Meetings (1-2X/yr)	State Director w/ appropriate ASA Comm. Chair	
	Rural Water Assoc.	Periodically Attend Association BOD/EC Meetings (1-2X/yr)	State Director w/ appropriate ASA Comm. Chair	
	NGO's	N/A		

Specific Goals	Specific Objectives/Actions to Meet the Goals	Identify Metrics	Responsible Parties	General Notes
(things we must do)	(how/when we will do them)	(how will we evaluate goals)	(for actions and evaluation of metrics)	
c. Partnerships for Legislative Advocacy	NEWWA	Hold meeting/conference call to review annual legislative docket (late Fall early Winter)	NEWEA GA Committee Chair and Members	Review State and Federal Legislation as it emerges and collaborate suggested Fall and Early each year to identify critical items and joint strategies
	APWA NE	Hold meeting/conference call to review annual legislative docket (late Fall early Winter)	NEWEA GA Committee Chair and Members	Review State and Federal Legislation as it emerges and collaborate suggested Fall and Early each year to identify critical items and joint strategies
	NEIWPC	Hold meeting/conference call to review annual legislative docket (late Fall early Winter)	NEWEA GA Committee Chair and Members	Review State and Federal Legislation as it emerges and collaborate suggested Fall and Early each year to identify critical items and joint strategies
	NEBRA	Hold meeting/conference call to review annual legislative docket (late Fall early Winter)	NEWEA GA Committee Chair and Members	Review State and Federal Legislation as it emerges and collaborate suggested Fall and Early each year to identify critical items and joint strategies
	NACWA	Hold meeting/conference call to review annual legislative docket (late Fall early Winter)	NEWEA GA Committee Chair and Members	Review State and Federal Legislation as it emerges and collaborate suggested Fall and Early each year to identify critical items and joint strategies
	ASCE	Hold meeting/conference call to review annual legislative docket (late Fall early Winter)	State Association GA Committee Chair and Members	Review State and Federal Legislation as it emerges and collaborate suggested Fall and Early each year to identify critical items and joint strategies
	ACEC	Hold meeting/conference call to review annual legislative docket (late Fall early Winter)	State Association GA Committee Chair and Members	Review State and Federal Legislation as it emerges and collaborate suggested Fall and Early each year to identify critical items and joint strategies
	UCANE	Hold meeting/conference call to review annual legislative docket (late Fall early Winter)	State Association GA Committee Chair and Members	Review State and Federal Legislation as it emerges and collaborate suggested Fall and Early each year to identify critical items and joint strategies
	AGC	Hold meeting/conference call to review annual legislative docket (late Fall early Winter)	State Association GA Committee Chair and Members	Review State and Federal Legislation as it emerges and collaborate suggested Fall and Early each year to identify critical items and joint strategies
	Rural Water Assoc.	Hold meeting/conference call to review annual legislative docket (late Fall early Winter)	State Association GA Committee Chair and Members	Review State and Federal Legislation as it emerges and collaborate suggested Fall and Early each year to identify critical items and joint strategies
NGO's	TBD		NEWEA GA Committee Chair and Members	TBD

POTENTIAL NEXT STEPS

It is the intent that this strategic planning document be a useful document for the association and not just sit on a shelf (or more likely a network or hard drive). It should be a fluid document that should be consulted and updated regularly to keep NEWEA's long term strategic objective clear and current, including the addition or removal of new and old critical objectives as appropriate. The following are some suggestions for the potential next steps for this document with their implementation ultimately decided by current and future NEWEA Senior Management Teams and officers.

With the current intent not to hold the Annual March NEWEA Planning Session in 2017, it is important that the Senior Management Team and other officers review the contents of the strategic plan yearly. It is recommended that the Past President lead the review of this document with others.

If and when the Senior Management Team and other officers decide to hold another planning session (or in some other manner endeavor to pursue one or more strategic initiatives for the association), this document could be used to help identify and advance these initiatives.

Under the previous planning session format, the document could be used to help the upcoming officers (Vice President, President Elect, or others) to identify the critical objective(s) of the association that they may want to undertake in the next couple of years and advance through their presidency. In addition, it is recommended that one or more officers (likely the Vice President and/or President Elect) be tasked annually with updating the plan (even if just a little bit) as deemed necessary based on the review led by the Past President. This will help these officers to become familiar with the document and critical objectives of the association in preparation for the development and execution of their initiatives in the years leading up to and including their presidential year. In addition, this early identification of initiatives will assist in the annual budgeting process if financial resources are required to advance an initiative.

Another recommendation to keep this planning document "live" and the other officers and committee chairs engaged would be to have the Past President (or other officer) report out on the current status of NEWEA's strategic plan at each executive committee meeting or perhaps every other.

ATTACHMENTS

2015 Strategic Planning Exploratory Work Group – Meeting Minutes June 18, 2015
2016 Strategic Planning Kickoff Workshop – Notes/Minutes – July 2016

Respectfully Submitted - NEWEA 2016 Strategic Planning Task Force

- Matt Formica, 2016 Past President, Strategic Planning Task Force Lead
- Mary Barry, 2016 Executive Director
- Jim Barsanti, 2016 President Elect
- Dan Bisson, 2016 NEWEA WEF Delegate
- Mike Bonomo, 2016 Nominating Committee Chair
- Andre Brousseau, 2016 Operations Challenge and Gov't Affairs Committees
- Janine Burke Wells, 2016 Vice President
- Paul Patrick Casey, Exhibit Committee Chair
- Peter Goodwin, 2016 Past Maine State Director
- Jenn Lachmayr, 2016 Communications Council Director
- Elena Proakis Ellis, 2016 Meeting Management Director
- Justin Skelley, 2016 Young Professionals Committee Chair

2015 STRATEGIC PLANNING EXPLORATORY WORK GROUP
– MEETING MINUTES JUNE 18, 2015

Meeting Minutes
June 18, 2015

Taskforce – Recommendations for NEWEA Planning

Attendees: Jim Barsanti, Roger Janson, Jim Pappas, Douglas Miller, Mike Bonomo

Background and Agenda

As you all know we have been holding Annual Planning Meetings for several years.

These Planning Sessions have led to many new, successful initiatives.

One thing that has been noted is these initiatives often require funding. Another issue is the Planning Session initiatives are at the Vice President's discretion in discussion with others on the SMT. There is no long term plan that guides these annual initiatives. At the recent Spring Meeting there was a discussion that perhaps the Annual Planning Agenda should be more in concert with a Long Range or 5 Yr. Plan. Matt has asked me to assemble a Task Force to determine how NEWEA can improve our Planning process to incorporate new initiatives that are in concert with long range identified needs.

Some of the elements to be examined are:

- What is the objective of NEWEA Long Range Planning?
 - this taskforce is to develop the "plan for the plan". Establish a long range planning process.
 - vehicle to operationalize annual planning
 - focus should be financial health of the association
 - revisit the 2004-2009 and the 1998 Strategic Plan
 - provide a road map for the annual planning and document the plan
 - 5 yr planning should be independent on Annual Planning Session
- Who should participate in the Long Range Planning?
 - look at past make-up of Committee
 - should not be too many people. 5-10;
 - Past President – Chair; President-Elect; Sr. WEF Director, Rep State Director, Council Director (Communication- 1st choice), YP, E.D.; Past President from 3-10 years prior and still involved; - Meeting Mgt Director/Manufacturers Rep Chair;
- Is 5 years the right time frame or should it be something else? 10 years? 3 Years?
 - Take a step back from annual planning and in 2016 develop a 5 yr Strategic Plan
- How will this dovetail with the Annual Planning initiatives? Should it?
 - Nothing stopping V.P. from taking on an initiative in 2016, however may be a good idea to step back before we take on new initiatives.
- How will it be documented and be a living document and not something that gets developed and collects dust for 5 years?
- When should this be done? That is venue, time of year?
- Whatever is decided and approved by the Executive Committee needs to be included in the Org Manual.
- Other issues??

Based on your leadership in NEWEA I am hoping you will be willing to participate in the discussion and development of recommendations as described above.

We will do most of our work by email and conference calls.
I randomly have suggested a delivery date at the January 2016 Annual Conference. We can discuss this.

Next Meeting Wed, July 1, 3:00PM

2016 STRATEGIC PLANNING KICKOFF MEETING
– NOTES/MINUTES – JULY 2016



New England Water Environment Association, Inc.
10 Tower Office Park, Suite 601, Woburn, MA 01801-2155
Tel 781-939-0908 | Fax 781-939-0907 | www.newea.org | mail@newea.org

2016 NEWEA Strategic Planning Kickoff Meeting – Notes/Minutes
Sunday
10:00 AM – 12:30 PM
June 5, 2016 - Room Location – Salon D

The following were in attendance: M. Barry, J. Lachmayr, M. Bonomo, Paul Casey, J. Burke-Wells, J. Barsanti, A. Brousseau, P. Goodwin, D. Bisson, M. Formica

The following is a brief summary of the kickoff meeting including the results of the SWOT analysis performed and the subsequently identified Critical Objectives for the association for the next 3 -5 years.

Background

It was noted that NEWEA had not done a long term strategic plan/prioritization in over 10 years (last one was in 2004). It was noted that the participants we identified as thought leaders in NEWEA representing different geographic, employment, age, and NEWEA experience backgrounds that are representative of the association membership.

It was noted that most of these strategic planning efforts are usually conducted in a multiple day workshop format. However out of respect for everyone's time, we have made this a two hour meeting with plans for a number of follow up calls and advancement of the plan through smaller workgroups.

There is a lot of work to be done subsequent to this meeting to develop a strategic plan and this kickoff meeting was just the first step get this effort going.

The agenda was used and template for the kickoff meetings efforts along with some slides that were provide (both are attached).

The following items were discussed briefly to set overall intent of the strategic planning effort and to focus on the kickoff meeting's objective.

- Kick Off Meeting's Objectives
 - Bring Clarity to NEWEA Longer Term Goals and Objectives
 - Define Process
 - Prioritize Critical Goals/Objectives

- Long Term Objective
 - Create a 3-5 year plan to identify annual goals/objective/measures
 - Use plan to help guide the allocation of resources
 - Use the plan every year:
 - To set fiscal year priorities (in advance of budgeting)
 - Provide guidance for the incoming VP related to potential planning session topics (to be reviewed in the fall)
 - Have Past President report on strategic plan progress at each ECM (to keep the document "live").

The following items were briefly reviewed and defined

- Review of NEWEA Objectives / Mission Etc.
- Definition of Strategical Planning
 - Critical Objectives (How we will succeed)
 - Goals (Things we must do)
 - Strategy (How we will do them)
 - Metrics (how to monitor success)

SWOT Analysis and Prioritization

The components of a SWOT (strengths, weaknesses, opportunities and threats) Analysis were discussed and a SWOT analysis was performed on the association as a whole. Once the analysis was performed, all attendees identified which elements in each SWOT Category were in their opinion critical to the association. The brainstorming ideas in each SWOT analysis category and the number of priority points (in brackets) received are summarized below.

Strengths

- Conferences (11)
 - Technical Excellence (sessions)
 - Networking
 - Educational Programs
- Diversity of the Association. – including the State Associations (it's the people who are dedicated) (4)
- Networking (11)
- One Stop Shopping (1)
- Professionalism (4)

- Built on Respect and Trust
- Organizational Structures
- No Egos
- Public Awareness Programs (6)
- Succession Planning (4)
- Education Programs (4)
- Focused Message (1)
- Financial Health (4)
- Continuous Improvement Mentality (1)
- Communications Platforms(10)
 - Journal
 - Newsletter
 - Website

Weaknesses

- Public Recognition (NEWEA brand) (12)
- Voice not Strong Enough (lobbying coalitions, advocacy) (14)
- No Media Relations (inactive committee) – no unified message (14)
- Losing Longevity in Leadership (for history, past efforts) (6)
- Six States to Work with (5)
- Revenue Significantly Dependent on Annual Conference – Limited revenue diversity (2)
- Regulator, YP, Operator Participation (11)
- Operator Certification Program (5)

Opportunities

- Public Outreach (increase!) One Water, No New Water (19)
- Infrastructure Failures – publicize (12)
- Succession Planning – NEW BLOOD (3)
- Collaboration w/ Other Associations (3)
- Collaborating w/ Water-Based Industries (9)
- Operator Education/Training – Under the NEWEA brand (3)
- Public Sector Members (13)
- Regulator Members (4)
- Educator Members (professors/students) – Establish peer reviews for publications (5)
- Bring a National Conference to New England (4)

Threats

- So Many Water Associations (12)
- Public doesn't Value or Understand Water (14)
- Lack of Support by Employers (10)

- Industry Consolidation (eng firm, contract ops) (7)
 - Potential for NEWEA Revenue Reduction (advertising, sponsorships, memberships)
- Generational Issues – short-term attention (4)
- Economic Downturns (0)
- Lack of Public Trust (post-Flint) (3)
- Limitations of Technology (0)
- Succession of People (retiring!) (5)

Top 4 Critical Objectives Identification

Subsequent to the SWOT analysis and prioritization of elements the group identified the top 4 critical objective for the association for the next 3-5 years. They were as follows in no particular order:

- Increasing Public Awareness/Education in the following areas:
 - Media
 - Lobby
 - Water-based industry collaboration
- Increasing Membership in the following areas:
 - Regulator
 - Municipal
 - Educator
 - YPs
 - Operators
- Continuing to Improve/Maintain Technical Program Excellence
- Collaborate more with other Associations

Next Steps

It was agreed that each of these areas would be examined in more detail by four groups. The group will further develop these critical objectives into specific goals, specific objectives to achieve those goals and metrics for monitoring the specific objective. Matt will follow up with an email summarizing the next steps for the groups. The groups are as follows:

- Public Awareness/Education (Dan, Jenn, Mike)
 - Media
 - Lobby
 - Water-based industry collaboration
- Increase Membership (Justin, Paul, Janine)
 - Regulator
 - Municipal

- Educator
- YPs
- Operators
- Improve/Maintain Technical Program Excellence (Jim, Matt, Elena)
- More Collaboration w/other Association (Mary, Peter, Andre)

The groups will present their follow up work in written and oral form to the larger group on a future conference call (schedule to be determined). With feedback on the call each group can then finalize their written summarize for inclusion into a final strategic planning document.



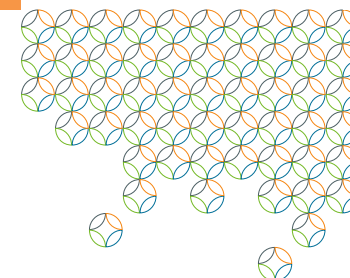
New England Water Environment Association, Inc.
10 Tower Office Park, Suite 601, Woburn, MA 01801-2155
Tel 781-939-0908 | Fax 781-939-0907 | www.newea.org | mail@newea.org

2016 NEWEA Strategic Planning Kickoff Meeting
Sunday
10:00 AM – 12:30 PM
June 5, 2016 - Room Location – Salon D

- Introductions
- Today Objectives
 - Bring Clarity to NEWEA Longer Term Goals and Objectives
 - Define Process
 - Prioritize Goals/Objectives
- Long Term Objective
 - Create a 3-5 year plan to identify annual goals/objective/measures
 - Use plan to help guide the allocation of resources
 - Use the plan every year:
 - To set fiscal year priorities (in advance of budgeting)
 - Provide guidance for the incoming VP related to potential planning session topics (to be reviewed in the fall)
 - Have Past President report on strategic plan progress at each ECM (to keep the document “live”).
- Kick Off Agenda
 - 10:00 Welcome
 - 10:05 Review Workshop Objectives and Assumptions/Review of Mission Etc.
 - 10:15 Define
 - Critical Objectives (How we will succeed)
 - Goals (Things we must do)
 - Strategy (How we will do them)
 - Metrics (how to monitor success)
 - 10:30 SWOT Analysis (approx. 15 min per topic)
 - 11:30 Prioritize the Top 6 Elements in each SWOT Category
 - 11:40 Identify the Top 4 Critical Objective and Goals
 - 11:50 Develop Schedule Going Forward / Calls and Tasks
 - 12:00 Adjourn



NEWEA
WORKING FOR WATER QUALITY



NEWEA

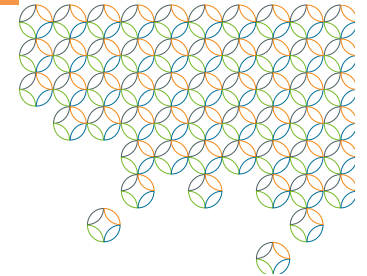
Strategic Planning & Goal Setting Workshop

June 5, 2016

NEWEA'S Mission



NEWEA
WORKING FOR WATER QUALITY

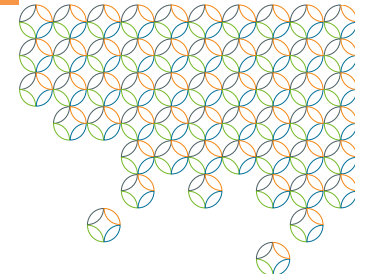


NEWEA's mission is to promote education and collaboration while advancing knowledge, innovation, and sound public policy for the protection of the water environment and our quality of life.

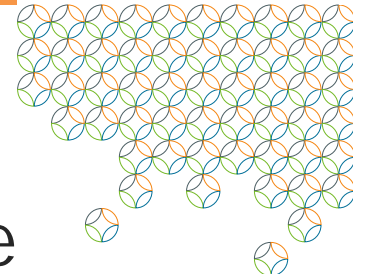
STRATEGIC PLAN COMPONENTS



NEWEA
WORKING FOR WATER QUALITY



GOALS & OBJECTIVES - WORKING DEFINITION



Goals are broad; objectives are narrow

Goals are general intentions; objectives are precise

Goals are intangible; objectives are tangible

Goals are abstract; objectives are concrete

Example:

Goal: To boldly go where no man has gone before.

*Objective: Explore the Planet Tatooine by June 2016,
within the budget of \$20M Galactic Credits.*

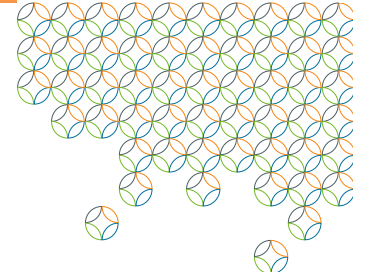
GOALS & OBJECTIVES - WORKING DEFINITION



Example:

Goal: To boldly go where no man has gone before.

*Objective: Explore the Planet Tatooine by June 2016,
within the budget of \$20M Galactic Credits.*

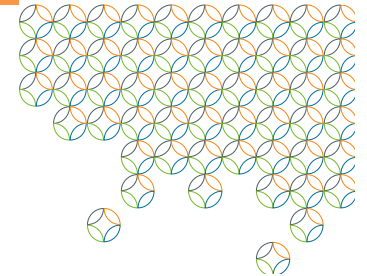


TODAY WE WANT TO FOCUS ON GOALS!

SWOT ANALYSIS



NEWEA
WORKING FOR WATER QUALITY



Strengths

(areas you do well or advantages of your organization)

Opportunities

(external factors that may contribute to your organization and can build up your strengths)

SWOT

Weaknesses

(areas to be improved)

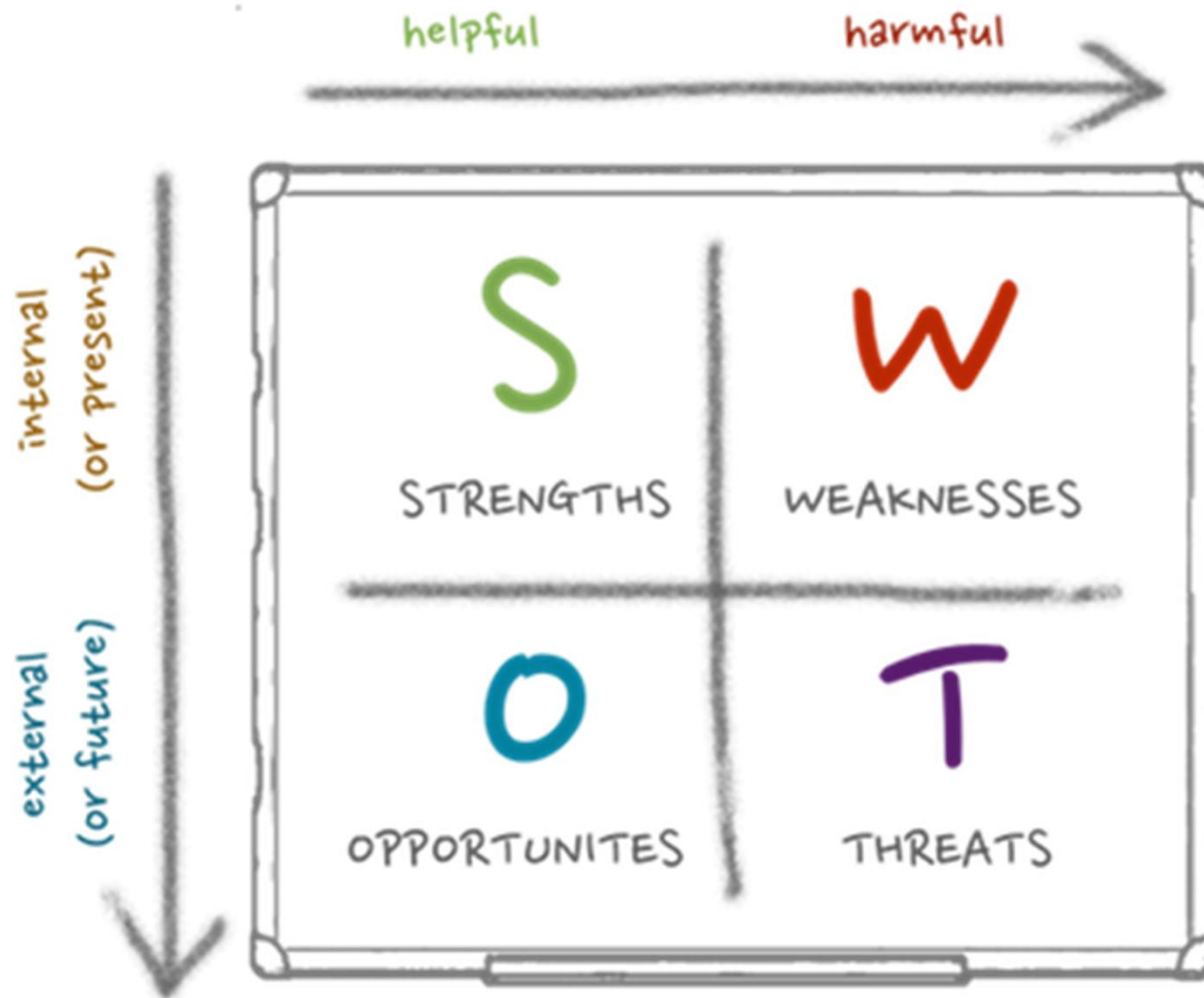
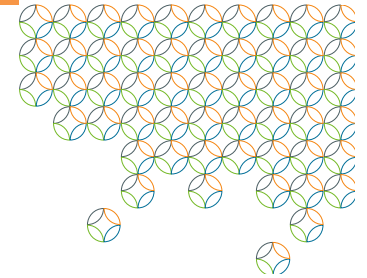
Threats

(potential problems/risks caused by external factors that your organization may face)

SWOT ANALYSIS



NEWEA
WORKING FOR WATER QUALITY





- > What you can do well?
- > How you stand apart from your competitors?
- > Do you possess strong research and development capabilities?
- > What internal resources do you have?
- > What kind of tangible assets (capital, credit, distribution channels or technology) you own?

S

STRENGTHS

- > Which areas need improvement to compete with your strongest competitor?
- > What does your business lack?
- > Are there any limited resources?
- > Is your business in a poor location?

W

WEAKNESSES

- > What opportunities exist in your market?
- > How can these benefit?
- > Is the perception of your business positive?
- > Had there been any changes the market recently?

O

OPPORTUNITIES

- > Who are your potential competitors?
- > Which factors you need to control to prevent the risks to your business?
- > Is there anything, deteriorating your revenues or profits?
- > What threatens your marketing efforts?

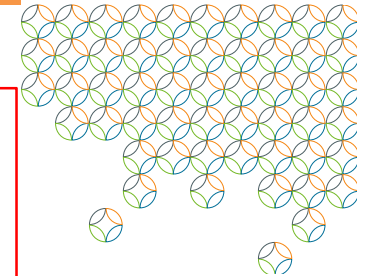
T

THREATS

ILLINOIS WEA SWOT EXAMPLE



NEWEA
WORKING FOR WATER QUALITY



STRENGTHS

- Programming
 - Annual Conference
 - One Day Mini Conferences
 - Dinners
- Volunteer Dedication

WEAKNESSES

- Limited Number of Volunteers
- Young Professional Membership
- Student Chapter
 - Turnover of students

OPPORTUNITIES

- Operator Training Requirements
- Synergies with other Organizations

THREATS

- Other Organizations Competing for Membership
- Ageing Wastewater Workforce