



Vision Statement

A better world through better water.

Mission Statement

Providing solutions to effectively manage water, the world's most important resource.

STRATEGIC GOALS AND RELATED STRATEGIC OBJECTIVES

Strategic Goal:

Member Engagement & Development

PA AWWA will be recognized as the water association of choice by creating meaningful and unique opportunities for our water community.

Strategic Objectives

- Increase engagement of members within the Section
- Maintain or increase Section membership base and identify progression path
- Enhance utility participation
- Evaluate onboarding process for new members

Strategic Goal:

Organizational Stewardship

PA AWWA will be an effective and efficient organization by practicing sound financial and risk management.

Strategic Objectives

- Improve Board and Committee accountability
- Enhance Revenue Growth
- Maintain reserves at an acceptable level
- Improve use of technology
- Enhance Strategic Relationships

Strategic Goal:

Knowledge Creation & Exchange

PA AWWA will create and exchange knowledge to benefit public health and the needs of our water community.

Strategic Objectives

- Enhance Strategic Partnership with other associations and Section Districts
- Provide Training Opportunities for Operators
- Implement Community Outreach programs to increase knowledge of careers in the water industry

Strategic Goal:

Water Policy and Leadership

PA AWWA will lead our water community by identifying trends and regulatory issues and engaging in other actions that promote safe water practices and reflect sound science.

Strategic Objectives

- Promote Total Water Solutions, ensuring the effective management of water
- Increase public awareness and promote the Value of Water

Key: 🔴 Not started

🟡 In progress /w caution

🟢 In progress/On Track

⬛ Complete

Member Engagement & Development

Desired Outcome:

- PA AWWA will be recognized as the water association of choice by creating meaningful and unique opportunities for our water community.

Objective	Actions or Tactics	Measurement	Priority	Timeline	Accountable
1. Increase engagement of members within the Section	Strengthen 1st and 2nd year member engagement activity by utilizing existing member engagement plan from the Membership Committee Strategic Plan	Increased 1st/2nd year member participation and retention numbers from office registration and membership database. 2019 goal of 2% for growth goal and 65% for 1 st year retention	3	Q4 2019	Membership Committee
	Involve District level participation in membership initiatives	Section sends communication to membership liaison in coordination with District Chair. Email monthly membership information to Districts. District follows up with telephone communication.	2	Q4 2019	Executive Director, District Trustees, District Chair
	Membership Survey	Have PR Committee develop survey to assess member needs			
	Re-engage Membership Committee	Review and Update Committee Action Plan	1	Q2 2019	Membership Committee
2. Maintain or increase Section membership base and identify progression path	Improve relationships with student organizations	Continue student involvement in Section activities and student membership.	3	Q4 2019	Membership and YP Committee
	Continue the Fresh Ideas Poster Competition as an annual Section function at the PA Conference.	Poster competition held annually during the State Annual Conference.	1	Q2 2019	YP Committee
	YP Initiatives to get more involvement at the Section level	Increased communication between State and District regarding student activities.	2	Q4 2019	YP Committee
3. Enhance Utility participation	Increase number of non-member utilities engaged by the Section and AWWA on membership benefits.	Increased communication to non-member utilities	2	Q4 2019	Executive Director & Board

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Objective	Actions or Tactics	Measurement	Priority	Timeline	Accountable
	Facilitate utility participation in safe water partnership programs (e.g. PFSW, PFCW).	Increased number of utilities enrolled in the partnership programs.	3	Q4 2019	Executive Director & Board
4. Evaluate onboarding process for new members	Review and streamline the new member package and procedures, including a recruitment and deployment strategy for prospective volunteers.	New member package and procedures reviewed annually and updated as required. Volunteers are actively involved – increasing number of active volunteers.	2	Q4 2019	Executive Director & Board

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Organizational Stewardship

Desired Outcome:

- PA AWWA will be an effective and efficient organization by practicing sound financial and risk management.

Objective	Actions or Tactics	Measurement	Priority	Timeline	Accountable
1. Improve Board and Committee Accountability	Develop Management Plan and Board Member Manual	Completed plan & manual	1	2Q 2020	Executive Director & Board
	Update committee plans based on the new Strategic Plan's objectives.	Completed committee plan	2	Q4 2019	Executive Director & Board
	Develop Operations Plan for day to day Section operations	Completed operations plan	3	Q4 2020	Executive Director & Board
	Utilize a committee chair forum and information exchange.	Clear understanding of volunteer and staff roles and responsibilities for each Section committee. Meets at the Annual Conference.	1	Q2 2019	Executive Director & Board
2. Enhance Revenue Growth	Identify gaps in services provided to Section members that could be met through promotion of new AWWA resources.	Identify two new opportunities for revenue growth	1	Q4 2019	Executive Director & Board
3. Maintain reserves at acceptable level	Manage Budget to within limits	Maintain reserves of half the operating budget	1	Q4 2019	Executive Director & Board
4. Improve use of technology	Engage IT Committee	Update website	3	Q4 2020	Executive Director, IT Committee & Board
		Will provide list of initiatives to the IT Committee Chair	3	Q2 2019	Executive Director & Board
5. Enhance Strategic Relationships	Manage relationships with internal partners	Section structures and activities are coordinated and focused around common strategic themes of the Section and AWWA.	1	Q4 2019	Executive Director & Board
	Manage external relationships	Directory of external relationships/partners	1		Executive Director & Board
	Manage Regulatory Relationships	Directory of regulatory partners/contacts	1		Executive Director & Board

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Knowledge Creation & Exchange

Desired Outcome:

- PA AWWA will create and exchange knowledge to benefit public health and the needs of our water community.

Objective	Actions or Tactics	Measurement	Priority	Timeline	Accountable
1. Enhance Strategic Partnerships with other associations and Section Districts	Review current partnership agreements	Current listing of strategic partners; Definitions of the working relationship and goals for each partnership	1	Q4 2019	Executive Director & Board
	Determine annual events with key partners	Annual listing of events and identification of partnership opportunities	1	Q4 2019	Executive Director & Board
	Strengthen the relationships with the Districts and the Section	Membership Committee creates strategy to align District and Section goals	1	Q1 2019	Membership Committee
2. Provide Training Opportunities for Operators	Participate in AWWA Grant Funded Training	Hold US EPA Small Systems Training	1	Q4 2019	Executive Director
	Hold AWWA Cybersecurity Workshop	Cybersecurity workshop is held	1		Executive Director
	Promote AWWA and PA-AWWA resources and tools for operators	Communication of resources/tools in Section newsletter, website and at conferences	2		Executive Director & PR Committee
3. Implement Community Outreach Programs to increase knowledge of careers in the water industry	Review student chapters and Section management	Identify two Section volunteers to champion student chapters (one west and one east)	3	Q4 2019	Executive Director & Board
		Outreach initiatives/list of potential student chapters	3	Q4 2020	YP/Student Committee
		At least one new student chapter	3	Q4 2021	YP/Student Committee
	Provide opportunity for students/YPs to present at events	Continue the YP poster competition	1	Q2 2019	YP/Student Committee

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Water Policy and Leadership

Desired Outcome:

- PA AWWA will lead our water community by identifying trends and regulatory issues and engaging in other actions that promote safe water and reflect sound science.

Objective	Actions or Tactics	Measurement	Priority	Timeline	Accountable
1. Promote Total Water Solutions, ensuring the effective management of water	Section maintains relationship with Milliron & Goodman Government Relations, LLC.	Hold discussion on relationship.	1	Q1 2019	Executive Director & Board
	Understand DEP water related initiatives.	Provide required training on new DEP initiatives.	1	Q1 2019	Executive Director & Board
	Appoint representative to TAC and SAC.	Representative serving on TAC and SAC. Feedback mechanism in place for TAC and SAC reps.	3	Q1 2019	Executive Director & Board
	Encourage collaboration between WUC and other organizations.	Review WUC relationship with other organizations/Acknowledge existing relationships	1	Q1 2019	Executive Director & Board
	Participate in AWWA Fly-In.	Delegate attends Fly-In	1	Q1 2019	Executive Director & Board
2. Increase public awareness and promote the Value of Water	Utilize AWWA's messaging and communication tools to promote AWWA campaigns	Participate in Drinking Water Week. Inventory of communication opportunities and how the Section can implement them.	2	Q2 2019	PR Committee & Executive Director
	Provide utilities with communication tools for Drinking Water Week by sending social media content to social media contacts for each utility member	Communication tools are provided to utility members	1	Q2 2019	Executive Director & Board
	Create an inventory of opportunities to engage the public beyond the water industry.	Inventory of opportunities is available	3	Q4 2019	Executive Director & Board
	Create a speaker's bureau to engage in speaking/public engagement opportunities across state	Speakers are identified	3	Q42019	Executive Director & Board