

# Strategy 2020: Our Updated Strategic Plan

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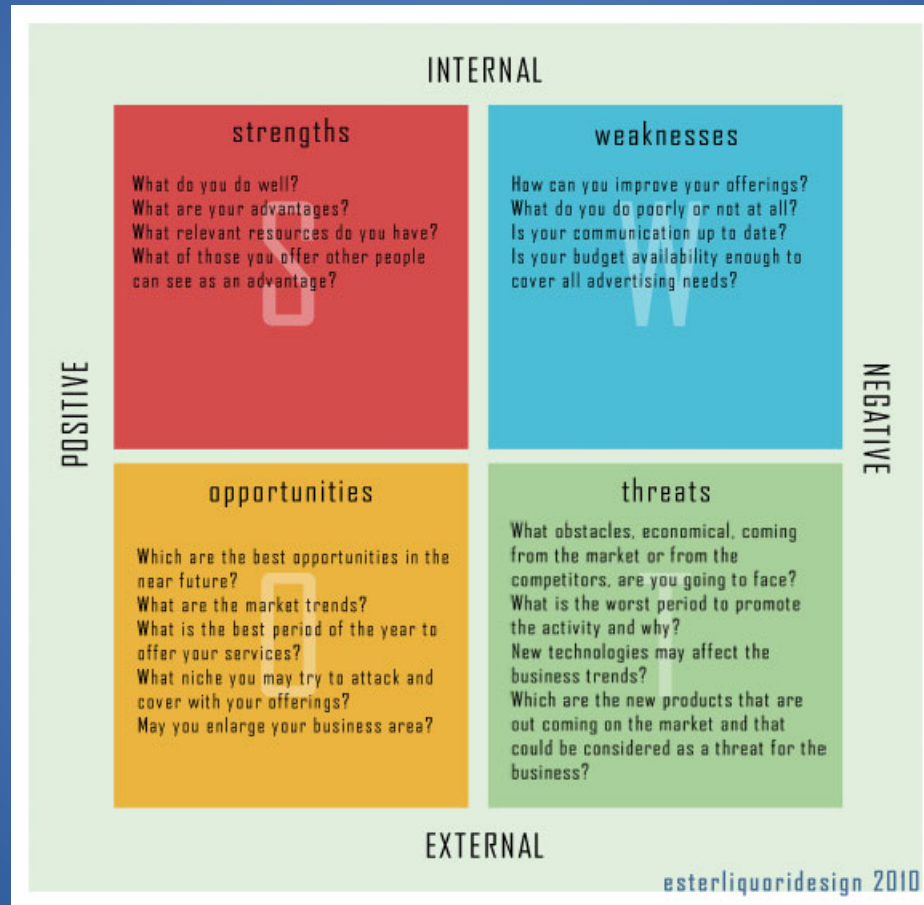


# Process

1. SWOT Analysis
2. Balanced Scorecard Process
3. Vision/Mission Statements
4. Strategic Goals
5. Objectives
6. Tactics/Activities
7. Metrics (KPIs)



# SWOT Analysis



# Strengths

- Local Chapters
- Technical Committees, Seminars/Workshops
- Brand
- Friendly/Collegial
- Number of Events
- Engagement of Core Members
- Decentralization of Activities
- Student Chapters/Student Design Competition
- Water Festivals
- Financials
- Regulatory- and Legislative-Driven Utility Council
- FWRC



# Weaknesses

- Connectivity with WEF
- Level of Administrative Support
- Retention of Institutional Knowledge
- Burning out Volunteers
- Volunteer Recruitment
- Business Planning Process Complexity
- Board Rotation
- Relationship with Utility Council
- Flat Membership
- Unclear Vision
- Alignment of Organizational Structure
- Volunteer Training
- Lack of Connectivity between State Board and Chapters
- Lack of a Defining Branding Event/Activity specific to FWEA - “the hook”



# Opportunities

- Leverage WEF
- Partner with Complementary Organizations/Associations
- Potential Mergers/Acquisitions
- Target YPs (GenXs/GenYs)
- Target Students/Soon-to-be College Graduates
- Target Regulatory Groups
- Outreach General Public
- Advance Image in Marketplace & General Public
- Innovation to Deliver Content
- Enhance Website
- General Communication with Membership



# Threats

- Multiple Organizations Competing for Members
- Employer Support
- Burn-out of Volunteers & Members
- Organizational Structure & Processes
- Recession
- Loss of Membership to Specialized Subgroups
- Technical Information readily available Online (not through Technical/Professional Association)
- Maintaining Relevancy
- Generational Divide and Preferred Communication Method



# Overview of Process

Vision/Mission Statements



Strategic Goals



Objectives



Tactics



Metrics (KPIs)



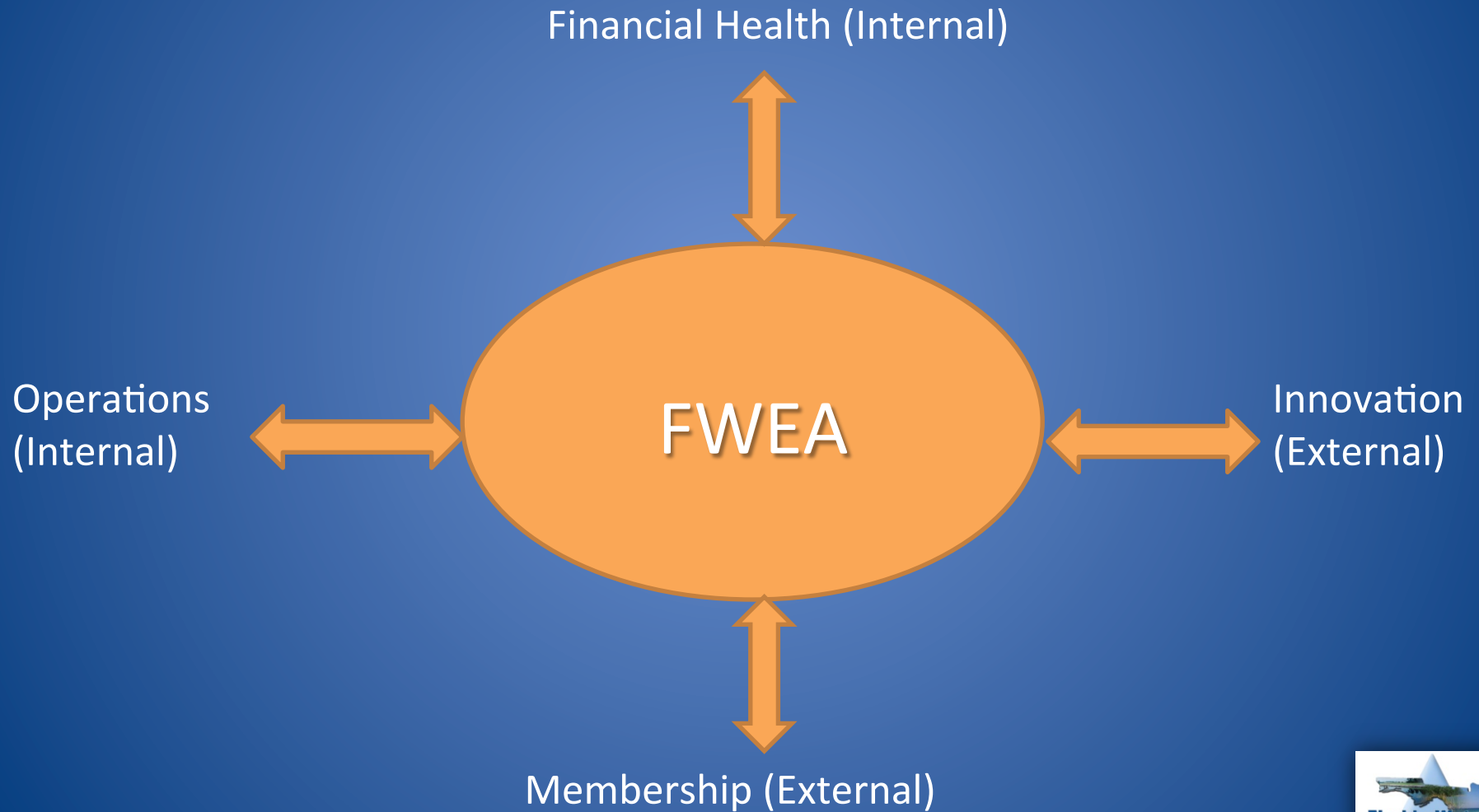
Organization Chart



Implementation Schedule



# Balanced Scorecard Process



# Former Vision Statement

A Clean Water Environment for Florida's Future Generations

# Current Vision Statement

A Clean and Sustainable Water Environment for Florida's Future Generations



# Former Mission Statement

Preserve and Enhance Florida's Water Environment by Supporting and Uniting Water Quality Professionals through Public Education, Professional Development, and Promotion of Sound Science-based Public Policy.

# Current Mission Statement

The Florida Water Environment Association (FWEA), a leading non-profit organization, will promote clean and sustainable water environment by:

- 1) Supporting and uniting our members and the public through **Public Awareness**,
- 2) Providing **Professional Development** of our members,
- 3) Promoting Sound Science-based **Public Policy**, and
- 4) Maintaining a **Strong Organization**.



# Key Words for Mission/Vision Statements

- Unite
- Adapt
- Protect the Environment
- Def'n of Water (how narrow)
- Education/Knowledge
- Organizational Excellence
- Sound Science
- Public
- Members
- Policy Guidance
- Innovation
- Leading Organization
- Leverage Knowledge
- Development
- Non-profit
- Sustainability



# Strategic Goals

- Supporting and uniting our members and the public through *Public Awareness*
- Providing *Professional Development* of our members
- Promoting Sound Science-based *Public Policy*
- Maintaining a *Strong Organization*



# Public Awareness - Objectives

1. Position WEF/FWEA as an Information Resource
2. Educate and engage the public to become water stewards



# Professional Development - Objectives

1. Provide educational opportunities to assist with licensing and certification requirements
2. Expose members to best practices and innovative concepts
3. Provide networking and career growth opportunities
4. Provide leadership opportunities
5. Engage students focused on the water profession



# Sound Public Policy - Objectives

- Improve communication between FWEA and Utility Council
- Provide education opportunities/outreach for elected officials
- Promote sound science-based public policy making



# Strong Organization - Objectives

- Increase membership and member engagement
- Improve leadership development
- Ensure financial stability
- Align the organizational structure and decisions with strategic goals
- Improve institutional memory



# Public Awareness - Tactics

- Water Festivals
- Outreach to science teachers
- Each chapter adopt a STEM program
- WEF program – support World Water Day
- Develop communications plan with messages
- Invite media to technical seminars/FWRC on relevant public topics
- Provide media training for members
- Florida Water Week/proclamation
- Social/media posts
- Establish FEWA Public Information Officer (PIO)
- Develop technical web content as it relates to public



# Professional Development – Tactics

- Technical Seminars
- Annual Conference - FWRC
- CEUs/PDHs
- Annual Awards
- Student Design Competition
- Scholarships
- Luncheon Meetings
- Local Chapter Meetings
- Operations Challenge
- Publications – FWRJ, FWJ, Droplet, Chapter Newsletters
- Develop/expand Mentoring program
- Membership directory/guide
- Webcasts/on-line content
- Advertise WEF webcasts
- Leverage WEF content/YouTube/webcasts/white papers/ppts



# Sound Public Policy - Tactics

- Utility Council on FWEA Board
- Provide technical expertise to the Utility Council for their policy position development
- Expand FRWC tract to entice public official participation
- Legislative Days
- Hold Big Ben/Tally Florida Water Festival on Legislative Days



# Strong Organization - Tactics

- Hosting WEF officials
- Promote FWEA only membership
- Develop membership brochure
- Develop web store on website
- FWEA shirts for brand
- Leadership development workshop
- Executive/financial manager
- Email blast communications
- Interaction with Student Chapters
- Maintain healthy treasury reserve
- Improved budgeting process
- Update policies & procedures manual
- New member on-boarding program
- New leader orientation guidance documents
- Develop concise, easy to read/find guidance documents
- Outreach to other stakeholders (i.e. regulators) to strengthen membership



# FINAL STRATEGIC PLAN



STRATEGIC GOALS	OBJECTIVES	ASSOCIATED TACTIC(S)	ASSOCIATED METRIC(S)	TARGET FOR EACH METRIC
Supporting and uniting our members and the public through <b><u>Public Awareness</u></b>	Educate and engage the public to become water stewards	Participate in charitable, community, and educational forums as FWEA representatives	Number of activities attended (by type) and approximate number of public reached per activity (by general age category of grade school/high school/adult)	Participate in 10 activities per year
	Position WEF/FWEA as an Information Resource	Expand dissemination of info online via the website and posts to social media	Number of new articles/posts on website and social media	12 per year
Providing <b><u>Professional Development</u></b> of our members.	Provide educational opportunities to assist with licensing and certification requirements	Hold training events with PDH/CEU opportunities	Measure number of events—tracked by type, location, no. of attendees, no. of PDH/CEUs issued	6 events per year, with a minimum of 3 regional seminars
	Expose members to best practices and innovative concepts			
	Engage students focused on the water profession  (Note: has 2 tactics/metrics)	Support of student activities by local chapters	Number activities local chapters do to support the student chapters (track by type: scholarships, participation by students in local chapter activities, outreach to their local students meetings, events to support SDC)	3 activities per student chapter per year
		Conduct student design competition annually	Number of teams/schools participating per year	Minimum 4 schools participating per year

STRATEGIC GOALS	OBJECTIVES	ASSOCIATED TACTIC(S)	ASSOCIATED METRIC(S)	TARGET FOR EACH METRIC
Promoting <b><u>sound</u></b> , science-based <b><u>Public Policy</u></b>	Improve communication between FWEA and Utility Council	Member of ExCom participates in utility council meetings	Percent of UC meetings with ExCom member participation	100% per year
	Promote sound science-based public policy making	Publish articles on the annual legislative session and other relevant “hot topics”	Number of articles per year	2 articles per year
Maintaining a <b><u>Strong Organization</u></b>	Increase membership and member engagement	Grow membership annually	Track number of members by chapter and by category (student/YP/full/FWEA-only/etc)	3% growth per year in total number of members
	Ensure financial stability	Maintain healthy reserve balance to cover potential liabilities	Amount of FWEA-only reserves versus expenses for FY	50% of FWEA-only expenses for FY maintained in reserve, set annually in budget, with quarterly updates
	Improve institutional memory	Update and maintain a user-friendly Policy & Procedures Manual	Number of times P&P manual is updated	Complete initial update of entire P&P manual within 12 months. After first FY, continually update P&P manual for each board mtg

