



IAWEA 3-Year Strategic Plan

January 2018

Vision

Essential to all professionals dedicated to the sustainability of Iowa's water environment.

Mission

Connect and enrich the expertise of Iowa's water environment professionals.

Values



Core Strategies

- **Membership**

IAWEA is a membership-driven organization that engages volunteers to provide on-going active and healthy leadership that will ensure broader value to its members while maintaining educational excellence.

- **Advancing Knowledge**

IAWEA strives to solidify the association as the go-to resource for connecting and enriching the expertise of Iowa's water professionals by providing the highest quality education and technical training.

- **Effective Communication**

IAWEA works to enhance communication to existing and potential members through the creation and dissemination of messaging dedicated to improving the value received through membership.

- **Collaborative Partnerships**

IAWEA seeks to maintain, enhance and develop partnerships and alliances with water sector groups for the broadened education and benefit of its members and to strengthen its reputation.

- **Organizational Viability**

For a sustainable and growing future, IAWEA strives to develop volunteers to serve in leadership capacities.

Core Strategy 1: Membership

IAWEA is a membership-driven organization that engages volunteers to provide on-going active and healthy leadership that will ensure broader value to its members while maintaining educational excellence.

Goal 1.1 Increase membership	Objectives 1.1a: Increase membership by 10% by June 2019 by implementing new multiple membership rate or across the board rate adjustment on January 1, 2019	Action Plan & Performance Metrics <ul style="list-style-type: none"> • Market new plan or rate change before January 2019 (to cities, current membership emails, postcards, websites) • Identify new members & their groupings for each year going forward • Identify dropped members for the last year, contact and find out why they left • Evaluate effectiveness of new plan/rate annually 	Leader Membership Committee (MC)
	1.1b: Identify P.E.s, YPs, NPs (New Professionals) Operators, etc. through C-Vent to know where to plan strategic marketing	Action Plan & Performance Metrics <ul style="list-style-type: none"> • Add an optional question to CVENT registration to identify these groups • Determine if most voluntarily answer or if it needs to be mandatory in the future 	Leader MC
	1.1c: Increase number of members from small communities, YPs, NPs, students, & operators/engineers by speaking to these groups and through marketing efforts	Action Plan & Performance Metrics <ul style="list-style-type: none"> • Review number of new members from each group annually 	Leader MC
	1.1d: Identify new strategies to retain members	Action Plan & Performance Metrics <ul style="list-style-type: none"> • 	Leader MC
Goal 1.2 Increase student involvement	Objectives 1.2a: Start a new student chapter by June of 2019 to introduce them to IAWEA	Action Plan & Performance Metrics <ul style="list-style-type: none"> • 	Leader Young Professionals Committee (YP) and MC
	1.2b: Involve faculty at each state university & community colleges which offer wastewater course to work with students	Action Plan & Performance Metrics <ul style="list-style-type: none"> • 	Leader YP and MC

Core Strategy 2: Advancing Knowledge

IAWEA strives to solidify the association as the go-to resource for connecting and enriching the expertise of Iowa's water professionals by providing the highest quality education and technical training.

<p>Goal 2.1 Advance the knowledge of stormwater by creating a stormwater track at the annual conference.</p>	<p>Objectives 2.1a: Charge Annual Conference Program Committee with planning and implementing a stormwater track at the 2019 Conference to meet the needs of and engage stormwater professionals</p>	<p>Action Plan & Performance Metrics</p> <ul style="list-style-type: none"> • Verify with DNR that this is available for CEU's • Do we committ a whole track or start with a few classes 	<p>Leader: Annual Conf. Program Committee</p>
<p>Goal 2.2 Plan and conduct specialty conference on nutrient removal innovation</p>	<p>Objectives 2.2a: Task Education Committee or Ad Hoc Committee with developing a one day, one track program and conducting a workshop in 2019 to disseminate advanced nutrient knowledge and provide CEUs to professionals</p>	<p>Action Plan & Performance Metrics</p>	<p>Leader: Education Committee</p>
<p>Goal 2.3 Promote and encourage a culture of resource recovery in the water sector</p>	<p>Objectives 2.3a: Develop two resource recovery case studies for publication and share on website by January 1, 2019 to begin developing and provide members online resource recovery resources</p>	<p>Action Plan & Performance Metrics</p>	<p>Leader: Research Committee</p>
	<p>2.3b: Task IAWEA specialty conference committees to include at least one resource recovery program as part of their programs starting with the 2018 Fall Operator's Conference to develop and provide members resource recovery education</p>	<p>Action Plan & Performance Metrics</p>	<p>Leader: Board led initiative during meeting with committees.</p>
	<p>2.3c: Capture resource recovery presentations from IAWEA conferences and share on website in order to</p>	<p>Action Plan & Performance Metrics</p>	<p>Leader: Web Committee</p>

	further build a library of reference information		
	2.3d: Capture resource recovery presentations from IAWEA conferences and distribute as part of the Newsletter	Action Plan & Performance Metrics	Leader: Newsletter Committee
Goal 2.4 Promote reasonable, science-based, water policy by informing members, public officials, and regulators	Objectives 2.4a: Work with IDNR and stakeholders to develop reasonable, science-based policies/regulation via technical advisory committees, meetings with IDNR staff, review and comment on draft policies and regulations in a timely manner in response to policy proposals	Action Plan & Performance Metrics	Leader: Government Affairs Committee
	2.4b: Inform IAWEA membership on policy and rule discussions and changes via timely association communication in order to encourage public comment, attendance at public hearings, influence the decision and outcomes by actively participating in the process	Action Plan & Performance Metrics	Leader: Government Affairs Committee with Web and Newsletter assist
	2.4c Share upcoming policy and regulatory changes with public officials via correspondence and conferences in order to keep them informed	Action Plan & Performance Metrics	Leader: Same as above
Goal 2.5 Expand the impact of the Annual Conference by attracting a larger audience	Objectives 2.5a: Increase participation in the Annual Conference to 300 attendees (10-20% growth) by 2019 in order to increase the value of the conference to members and to maintain the conference as the premier wastewater conference in the state preparing water	Action Plan & Performance Metrics	Leader: Annual Conference Committee

	professionals to be the most competent and prepared for the future		
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Core Strategy 3: Effective Communication

IAWEA works to enhance communication to existing and potential members through the creation and dissemination of messaging dedicated to improving the value received through membership.

<p>Goal 3.1 Provide newsletter to membership to keep informed</p>	<p>Objectives 3.1a: Develop goals for newsletter to include it being a highly valued technical resource for national and regional water quality issues as well as news of the association’s activities and membership value</p>	<p>Action Plan & Performance Metrics</p> <ul style="list-style-type: none"> Review and pull relevant technical and government affairs articles from WEF’s “MA newsletter articles”; many are timeless (Kelsey can direct you to these) 	<p>Leader: Newsletter Committee</p>
	<p>3.1b Using IAWEA newsletter committee members outsourcing for publication; 2 in 2018 and 4 the following 2 years</p>	<p>Action Plan & Performance Metrics</p> <ul style="list-style-type: none"> Find outsourcing publisher by March 16th, 2018-Jay Brady to call Jon Harger, adjust timing. Develop a plan and get budget approved by IAWEA Board by 3/18/18 Develop advertisers for newsletter by 5/1/18 Develop a submittal process for articles by 5/1/18 Develop items that should be in each quarterly newsletter by 5/1/18. 	<p>Leader: Newsletter Committee</p>
<p>Goal 3.2 Increase attendance at small community workshops to reach a larger audience of small system operators and community leaders.</p>	<p>Objectives 3.2a: Increase attendance at 6 regional workshops by 20% per year for the next 3 years</p>	<p>Action Plan & Performance Metrics</p> <ul style="list-style-type: none"> Continue to advertise workshops on the Iowa League Website Each committee member to contact 2 cities per region per year and personally invite them to the workshop Work with IDNR Regional Field Offices to obtain email list of cities in their respective regions Create small community mailing list and send workshop postcard invitations Contact Rural Water by February 1, 2018 and request they send out invitation on their email list 	<p>Leader: Matt Wildman and Small Community Committee</p>
<p>Goal 3.3 Initiate an email blast for rapid and timely</p>	<p>Objectives 3.3a:</p>	<p>Action Plan & Performance Metrics</p> <ul style="list-style-type: none"> Explore feasibility Create an “opt-in” line in CVENT and at all other conferences and meetings 	<p>Leader: Eric Evans and Jim McElvogue</p>

communication to all members	Give leadership and committee heads the ability to communicate information to the entire group		
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Core Strategy 4: Collaborative Partnerships <i>IAWEA seeks to maintain, enhance and develop partnerships and alliances with water sector groups for the broadened education and benefit of its members and to strengthen its reputation.</i>			
Goal 4.1 Enhance partnerships with DNR to ensure sound science in environmental policy and regulation	Objectives 4.1a: Increase DNR memberships in IAWEA by 10% by January 1, 2019 for the purpose of getting more involvement by DNR and building professional relationships that benefit our members	Action Plans & Performance Metrics <ul style="list-style-type: none"> • Determine current DNR IAWEA/WEF members before next Board meeting • Target 5 potential new DNR members at the next Board meeting • Contact 5 potential new DNR members by July 1, 2018 • Contact all DNR regional directors regarding potential benefits of engaging with IAWEA membership by July 1, 2018 	Leader: Regional Directors and Membership Committee
	4.1b: Provide input and assistance to DNR with rule making for the purpose of developing reasonable, prudent rules in order to serve as a strong voice to advocate on behalf of utilities and the water quality sector to assist them with more efficient and cost effective operations	Action Plan & Performance Metrics	Leader: Government Affairs Committee
	4.1c: Panel discussion on DNR enforcement policy at 2019 annual conference for building continuity in DNR regional enforcement	Action Plan & Performance Metrics	Leader: Annual Conference Program Committee
Goal 4.2 Develop new relationship with Iowa	Objectives 4.2a: Include ISWEP in annual IAWEA	Action Plan & Performance Metrics <ul style="list-style-type: none"> • Contact ISWEP regarding interest in participating in 2019 IAWEA annual conference after next IAWEA board meeting and 	Leader: Present to Board for Ad Hoc or new

Storm Water Education Partnership (ISWEP)	conference for the purpose of expanding IAWEA stormwater platform	prior to subsequent IAWEA Board meeting. Provide formal invitation and share benefits to ISWEP as well as water professionals	committee, Jon Koch to contact ISWEP
	4.2c: Explore feasibility of interest of ISWEP in joining with IAWEA for opportunities in increasing both groups memberships	Action Plan & Performance Metrics	Leader: Same as above
Goal 4.3 Develop relationships with other groups like Farm Bureau, Iowa Agriculture Water Alliance, Iowa Soybean Association, etc.	Objectives 4.3a: Contact agriculture groups and express interest in working relationships for the purpose of building trust, relationships, and collective benefits to water professionals concerning long-term nutrient policy	Action Plan & Performance Metrics	Leader: Government Affairs Committee
	4.3b: Invite agriculture group representatives to IAWEA annual to build professional relationships and educate ag groups on point source issues and policy	Action Plan & Performance Metrics	Leader: Government Affairs Committee and Program Committee
Goal 4.4 Develop relationships with other EPA Region 7 EPA Member Associations	Objectives 4.4a: Contact other MA Government Affairs committee chairs and express interest in maintaining communication on state and EPA Region 7 regulatory activities and MA activities for the purpose of achieving continuity of EPA policy among states by next Region 7 Four States EPA meeting	Action Plan & Performance Metrics	Leader: Government Affairs Committee

Core Strategy 5: Organizational Viability

For a sustainable and growing future, IAWEA strives to develop volunteers to serve in leadership capacities.

Goal 5.1 Implement a definition and documentation plan for organizational guidance	Objectives 5.1a: Increase general knowledge of incoming officers and preparation for service in new position	Action Plan & Performance Metrics <ul style="list-style-type: none"> • President to initiate pre-board meeting • 	Leader: Executive Leadership (EL) as PP, P PE and VP
	5.1b: Hold current and future President pre-board meeting conferences throughout the year. (Idea is to discuss current year initiatives and future issues).	Action Plan & Performance Metrics	Leader: EL
	5.1c: Revise P&P manual to shift duties to VP & PE by annual conference 2018	Action Plan & Performance Metrics	Leader: EL
Goal 5.2 Encourage new life/ideas and involve new members in committees to pass on knowledge	Objectives 5.2a Provide vice chair for committees with specialty conferences and other high-profile committees.	Action Plan & Performance Metrics <ul style="list-style-type: none"> • This would require change to P&P manual. This would be at direction of Board. 	Leader: EL and Jim McElvogue to bring list of Comms that need it
	5.2b: Encourage all committee chairs to identify potential successor for committee each year. 5.2c: Include in commitment form for committee chair signature 5.2d: Recruit new members	Action Plan & Performance Metrics	Leader: EL and Aims & Objectives Committee
	5.2e: Provide suggestion of speaker or rep from safety committee to conference committees for at least one or two speaker slots per conference (to help re-invigorate safety committee)	Action Plan & Performance Metrics	Leader: Program Committee
Goal 5.3	Objectives 5.3a: Identify with each committee need	Action Plan & Performance Metrics	Leader: EL

Outsourcing staff as appropriate for newsletter publishing	5.3b: Suggest "Increase Communication" strategy group to identify objectives		Leader: EL with Treasurer input for budget
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Process for working through the strategic plan – notes and outcomes

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis Results of Strategic Planning Workshop - January 2018

Strengths (prioritized)

1. Sound financial plan & status
2. Operator involvement
3. Premier source of pertinent, cutting edge wastewater training in Iowa
4. Partnerships with various organizations
5. Leadership culture

Weaknesses (prioritized)

1. Resistance to change
2. Communication & Outreach (web-site, newsletter, brand)
3. Continuity of leadership
4. Membership - recruitment and involvement of new members

Opportunities (prioritized)

1. Partnerships
2. Brand development and marketing (moved under communications)
3. Sustainability movement
4. Training/mentoring of committee chairs (support, continuity)

Threats (prioritized)

1. Competing organizations
2. Unappealing to the next generation
3. Aging leadership
4. Changing dynamics in the workplace (limited time, no support for employees)
5. Paid staff (threat to volunteer culture)

Notes from flip charts – Vision/Mission/Values

Vision - where we need to be in the future (First try)

- Essential; go-to (10)
- Leading resource (4)

- Sustainability (longevity organization renewable) (4)
- Professionals (9)
- Water environment (dedication) (9)
- Innovation (4)
- Education (of ALL water sector) (9)
- Iowa's
- Opportunities (for members) (1)
- Dedication (to clean water)
- Impact (on policy) (2)
- Resource recovery
- Environment

Vision – Near final draft

1. Essential; Go-to
2. Professionals
3. Dedicated to water environment
4. Education

- Essential to all professionals dedicated to enhancing Iowa's Water Environment

Vision – Near final & final

1. Essential to all professionals dedicated to enhancing Iowa's water environment.
2. Essential to all professionals dedicated to the sustainability of Iowa's water environment.

Mission - Why do we exist (First try)

- Obligation (3)
- Offer training (5)
- Leader (5)
- Educate professionals (11)
- Connect (1)
- Represent water professionals (2)
- Growth (2)
- Outreach to public (2)
- Volunteering (4)
- Advance science/knowledge (3)
- Collaboration (9)
- Sustainability (5)

Mission – brainstorming

- Connect and enrich (elevate)(advance) the expertise of professionals who protect Iowa's water environment (12)

- Connecting and advancing the expertise of Iowa's water environment professionals since 1927 (12)
- Connect and enrich the expertise of Iowa's water environment professionals (10)

Mission – final

- Connect and enrich the expertise of Iowa's water environment professionals.

Values - What we believe

- Innovation - advanced approaches to cleaning water. Education. Research. (1)
- Service - what we do (11)
- Ethical - accurate and honest, legitimacy
- Knowledge - collecting and disseminating (8)
- Positive - deal with public a lot. Attitude.
- Leadership - of the water profession (9)
- Passion - heartfelt (7)
- Engagement - bringing various groups together and engaging (2)
- Partnership - good track record of partnering with other organizations (1)
- Obligation - to promote organizational involvement (2)
- Professional - attitude
- Training - what IAWEA does (1)
- Connect/networking - opportunities for professionals to interact
- Volunteerism - nature of organization. Part of the culture (5)
- Stewardship - caretakers of water environment; industry knowledge (5)
- Collaboration - Connecting. Engaging. (9)

Near final values

- Passion (6)
- Volunteerism (5)
- Stewardship (1)
- Service (11)
- Knowledge (10)
- Leadership (10)
- Collaboration (9)

Values- Final values

- Passion
- Volunteerism
- Service
- Knowledge
- Leadership

- Collaboration

Core Strategies

- Membership
- Advancing knowledge
- Organizational viability
- Effective Communication
- Collaborative Partnerships

Goal thoughts/brainstorming

- Influence efficiency in government affairs (impact) & other areas
- Resource recovery
- Leading resource
- Sustainability (org, resource)
- Member opportunities
- Outreach to public
- Advance knowledge

Flip Chart Results from Large group to be refined by Breakout Groups

Goal 1a: Increase Communication (Jon, Laurie, Matt)

Objective: public education

Objective: website

Objective: newsletter

Objective: small communities

Objective: brand development

Objective: Utility General Managers

Goal 1b: Continuity of Leadership (Jim, Linda, Keith)

Objective: Committee directors

Objective: Mentoring new chairs/board

Objective: Aging workforce; Improve internal efficiencies

Objective: Outsource staff for various processes (i.e. newsletter)

Goal 1c: Membership (Kam, Taylor, Bob)

Objective: Recruiting new members and volunteers; next generation/young professionals; mentoring

Objective: Retention

Objective: Student organizations

Goal 2a: Partnerships (Greg, Jim, Jon K.)

Objective: DNR

Objective: DMACC

Objective: Other MAs, Farm Bureau, League of Cities, AWWA

Objective: Rural Water

Goal 3a: Advanced knowledge (Jay, Eric)

Objective: Resource Recovery

Objective: Promote sound policies

Objective: Education

Objective: Training

Objective: Nutrient removal

Objective: Stormwater

- Volunteering
- Promote sound policy
- Marketing

Evaluation

<u>What went well</u>	<u>What could have gone better</u>
Met goals	LK travel
On time schedule	Venue
Facilitation	More diversity (yps and women)
Great participation	