
California Water Environment Association



Strategic Long-Range Plan

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PREFACE TO THE 2008 STRATEGIC LONG RANGE PLAN

The CWEA Board of Directors adopted its first Strategic Long Range Plan in June 2004 and began including aspects of it in the 2005-2006 program of work. Each year, the CWEA Board reviews the plan to assess its relevance based on experience and a changing environment.

In January 2007, the Board's review produced a number of additions to the "Assumptions about the Relevant Future" that have been incorporated in this updated version of the 2004 Strategic Long Range Plan. In addition, "Pride" was added to "Core Values."

In January 2008, the Board reviewed the "5 to 10 year planning horizon, assumptions about the relevant future" section of the Strategic Plan. Board comments have been incorporated into the Strategic Plan.

Although no changes have been made to the "Possible Strategies" listed on pages 22 through 31 of this plan, it should be pointed out that these strategies present ideas for consideration to assist in achieving the identified goals and objectives. They may be used as a guide by the Board in developing programs of work that are consistent with the Plan; they should not be used as a gauge of the success of the implementation of the Plan.

The new version – the 2008 Strategic Long Range Plan – was approved by the CWEA Board in 2008.

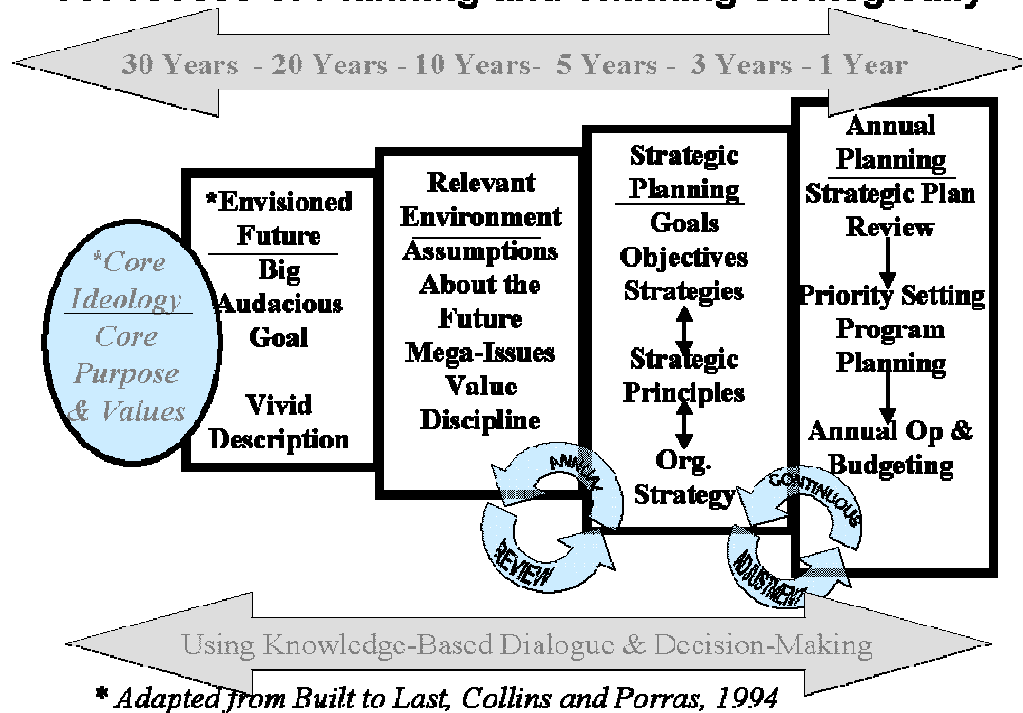
INTRODUCTION

CWEA’s strategic long-range plan describes a desired vision and what will be essential to achieving that vision. It is grounded in *core ideology* and driven by an *envisioned future* that realizes the full potential of CWEA’s ability to support its stakeholders and the industry. CWEA’s commitments are articulated in *goals* that declare the outcomes or attributes the organization intends to achieve. *Objectives* represent key metrics affecting CWEA’s ability to achieve the goal and articulate the direction in which these issues must be moved. *Strategies* will describe how CWEA plans to commit its limited resources to make its vision a reality.

In the future, CWEA will not have the resources to be all things to all people; instead it will have a plan to meet the needs of a constantly changing professional environment. Therefore, underlying this plan is the adoption of an ongoing process of planning and thinking strategically, designed to ensure relevance of direction and action over time.

In developing this strategic plan, a framework for planning was utilized, based on a model that organizes conversations about the future into four distinct planning “horizons.” Many associations have found the use of this framework to be a powerful tool. It helps organizations in prioritizing and executing outcomes as well as in ensuring relevance of an organization’s long-range direction over time.

A Process of Planning and Thinking Strategically



Envisioned future. The “four planning horizons” framework consists of crafting a comprehensive strategic direction based on the balance between what doesn’t change for the organization and what the organization seeks to become.

1. What doesn't change: The timeless principles of the organization's core purpose and core values, in other words, the organization's core ideology.
2. What the organization seeks to become: What would be possible beyond the restraints of the current environment within a 5- to 10-year horizon or possibly longer (10- to 30-year horizon)? This is characterized by the articulation of an envisioned future (a big audacious goal or "BAG") and a vivid description of what it will be like to achieve that big audacious goal.

Critical factors. The articulation of the envisioned future guides the organization as it considers the factors that will affect its ability to achieve its goals. Building foresight about the 5- to 10-year horizon--assumptions, opportunities, and critical uncertainties in the likely relevant future as well as emerging strategic mega-issues--suggests critical choices about the potential barriers the organization will face. This foresight also suggests the responses the organization will need to consider in navigating its way toward achievement of its 5- to 10-year goal, or BAG.

Strategic plan and operational planning. The linkage continues into the 3- to 5-year horizon through the development of a formal long-range strategic plan, in which the organization articulates the outcomes it seeks to achieve for its stakeholders. How will the world be different as a result of what the organization does? Who will benefit, and what will be the likely results? Further, the articulation of strategies will bring focus to CWEA's annual operational allocation of discretionary resources. Action plans, checkpoints, and milestones will be developed through a process of operational planning, indicating CWEA's progress toward each goal in every planning year.

A strategic long-range plan is not intended as a substitute for an annual program or operating plan. It does not detail all the initiatives, programs, and activities the organization will undertake in the course of serving its membership and the industry, nor can it foresee changes to the underlying assumptions on which key strategic choices were based. Instead, the strategic plan identifies what CWEA does not do today, but must do in the future to be successful. Consequently, the strategic plan implies change--doing new things or doing more or less of current activities to ensure successful outcomes.

Ongoing Re-evaluation. Strategic planning for CWEA will be the methodology for the organization's operations. This process is not intended to yield a plan that is placed on the shelf, but will serve as a catalyst for the "process of planning strategically," at all times and at all levels throughout the organization. In order to achieve its vision, CWEA will not look at strategic long-range planning as a one-time project that produces a milestone document of its best thinking at the moment. Instead, CWEA will adopt strategic planning as an operational philosophy of ongoing re-evaluation of the critical knowledge bases that form the framework of its world, including:

- Sensitivity to member needs,
- Insight into the future environment of the industry,
- Understanding of the capacity and strategic position of the organization, and
- Effective analysis of the ethical implications of policy and program choices.

CWEA's strategic long-range plan represents a compass the organization will use to guide its work over the next five years. Each year of its life, the plan will be updated based on experience and new circumstances and as new opportunities and challenges emerge. In 2008, CWEA's strategic plan will undergo a review which is more comprehensive than the annual review and revision. At this time the envisioned future and the mega-issues will be modified based upon the new environment in addition to the assessment on progress towards our goals and the envisioned future. CWEA will also reconsider the timeframe of the planning horizons to determine if we can expand the envisioned future to 10-30 years.

TIMELESS PLANNING HORIZON

~ CORE IDEOLOGY ~

*Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: **core purpose** – the organization's reason for being – and **core values** – essential and enduring principles that guide an organization. These are related to, but do not replace, the mission as defined by the CWEA Constitution: to enhance the education and effectiveness of California's wastewater professionals through training, certification, dissemination of technical information, and promotion of sound policies to benefit society through protection and enhancement of the water environment.*

CORE IDEOLOGY

Core Purpose:

To enhance the effectiveness of water environment professionals and to benefit society by protecting and enhancing our water environment.

Core Values:

- Professionalism - following the highest standards of technical and ethical conduct; supportive of CWEA's mission and purpose at all times
- Responsibility - recognizing and fulfilling our duty to protect the quality of our water environment and to honor the trust the public has placed in us
- Accountability - responsible and answerable for our actions, assignments, and duties within the organization
- Integrity - firm adherence to our Code of Conduct (policy 98-1); honor and candor
- Celebration – taking pride in the water environment industry; recognizing and promoting the work of CWEA
- Adaptability - flexibility in anticipating and responding to changing circumstances and environment
- Excellence - providing outstanding quality products and services; doing and recognizing our best at all times
- Knowledge - gathering, learning, and sharing the latest information, experiences, and our core values; using sound data in the decision-making process
- Inclusion - respecting all of our members; soliciting the participation of everyone (including others in the industry and environmental community) to remain open to healthy dialogue and growth

- Pride – instilling in our members knowledge and appreciation of the value of their role in protecting public health and the environment which is then reflected in their interaction with each other and the public.¹
- Teamwork – working and sharing equally in the responsibilities and rewards of progress; sharing in the opportunities for involvement
- Outreach – extending our knowledge to the community and inviting people into the group
- Leadership – developing future volunteers into leaders, and acting in a forward-thinking, timely, proactive manner.
- Fun – offering opportunities for enjoyment and fulfillment while doing the work of the association and experiencing its programs and services¹

¹ From the January 2007 CWEA Board of Directors planning meeting.

5-10 YEAR PLANNING HORIZON

~ ENVISIONED FUTURE ~

ENVISIONED FUTURE

*Envisioned future conveys a concrete, but yet unrealized, vision for the organization. It consists of a **big audacious goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.*

Big Audacious Goal

The public will value wastewater professionals as partners in protecting the water environment.

Vivid Descriptions:

- The wastewater industry will be seen as a valued and desirable profession.
- People who are in the industry will express pride in their work to people inside and outside the industry.
- The public will value the positive efforts, success, responsiveness, and progress of the wastewater industry.
- Technical certification will be mandated and supported by the agencies and regulators.
- There will be data to support the link between training, certification, and safety.
- There will be more wastewater curricula available to students of all levels and interests, which will encourage more students to join in all vocations within the industry.
- Employee retirements will have a minimal effect on the profession and our membership.
- There will be an increased, active and committed volunteer pool.
- Members will rank their profession as highly desirable.
- The wastewater profession will be seen as an integral part of watershed management.
- People from other industries and associations will seek out our experts for advice.
- We will be participants in the creation of regulations.
- There will be an active and vibrant student chapter at every California university, community college, and trade school that offers an industry-related degree program.

- The association will be seen as an inclusive community where all members feel they have an equal opportunity to be involved and informed.
- Agencies will see CWEA as their primary service provider for training and certification.
- There will be agency support of volunteer efforts.
- We will be seen as a part of the environmental solution.
- There will be more collaboration with regulators, educators, other professional associations, key stakeholders, and environmental groups.
- Legislators and environmentalists will look to CWEA for information and input on regulation, legislation, and positions as they are in the development process.
- CWEA members and wastewater professionals will be seen as true environmentalists in action.
- CWEA will be recognized as active protectors of public health and safety.

5-10 YEAR PLANNING HORIZON

~ ASSUMPTIONS ABOUT THE RELEVANT FUTURE ~

*The Association's strategic long-range plan must be based in part on a projected view of the future environment of our members, profession, industry, and the relevant world at large. **Foresight** about the relevant future is what will make the long-range plan strategic. **Building foresight** requires a look at three levels of future orientation: **current conditions**, which represent our view of what exists today; **trends**, which reflect what conditions we can see today and the predictions we can make about what direction the conditions will move; and **assumptions**, which reflect our beliefs about what will happen or how things might be in the future, not necessarily based on what we see today. When conditions change, strategy needs to be adjusted. An annual review of this thinking will help the association ensure the ongoing relevance of its strategy.*

Work & Workplace Trends and Assumptions

1. People in agencies will retire earlier to take advantage of their competitive retirement packages.
2. There will be an industry-wide drain of knowledge.
3. The industry will rehire or offer contracting positions to experienced and retired former employees.
4. Operator-in-training positions will increase. Higher level certified operators will be more difficult to find. There will be more on-the-job, post-hiring training needs.
5. There will be a change in the types of jobs that are available with regard to vocation and number due to technological advances (such as SCADA).
6. There will be an increased need for professionals in collection systems, pretreatment, pollution prevention, laboratory, maintenance, electrical/instrumentation, and stormwater.
7. Engineering employers will have increased difficulty in recruiting environmental engineers as a result of:
 - a. continued decrease in number of students entering engineering
 - b. increased need for environmental engineers
 - c. competition of existing engineers into other specialties and professions
8. There will be an increased need for professionals at all levels in the industry.
9. There will be more positions available in publicly and privately owned operations (automation will be offset by population growth, and there will be more positions in non-municipal employers).
10. The number of supervisory and management positions will remain about the same.

11. Technical vocations will continue to need basic skills training on the job, even for employees with higher education in academic and technical schools. There is a lack of minimum knowledge for new employees to start in some areas, and a lack of desire or willingness to enter other areas (and start “at the bottom”).
12. There are difficulties in cross-training, with an increased need for skill-oriented training.
13. Salary issues will need to be addressed, as there is a rise in:
 - a. Cost of living
 - b. Higher educational costs (need to pay-off student loans)
 - c. And an increase in difficulty to find staff with adequate skills and education (this links back to a concern about both work ethic and the industry wide staff turn-over).
14. There will be an increased link between salary levels and certification.
15. It will be an employee-driven marketplace which will require employers to “out compete” each other to attract new employees.¹
16. As the percentage of women in the wastewater profession continues to increase, there will be more women assuming leadership positions at work as well as in professional organizations.¹
17. The younger generation will seek meaningful ways to have their voices heard both at work and in professional organizations.¹
18. A positive perception of the wastewater profession will be critical in attracting people to the industry.¹
19. There will be increased flexibility with job schedules including telecommuting and job sharing.¹

Science & Technology Trends and Assumptions

1. Technological advances in communication will increase members’ expectations about when, where, and how they can access CWEA products, services, staff, and leaders.
2. Technology will continue to improve, and the profession will require more technical expertise of its professionals.
3. The increase in sophistication of technology and the ability to detect more pollutants will lead to more stringent regulations, and the laboratory /regulatory /treatment technology cycle will continue.

¹ From the January 2007 CWEA Board of Directors planning meeting.

4. Advances in science and technology in other industries will be increasingly important to monitor and assess for their impact and potential application to the wastewater industry.
5. Job qualifications will shift as the industry continues to assimilate new technology in the workplace.¹
6. Technological advances in green technology, nanotechnology, water reuse, and energy will impact the industry.

Demographics & Social Trends and Assumptions

1. There will be an aging workforce, a longer professional life, and more shifts in professions during an individual's career.
2. Retirement (aging workforce) crunch will hit in 5-10 years, with a loss of historical industry knowledge as those people retire. The current re-hiring of retired people as consultants is only a temporary fix.
3. The work ethic of the working population will continue to change, including placing lower value on one's professional life (and less innate interest in and loyalty to any association or agency).
4. There will be a high expectation of the younger generations that they can start at mid-level (or upper-level) positions.
5. Fewer participants and less time to participate – based on the increased emphasis on personal lives. The employers' willingness to pay for training is critical to get employees to go to training.
6. There will be an increase in the number of women in the industry, although there is slow movement into the operations and other non-engineering vocations.
7. There will be an increase in the number of industry professionals for whom English is not a native language.
8. The percentage of baby boomers in the workforce will decrease significantly - from 58% to 3% by 2012 according to American Water Works Association (AWWA) and the Bureau of Labor Statistics.
9. U.S. college graduates will increasingly seek employment internationally.
10. There will be increased collaboration on projects and other work between U.S. and non-U.S. companies and professionals in our field.
11. An increasing number of engineering and designer jobs in our industry may be outsourced abroad (although the impact of this trend on California is anticipated to be minimal).
12. The "minority" population will increase nationally, in California the biggest increase will be in the percentage of Hispanics.

¹ From the January 2007 CWEA Board of Directors planning meeting.

13. The public interest in environmental protection and regulation will increase. Timing will vary by region, with the public first focusing on air quality (already done and past in some California regions) then turning to water quality (with drinking water issues to be addressed before wastewater issues).
14. There will be an increasing focus on water quantity and recognition of wastewater treatment plants becoming water purveyors.¹
15. There will be an increase in the public awareness of pollution attributed to storm water runoff.¹
16. “Soundbites” will continue to play a critical role in garnering the public’s attention on issues that require a deeper level of discussion and education.¹

Economic & Business Trends and Assumptions

1. Employers may be impacted more by budgets than quality of training when deciding on employee training.
2. There will be a shift from privatization.¹
3. Storm water pollution and treatment of dry weather flows will increase the overlap of issues and common ground with other associations, such as storm water associations.
4. There will be an increased emphasis on managing assets, infrastructure and inventory, sanitary sewer overflows (SSO) and there may be greater regulation in this area in the future. SSOs and blending will continue to be important issues.
5. There will be a need for greater accountability for the use of grant funds, with increased interest in social engineering (for land use and development of public access areas).
6. There will continue to be increasing costs for renewal, replacement and upgrade of the wastewater infrastructure, and funding will be an issue; with impacts to vary by municipality.
7. Recycled water use (although possibly not drinking water) will become more common and more accepted by the public, however the timing of acceptance will vary by region.
8. There will be a growing acceptance of the (holistic) watershed approach to address water resource issues; creating a potential overlap among the potable water, storm water, and wastewater industries.
9. Awareness of issues surrounding biosolids will increase (environmental management system certification, and land application).
10. CWEA training events will need to be consistent in quality and professionalism in their delivery to build credibility in an increasingly competitive training market.

¹ From the January 2007 CWEA Board of Directors planning meeting.

11. Regulations will tighten, and may have an adverse financial affect on agencies and the industry at large. While some regulations may reduce costs for collection systems, overall (industry-wide) increased regulations will increase costs.

Government (regulatory and legislative) Trends and Assumptions

1. There will be new and tighter regulations with increased expectations. Detection limits will continue to go lower and the ability to meet them (or not) will affect the reputation of the industry.
2. More training and person hours will be required to complete the more stringent requirements (of permits and other regulations), and will have an adverse impact on agency efficiency.
3. California economy and budget will provide less funding to agencies.
4. In the short-term, additional costs for equipment, staff time, and other resources will mean less money available for association membership, training, certification, and other services.
5. There will be an increase in liability and litigation of individuals (not only agencies) such as operators.
6. There will be increased expectations by regulators that ethics be integrated with job performance, which will result in tighter regulations in all aspects of the industry. CWEA needs to lead the industry in developing a culture of ethics with training focused on ethical behavior in all positions.
7. There will be increased scrutiny of boards and regulators when looking at records and budgets, and therefore an increased need to plan accurately and keep more detailed and accurate records, including the documentation of training.
8. There will be less polarization between regulators and implementers of regulations (more collaboration) that will vary regionally, and also between the industry and environmentalist groups.
9. There will be a less knowledgeable and less experienced regulatory board/staff that may need to be educated by the permit holder about the permit they are issuing.
10. It will be more common to include water reuse in agency permit requirements.
11. There will be increased focus on multi-media issues; from stormwater to SSOs to air scrubbers.
12. The Non-Governmental Organizations will continue to play a key role in regulatory issues which will result in regulations that are less science based and do not consider cost of compliance versus net environmental benefit.¹
13. There will continue to be significant challenges related to reuse (both water and solids) due to public pressures based on the public's lack of education on the issues.¹
14. There will be more interest in water rights issues.

¹ From the January 2007 CWEA Board of Directors planning meeting.

15. There will be more regulations related to salinity.
16. There will be more regulations related to climate change.

Globalization Trends and Assumptions

1. There will be an increased desire to share technology across borders, and to take advantage of networking, products, and technological standards outside the US – with resistance from agency boards.
2. The internet will continue to provide a global presence with the “world at your doorstep.”
3. There will be greater understanding of the meaning of global connectivity, and increased impact on the industry (both as the impacts of water quality around the globe are understood and as the lines blur between water, wastewater, etc).
4. There will be increasing awareness of the need for sanitary conditions in water across the world, and a desire (and need) to help solve problems (e.g., “Water for People”).
5. State boundaries will have a growing impact on training, as agency budgets get tighter.
6. Training and other markets will continue to open for CWEA products beyond state boundaries.
7. The younger generation seeks opportunities to be of service to people throughout the world.¹
8. The issue of global climate change will continue to be discussed and debated, which will keep a focus on water issues such as supply and quality as well as on environmental protection.¹
9. World turmoil will increase the need for infrastructure.
10. Large disasters will become more common.
11. Computer Based Training will cross national borders.

¹ From the January 2007 CWEA Board of Directors planning meeting.

5-10 YEAR PLANNING HORIZON

~ MEGA ISSUES ~

Mega issues are issues of strategic importance that represent challenges the organization will need to face in defining the ultimate direction of its long-range plan. These issues represent potential impediments to achievement of the envisioned future and form a basis for dialogue about the choices facing the organization. The issues were identified by analyzing the vivid description of the envisioned future, and organizing them into the following issue categories. These questions will serve as an ongoing menu of strategic issues for the Board to use to create regular opportunities for strategic dialogue about the issues facing the profession in a knowledge-based approach to gathering insights relative to CWEA's strategic position and directional choices.

What questions will CWEA need to ask and answer over the next 5-10 years in order to create this desired (envisioned) future?

PARTNERSHIPS WITH OTHER ASSOCIATIONS, REGULATORS, LEGISLATORS, AND ENVIRONMENTAL GROUPS

- How do we identify which groups to approach?
- What is our common ground?
- What mutual benefits are there to creating a partnership?
- What are the impediments to collaboration?
- How do we communicate our environmental work to other (especially environmental) groups?
- How do we approach these groups effectively?
- How do we forge the partnerships once the value is seen?
- How do we fund these partnerships?
- How do we get potential partners (Regional Water Quality Control Board, State Water Resources Control Board, and others) to see CWEA as a resource?
- How can we make better use of our role on Tri-TAC?
- How do we get to the table with regulators and environmentalists?
- How can we shift from a relationship of animosity to a relationship of respect and trust with regulators, legislators, and environmentalists?
- How can we reach out to cities to increase their participation in CWEA?

PUBLIC EDUCATION AND PERCEPTION (INDUSTRY AND ASSOCIATION)

- How will we fund it, since it is unlikely that this will be a revenue-generating source?
- How do we develop partnerships with universities, colleges, and schools?
- How do we get into the elementary schools?
- What would be the best way (technique) to get into the public eye?
- How do we partner with PBS or other public services organizations?
- How do we create sources for speakers in a local area (speakers' bureau)?
- How (and should we) encourage plants/agencies have a "public education" person or department?
- Is there a way to combine agency resources and CWEA to form a stronger message or public image?
- What is our role in supporting agency public education departments?
- How do we become involved in community outreach events (such as Earth Day)?
- How do we best capture and explain the true purpose and value of our industry to the public?
- How do we get our colleagues to demonstrate pride in, and become advocates for, what we do?
- How can we promote the industry to lessen public bias and misunderstanding - with the support of agencies and others who have traditionally taken a "silence is golden" approach?
- How do we overcome the agencies' history of wanting to be not seen, into heard?
- How do we strengthen our ability to do outreach – our expertise?
- How can we outreach to agencies that are not involved?
- How can we demonstrate our value and relevancy to agency management?
- How can we become part of children's museums and exhibitions?
- How do we support more public outreach in terms of our financial resources, volunteer resources, and our current structure?
- How can we better address the needs of cities, so that we are not seen as driven by issues of only special purpose districts?

NEW WORKFORCE AND OUTREACH TO STUDENTS

- How can CWEA organize internships and apprenticeships for students?
- How can we support research opportunities?
- How can we support/create mentoring programs?
- How do we outreach to community colleges, trade schools, and four-year colleges?

- How do we attract the best and brightest to the industry and the association?
- How do we connect with professors and educators at all levels?
- How do we best connect with students at all levels?
- How can CWEA have a role in addressing curriculum of trade schools, community colleges, and universities to ensure graduates are prepared for work?
- How will we deal with the impact on the shift in demographics?
- What will the impacts be if there is mandated (or prohibited) privatization of agencies?
- How can we be a research resource for students (online or other)?
- What does CWEA have to offer students (at all levels)?
- How can we engage the new workforce in CWEA (as members and volunteers)?
- How can we restructure volunteer commitments to meet the needs of the different generations (and help in balancing work, volunteer, and family lives)?

CERTIFICATION AND TRAINING

- How do we partner with the American Boards of Certification (ABC) and others?
- How do we show agencies that training is important to them, and that it adds value?
- How do we measure the benefits and effectiveness of our training and other work?
- How do we measure our success?
- How can we ensure security of testing (ensure that the test taker is who they say – and other security issues)?
- What liability will CWEA have for the information that is provided (training)?
- What is the cost for technical writing?
- How do we put technical content online & provide search capability for easy use?
- How can we market online training and certification?
- What would prevent people from using online training and certification services?
- How do we reclaim the operator certification program?
- Should online training and certification be done by CWEA alone, or through partnerships?
- How do we make TCP mandatory statewide?
- What are the impacts of legislatively mandated certification (for the industry and CWEA)?

3-5 YEAR PLANNING HORIZON

~ OUTCOME-ORIENTED GOALS ~

*Goals are outcome-oriented statements that represent what will constitute the organization's future success, as described in the vivid descriptions of the envisioned future. The achievement of each goal will move CWEA towards the realization of its **vision**. The goals are not in any order of priority. Every goal will need to be accomplished if the organization is to fully achieve its vision.*

*On the following pages, each goal is accompanied by a set of (a) **objectives**, which represent key issues affecting CWEA's ability to achieve the goal and articulate milestones against which to measure progress; and (b) **strategies**, which describe how CWEA will commit its resources to make its vision a reality.*

GOAL 1 – IMAGE OF THE INDUSTRY AND THE PROFESSION

The public will increasingly value (understand, respect, and support) what wastewater professionals do to protect and enhance the water environment; and wastewater professionals will rank their profession as highly desirable and rewarding.

GOAL 2 – INCLUSIVE MEMBERSHIP

CWEA will be an inclusive and accessible association, serving wastewater professionals, their employers, and related communities.

GOAL 3 – PROFESSIONALLY COMPETENT AND AMPLE WORKFORCE

Through CWEA's products and services, California's water quality industry will have an increasingly professional, competent, and ample workforce.

GOAL 4 – VALUE AND RECOGNITION OF CERTIFICATION

Industry employers will increasingly value, recognize, and require CWEA certification for career advancement.

GOAL 5 – INFORMATION AND KNOWLEDGE

CWEA will be recognized as the leader in protecting our water environment through the development and sharing of information and knowledge.

GOAL 6 – IMPACTING WATER QUALITY INDUSTRY LEADERSHIP

Legislative bodies, regulatory agencies, environmentalists and other stakeholders will view CWEA as a key partner in legislative and regulatory issues affecting the industry.

GOAL 1 - IMAGE OF THE INDUSTRY AND THE PROFESSION

Goal

The public will increasingly value (understand, respect, and support) what wastewater professionals do to enhance and protect the water environment; and wastewater professionals will rank their profession as highly desirable and rewarding.

Objectives:

1. Increase the number of wastewater professionals who advocate wastewater as a career.
2. Increase public understanding of what the wastewater industry does (and the value they place in the services we provide).
3. Increase the number of agencies with proactive public relations and education programs.
4. Increase wastewater professionals' perception of the industry and their involvement in CWEA.
5. Collaborate with other professional organizations.

Possible strategies:

1. Leverage members who feel great about what they do. Capture what they say and share it.
2. Solicit PBS to do some programs on wastewater treatment.
3. Act as a clearinghouse for what is available with regard to public outreach.
4. Become involved in Earth Day.
5. Let the public know how we help the environment – use statistics about decreasing number of overflows, improvements in effluent quality, and improvements in receiving water quality.
6. Use the website as a tool: add a click over/count on website of amount of wastewater created & treated.
7. Develop a program or product that makes people “imagine the world without wastewater treatment.”
8. Use the CWEA website to link to California agencies' websites, and encourage them to link to ours.
9. Engage employers and educate them about CWEA's value.
10. Facilitate getting *Sewer Science* to California high schools.
11. Develop a model plant tour or how-to-give a plant tour for agencies/plants.
12. Involve the Public Education Committee in developing ideas and strategies.

13. Use carefully written surveys to create baseline image statistics, and then again to measure progress.
14. Evaluate NEWEA's program of conducting round-table discussions with elected officials to brief them on wastewater issues.
15. Give presentations on CWEA and Wastewater issues at League of Cities Conferences, including the Public Works Institute.

GOAL 2 - INCLUSIVE MEMBERSHIP

Goal

CWEA will be an inclusive and accessible association, serving wastewater professionals, their employers, and related communities.

Objectives:

1. Increase the number of members and retain members in all categories.
2. Increase our knowledge about our members including their needs, wants, demographics and vocations.
3. Increase our knowledge about industry demographics including the universe that we draw from, and answer the question “what is our available pool?”
4. Increase the involvement of our current (and incoming) members in volunteer, partnership, and leadership roles.
5. Encourage and increase student membership and opportunities.

Possible strategies:

1. Develop a membership recruitment and retention plan.
2. Consider developing additional membership categories, services, and benefits that may be of interest to other constituencies (such as students, manufacturers, regulatory, and retired or semi-retired professionals).
 - i. Conduct research to determine the services and economic thresholds to these new constituents.
 - ii. Determine economic impact to CWEA of these new categories.
3. Conduct marketing research on members and potential members in a consistent and scheduled manner.
4. Survey POTWs and other wastewater organizations (consulting engineers, manufacturers, etc) on their staff and employment statistics (vocations, demographics, and retirement timelines) to determine the industry demographics (potential members).
5. Use member surveys to develop mentorship and volunteer recruitment programs.
6. Consider linking additional benefits to utility and corporate memberships.
7. Begin marketing and outreach to agencies and companies (consultants, suppliers & engineering firms) to encourage support of employee participation.
8. Begin mentoring program for local section boards.

9. Develop more training opportunities for our largest membership categories by vocation.
10. Encourage committee participation and their recruitment of new members.
11. Market membership to non-traditional sources such as educators, regulators, and legislators.
12. Include CWEA marketing material with educational material (such as the Ken Kerri books).
13. Outreach to Cal-Trans when there are conference topics (confined space, etc) that they would benefit from (and consider other options for partnerships – speakers, articles, etc.)
14. Strengthen our link with the American Public Works Association to better connect with cities.
15. Strengthen our connection with the California Stormwater Quality Association (CASQA).

GOAL 3 - PROFESSIONALLY COMPETENT AND AMPLE WORKFORCE

Goal

Through CWEA's products and services, California's water quality industry will have an increasingly professional, competent, and ample workforce.

Objectives:

1. Increase the use of the certification program by showing a correlation between certified and non-certified employee efficiency, productivity, safety, and regulatory compliance.
2. Increase current training offerings, topics and attendance by showing the correlation between training topics and increased job effectiveness.
3. Increase the quality of our training in both content and presentation.
4. Increase the number of people entering the wastewater industry and influence the pre-workforce.
5. Determine if certification (other than for operators) should be mandated.

Possible strategies:

1. Conduct a survey of agencies to measure employee effectiveness by those with certification and those without.
2. Develop online training programs.
3. Develop on-site training programs.
4. Provide train-the-trainer education for speakers.
5. Populate the speaker database (exists now) with evaluation criteria and critical evaluations.
6. Evaluate the possibility of compensating trainers.
7. Conduct job fairs and career events at schools.
8. Expand the scholarship program to be outside of the membership base via science fairs, trade schools and other educational areas.
9. Provide scholarships for membership and conferences for students (university, community college, trade school, and high school).
10. Work with the California Department of Education to get *Sewer Science* as an approved environmental science curriculum.
11. Cultivate relationships with student chapters, and expand program to more schools.
12. Survey agencies to determine who requires certification.

13. Determine what future mandatory certification requirements there may be.
14. Find out about on-the-job injury rates, and if certification impacts the agency bottom-line or what training they need.
15. Conduct training effectiveness surveys for training programs offered, and a method to use the data that is gathered.
16. Develop or partner with both associations and agencies that have school outreach programs.
17. Develop a presentation of association and certification benefits for agency human resource managers (drawing a parallel with their professional associations and certifications).
18. Develop a method to obtain information on training needs, and a way to identify how to best address them (and then do it).
19. Create a brochure modeled after NEWEA's career builder brochure.

GOAL 4 – VALUE AND RECOGNITION OF CERTIFICATION

Goal

Industry employers will increasingly value, recognize, and require CWEA certification for career advancement.

Objectives:

1. Increase the number of employers using the certificate program for hiring and/or advancement.
2. Correlate improved performance with certification.
3. Increase the awareness of the technical certification program and the benefits of it to the employers.
4. Increase national recognition of the CWEA technical certification program.
5. Obtain and maintain data on agency use of certification for hiring and advancements.

Possible strategies:

1. Develop a marketing plan for TCP that includes:
 - i. HWEA as a case-study, testimonial or example,
 - ii. Use of public agencies and human resources organizations to advocate certification to show it can be used for recruitment and retention.
 - iii. Promotion that CWEA won WEF's technology transfer award.
 - iv. A marketing strategy that is appropriate for the audience.
2. Assemble information on who is using the program.
3. Assemble the data to prove it helps: assess which factors can be used to assess if certification helps.
4. Create a designation for people who have a certificate.
5. Develop an online or computer-based testing process.
6. Continue to monitor and offer to reclaim the operator certification program.
7. Pursue increasing national recognition and state-to-state reciprocity of certification.
8. Develop partnerships or other relationships with other organizations that may benefit from certification.
9. Develop training requests into courses.
10. Work with ABC and other certification organizations as appropriate.

GOAL 5 – INFORMATION AND KNOWLEDGE

Goal

CWEA will be recognized as the leader in protecting our water environment through the development and sharing of information and knowledge.

Objectives:

1. Expand the access to knowledge at conferences and through publications by having an electronic database.
2. Increase the accountability of committees to produce technical information.
3. Increase the use of e-groups by all vocations.
4. Expand our content knowledge for articles, test questions, and training programs by partnering with the Water Environment Federation (WEF), the California Association of Sanitation Agencies (CASA), the Bay Area Clean Water Association (BACWA), the Southern California Alliance of Publicly-owned treatment plants (SCAP), the Central Valley Clean Water Association (CVCWA), WateReuse, and other related associations.
5. Increase our public area of the website by collecting content from partners and committees.
6. Expand the scope and number of conferences by holding more specialty workshops and with other training providers.
7. Educate other environmental groups and regulators about what CWEA does to share our knowledge with others.
8. Take e-scanning results and produce knowledge to be distributed and shared with members, agencies and other associations (CASA, WEF, etc).
9. Make CWEA a media-recognized resource for water quality information.

Possible strategies:

1. Develop a database to hold technical information.
2. Develop higher standards for speakers so database can be filled.
3. Leadership training annually at Training Coordination Committee meeting in April.
4. One-on-one meetings with committee chairs annually to review their goals for the year, conducted by a board member.
5. Set up e-groups by vocation with policies and review requirements.
6. Continue efforts to share information with others and figure out ways for CWEA to get credit for what it brings to the table.

7. Increase the number of links among the organizations' websites (water quality, agency, and environmental).
8. Solicit more general, educational content from partners for this area of the website.
9. Work with agencies with public education staff to create and collect public education content and disseminate it via our website.
10. Clarify expectations for committees by the Board of Directors.
11. Invite each committee to present a 5-minute report at a board meeting, for feedback from the board.
12. Increase sharing our knowledge with other related groups.
13. Facilitate joint meetings between environmental groups, regulatory and/or other related groups.
14. Invite related groups to CWEA conferences.
15. Require papers for conference presentations in a consistent format.
16. Partner with other training providers.
17. Provide training on being a media contact.

GOAL 6 - IMPACTING WATER QUALITY INDUSTRY LEADERSHIP

Goal

Legislative bodies, regulatory agencies, environmentalists and other stakeholders will view CWEA as a key partner in legislative and regulatory issues affecting the industry.

Objectives:

1. Identify the issues of interest that are common to CWEA and other water quality leaders in this area.
2. Develop positions on regulatory issues when appropriate (such as blending, river discharge, ocean outfalls, endocrine disrupting chemicals (EDC), groundwater recharge, and using recycled water).
3. Increase our ability and expertise in this area.
4. Increase involvement with regulators, legislators, and environmental groups while regulations are being formulated.
5. Identify and engage the people in CWEA who have the ability, expertise, and the know-how to have immediate and long-term impact in this area.

Possible strategies:

1. Form partnerships with associations and agencies to devise equitable solutions to the regulations and legislation under development.
2. Reinvigorate the government affairs committee.
3. Develop a list of effective and influential organizations and affiliated CWEA members on regulatory topics of concern.
4. Survey the membership to identify what issues are affecting them.
5. Pick one issue to take action on that we can use to show meaningful involvement by being a credible resource of information.
6. Begin communicating with regulatory agencies that our members have expertise that is of value to them.
7. Strengthen our relationship with CASA.
8. Provide training on how to be media contacts.