

2024 Business Plan

Membership Engagement and Recruitment

Build a vibrant, sustaining, and inclusive membership

Strategic Objective	Action	Champion	Due	%	Comments
<i>Enhance the value membership experience</i>	Develop and conduct a membership survey with a 10% response rate that focuses on what members value in their membership	Staff/Membership Engagement	July 2024	<input type="radio"/> 0 0	
	Identify the top 3 areas that members value based on the survey with three suggested improvements for each area	Staff	December 2024	<input type="radio"/> 0 0	
	Enable user credentials on the website and promote the use of the member portal in four newsletters	Staff	December 2024	<input type="radio"/> 0 0	
<i>Retain and actively grow our membership</i>	Develop and promote membership with a "justification letter" highlighting the benefits of being a Virginia Section member	Membership Engagement	June 2024	<input type="radio"/> 0 0	
	Grow membership by 1%	Membership Engagement	December 2024	<input type="radio"/> 0 0	
	Contact late members via email and communicate the benefits of maintaining their membership (30 -90 days after expiration)	Staff	December 2024	<input type="radio"/> 0 0	
<i>Increase member engagement</i>	Develop a method to recognize new members on website	Staff	July 2024	<input type="radio"/> 0 0	
	Develop "justification letter" for YPs to attend WaterJAM (and utilize YP exhibit hall booth to grow YP membership)	YP	September 2024		
	Send email to first-year members (at initial join, 3-month, 6-month, and 9-month marks) highlighting the various membership benefits and encouraging involvement	Staff/Membership Engagement	December 2024	<input type="radio"/> 0 0	
	Establish a plan and method for recognizing outstanding member involvement, including public recognition, personal letters of appreciation, and letter to employer	Staff	December 2024	<input type="radio"/> 0 0	

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<i>Advance a culture of diversity and inclusion</i>	Develop slogan/theme to include banners and marketing materials that enhances the value of diversity and inclusion	DEI / Staff	December 2024	<input type="radio"/>	0	0
	Create a DEI rubric with helpful items for committees to use with their members	DEI	December 2024	<input type="radio"/>	0	0
	Hold five virtual events with guest speakers, discussions, stories, etc. to promote increased awareness, education, and courageous conversations on DEI topics in the work environment	DEI	December 2024	<input type="radio"/>	0	0
	Publish a quarterly newsletter to promote DEI topics, holidays, and awareness of DEI subjects within the Section	DEI	December 2024	<input type="radio"/>	0	0

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Education and Professional Development

Promote member education and professional growth

Strategic Objective	Action	Champion	Due	%	Comments
<p><i>Develop a variety of high-quality program offerings to meet the diverse needs of our membership, considering subject matter, accessibility, affordability, and format</i></p>	Conduct one Customer Service webinar to educate 15 registrants and 3 groups total	Customer Service	June 2024	0	0
	Organize and conduct two events for a total of 250 registrants. Spring Seminar and Fall Rodeo, providing a total of 11 CPE credits	Distribution Systems	October 2024	15	Planning is underway for both events and the spring seminar is set for April 23 with 5 hours CPEs and 29 registered attendees.
	Conduct one Drinking Water Research webinar to educate 30 attendees	Drinking Water Quality and Research	April 2024	0	0
	Conduct annual Drinking Water Quality Seminar offering 5 CPEs with 105 registrants	Drinking Water Quality and Research	May 2024	0	0
	Conduct four webinars with 140 single registrations, 16 group registrations, and 20 satellite registrations, providing a minimum of 4 CPEs for water operators	Education	December 2024	0	0
	Conduct Good Lab Practices Conference with two training tracks with 150 registrants and 8 Water Operator CPE credits	Lab Practices	August 2024	5	Date is set for GLP conference, 7/29, and the conference sub-committee is reviewing abstracts and will finalize the slate soon.
	Complete a year-long training program with 30 participants, graduating at WaterJAM 2024	Leadership Academy	September 2024	0	0
	Conduct annual Plant Operations Conference offering 10 CPE Operator credits with 70 registrants	Plant Operations	May 2024	5	Conference planning is going forward but have not finalized the number of talks and CPEs. Currently have 18 registered attendees. And for the first time
	Conduct Fall Plant Operations Seminar offering 5 CPE Operator credits with 30 registrants	Plant Operations	November 2024	0	Planning will start after operator conference.
	Conduct four technical roundtable discussions with a total of 100 registrants	Technology Services	December 2024	0	0
	Conduct one Safety Seminar with 50 registrants and offering 5 CPE Operator credits	Safety	June 2024	15	Seminar registration is open with 5 planned talks for 5.5 expected credits.
	Conduct WaterJAM 2024, offering 200 technical presentations with 2000+ registrants	WaterJAM	September 2024	0	0
	Conduct one operator training event for small systems in collaboration with SERCAP	Staff	November 2024	0	0

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	Host one plant (water or wastewater) tour in each region	YP	November 2024			
<i>Structure programs to meet members' educational requirements for certification and licensure</i>	Conduct Cross Connection Control Training courses (3 courses - 16-hours in length, one course – 40-hours in length)	Staff	November 2024	○	0	0
	Provide a combined total of 5 CPE Management Credits hours for operators at non-JAM events	All Training Committees	December 2024			
	Host one webinar and/or lunch and learn to educate members on a certification (PE, PMP, etc)	YP	November 2024			
<i>Incorporate networking opportunities into events and training programs</i>	Provide ten regional networking events around the state	Membership Engagement	December 2024	○	0	0
	When feasible, arrange/rearrange the room seating to create more networking opportunities	All Training Committees	December 2024			
	Use of name badge ribbons to promote increased conversations/networking (conversation ribbons)	Staff	December 2024	○	0	0
<i>Increase and promote professional development through involvement on both Section and Association committees</i>	Create and promote a Volunteer Opportunities page on the website to promote specific ways to get involved	Staff	April 2024	○	0	0
	Create a "welcome" packet for new committee members that outlines the benefits of active engagement in a committee	Staff	June 2024	○	0	0
	Highlight Association committees in 2 newsletter and on Section website	Staff	December 2024	○	0	0
	Educate Section committees about their Association counterparts	Staff	December 2024	○	0	0
<i>Provide training programs and opportunities for members to strengthen their leadership, management, and interpersonal skills</i>	Promote and accept a cohort of 30 new participants for Leadership Academy. Hold kick-off meeting at WaterJAM 2024	Leadership Academy	November 2024	○	0	0
	Recruit a minimum of 3 Top Ops teams to the Plant Operations conference	Plant Operations	May 2024	◐	33	Currently have one Top Ops team registered.
	Promote "Path to the Board" that highlights how someone could serve on the Board of Trustees	Staff	August 2024	○	0	0
	Strengthen leadership training at Joint Leadership Retreat and outline how committee leaders can roll that into each committee	Chair-Elect/Staff	October 2024	○	0	0

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Water Policy

To engage public officials on water policy and promote the value of water

Strategic Objective	Action	Champion	Due	%	Comments
<i>Collaborate with state regulatory agencies, the Association, and other organizations to influence the regulatory process</i>	Board representative to hold official seat on the VDH Waterworks Advisory Committee and attend all meetings (4-6 per year)	Staff	December 2024	0	0
	Send Utility Alert notices to utility members regarding regulatory changes, inviting public comment and response	Staff	December 2024	0	0
<i>Take an active role in shaping state legislation that impacts the water sector</i>	Participate on relevant State-led Technical Advisory Committees				
	Monitor state legislative session and send six weekly emails informing members of potential new legislation that impacts drinking water and utilities	Water Utility / Staff	May 2024	50	Reviewed House bills
<i>Educate decision-makers on the value of water, water systems, and water issues</i>	Create a webinar to educate local officials (city/town, county, and service authority) on the importance of water and investing in water infrastructure	Water Utility / Staff	December 2024		
	Create a webpage including fact sheets, to educate local decision-makers regarding water issues	Water Utility / Staff	December 2024		
<i>Advocate for the continuance of affordable and equitable funding for all water utilities</i>	Send four delegates to the AWWA Water Matters Fly-in to meet with ten Virginia Representatives and Senator staff regarding water infrastructure funding needs	Water Utility	April 2024	25	List of members going has been established

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Public and Consumer Awareness

Educate and inspire the public on the value of clean and reliable water

Strategic Objective	Action	Champion	Due	%	Comments
<i>Provide educational resources on the value of water and the elements involved in source protection, treatment, and delivery to our members and the water community</i>	Promote Drinking Water Week by customizing AWWA marketing/promotional materials for Utility members.	Water Awareness and Outreach	December 2024	10	Scheduled in person meeting to plan for the year and held multiple meetings
	Update annual Earth Day, Fix a Leak Week, Frozen Pipe and FOG campaigns.	Water Awareness and Outreach	December 2024		
	Using EPA's WaterSense, promote the materials available to utilities to communicate important information to their customers				
<i>Provide clear, credible information about the water sector, water issues/availability, and compelling need for investment in water infrastructure for future generations</i>	Attend Career Fairs around the state to promote water careers	Work for Water			
	Social Media campaign to highlight the different careers in the water sector				
	Post job openings around the state on the Section website and promote them monthly via email and social media	Staff	December 2024		

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Organizational Stewardship					
<i>Strengthen the organization through effective leadership and business practices</i>					
Strategic Objective	Action	Champion	Due	%	Comments
<i>Adapt organizational structure, volunteer opportunities, and succession planning to meet the changing needs of our members, staff and Section</i>	Update Section Handbook for the organization	Staff / Secretary	December 2024	<input type="radio"/> 0 0	
	Develop "On boarding" documents for new leadership	Staff	September 2024	<input type="radio"/> 0 0	
	Develop SOP's for daily operations of the section	Staff	December 2024	<input type="radio"/> 0 0	
	Develop a file retention policy	Staff	July 2024	<input type="radio"/> 0 0	
<i>Ensure the financial sustainability of the Section through fiscal responsibility and initiative</i>	Develop financial handbook to cover investments and daily operations.	Staff / Treasurer	December 2024	<input type="radio"/> 0 0	
	Complete Tax returns and audit	Staff / Treasurer	December 2024	<input type="radio"/> 0 0	
	Complete 2025 Budget and present to board for approval	Staff / Treasurer	December 2024	<input type="radio"/> 0 0	
	Set up monthly budget reports to leadership	Staff	January 2024	<input type="radio"/> 0 0	
<i>Ensure the safe use of technology to protect the organization and its data while improving efficiency and value</i>	Develop Section policies for committee guidance and planning	Board / Staff	December 2024		
	Comply with new email/marketing guidelines	Staff	March 2024	<input type="radio"/> 0 0	
	Set up Google Analytics to monitor website usage/traffic. Monitor trends and identify areas that need improvement	Staff	March 2024	<input type="radio"/> 0 0	
	Survey our software vendors to ensure their compliance with data security and protection requirements	Staff	December 2024	<input type="radio"/> 0 0	
<i>Pursue strategic collaborative opportunities to maximize the overall organization's mission</i>	Meet with Virginia Rural Water to discuss potential partnership opportunities	Staff / Chair	December 2024		
	Collaborate with VDH to establish training needs and develop training programs	Staff	December 2024	<input type="radio"/> 0 0	
	Support pre-licensure operator education efforts by collaborating with other stakeholders	Staff / Board	December 2024		