



DRAFT STRATEGIC PLAN 2023-2025

VISION STATEMENT

Empowered water community for a thriving environment

MISSION STATEMENT

Engage and educate the water community to improve the environment

POSITIONING STATEMENT

HWEA connects and supports a diverse water community that enhances the environment



STRATEGIC GOALS & CRITICAL OBJECTIVES

STRATEGIC GOAL 1. Develop an engaged membership through education and communication. (Previous: Educate and Engage the Membership)

CRITICAL OBJECTIVE	ACTIVITY	ACTION AND METRICS (Champion)
Provide a broad range of professional content and programming that is relevant and widely valued by the water sector		
	Hold an annual Pacific Water Conference (PWC) with AWWA-HI	<ul style="list-style-type: none"> ● Target PWC attendance at or above 95% of the previous year ● Generate net-income approved by the HWEA Board ● (Champion: PWC Co-Chairs)
	Hold at least one specialty conference per year	<ul style="list-style-type: none"> ● Collection Systems Conference every odd year ● Biosolids Conference and Water Reuse Conference every even year ● (Champion: Conference Committee Chairs)
	Provide a variety of monthly activities which cover a range of specialties/topics.	<ul style="list-style-type: none"> ● Develop a calendar annually to plan a diverse year of events (i.e., four luncheons, four socials/community service, four training/field trips) ● Free or subsidized for members, charge non-members ● Conduct a Member survey to gather interest ● (Champion: President sets calendar, assigns tasks to Board and Committee Chairs)



STRATEGIC GOALS & CRITICAL OBJECTIVES

CRITICAL OBJECTIVE	ACTIVITY	ACTION AND METRICS (Champion)
	Create and run a mentorship program to improve succession planning and development for Young Professionals and operators.	<ul style="list-style-type: none"> ● Offer discounts to Life Members and Young Professionals (YPs) to attend events ● Year 1: Develop a survey for a mentorship program ● Year 2: Develop mentorship program plan ● Year 3: Implement mentorship program ● (Champion: Membership chair)
	Increase HWEA coordinated continuing education unit (CEU) offerings and training for plant operations, collection systems operations, and maintenance	<ul style="list-style-type: none"> ● Get Board of Certification (BOC) approval for an online operations training program. ● Fund and maintain cost to develop approved online training programs for Public Works Operators (PWO) and Collection Systems Maintenance (CSM). ● Year 1: Identify three potential training programs. ● Year 2: Present to BOC for approval and include in HWEA budget ● Year 3: Implement training program. ● (Champion: PWO Rep)
	Provide opportunities for career advancement	<ul style="list-style-type: none"> ● Offer scholarships to attend WEFTEC (if funding permits) ● Offer scholarships to attend HWEA conferences ● (Champion: HWEA President)
	Target more operations involvement within the PWC technical program	Provide at least one pre-conference presentation that includes hands on operations training (Champion: PWC Technical Committee, PWO Rep)
Enhance connection and collaboration for the development of innovative solutions		



STRATEGIC GOALS & CRITICAL OBJECTIVES

CRITICAL OBJECTIVE	ACTIVITY	ACTION AND METRICS (Champion)
	Increase neighbor island member engagement	<ul style="list-style-type: none"> ● Reduce rate for neighbor island conference attendees. ● Provide a virtual component for events where possible. ● Hold an event on a neighbor-island within three years. ● (Champion: Committee Chairs)
	Hold an Operations competition at PWC or in coordination with another member agency	<ul style="list-style-type: none"> ● Hold Operations Challenge, seek sponsors, and potentially purchase equipment ● Hold operations quiz at PWC with prizes for winners ● (Champion: PWO Rep)
	Improve communication within the organization and to showcase the water industry	<ul style="list-style-type: none"> ● Publish four Lua Lines per year. Articles should include: two member profiles, one PWO, one non-operator, one project spotlight, one recent activity. ● Send a minimum of one email per month, which includes upcoming event calendar, WEF news/opportunities ● Year 1: Review website content ● Maintain website content ● (Champion: Secretary, with assistance from Executive Director)



STRATEGIC GOALS & CRITICAL OBJECTIVES

STRATEGIC GOAL 2. Generate increased public awareness of the value and importance of clean water and the infrastructure and water community that supports it (Previous: External Outreach and Engagement)

CRITICAL OBJECTIVE	ACTIVITY	ACTION AND METRICS (Champion)
Be a visible and effective partner that increases public awareness of the value of water, water professionals, and resource recovery		
	Maintain HWEA social media presence	<ul style="list-style-type: none"> ● Post news and announcements on HWEA website ● Create a content calendar ● Post at least one social media post per month (e.g., assign a committee post, holidays, Lua Line notice, repost WEF announcements, throwback to past events) ● Increase social media reach by offering giveaways for “following” our page
	Provide tools for members, utilities, and others to communicate the value of water, water professionals, and resource recovery to the public and decision-makers	<ul style="list-style-type: none"> ● Maintain website library of educational resources. ● (Champion: Public Ed Committee)
	Create a foundation of public awareness to support needed infrastructure investments.	<ul style="list-style-type: none"> ● Disseminate relevant WEF Advocates information ● Disseminate water sector legislation ● (Champion: Government Affairs Committee)



STRATEGIC GOALS & CRITICAL OBJECTIVES

CRITICAL OBJECTIVE	ACTIVITY	ACTION AND METRICS (Champion)
	Increase public awareness of the value of water, water professionals, and resource recovery.	<ul style="list-style-type: none"> ● Issue at least one press release per year for HWEA activities, e.g., PWC, conferences, events. ● Participate in four community outreach and service events throughout the year in a variety of venues to target different demographics, at least one of which shall be a school event. ● (Champion: Communications Committee)
Elevate the profile of water professionals to promote recruitment into the water sector by sharing the value, benefits, and versatility of the career		
	Provide HWEA booth at career fairs	<ul style="list-style-type: none"> ● Attend one career fair per year, e.g., UH Manoa ● (Champion: YP Chair, PWO Rep)
	Offer scholarships to high school and college students	<ul style="list-style-type: none"> ● Budget at least \$2000 per year for scholarships ● (Champion: Student Affairs Committee)
	Provide grant or assistance to public/private for Operations internship program for high school/vocational students.	<ul style="list-style-type: none"> ● Year 1: Identify a participating agency and roadblocks ● Year 2: Develop program plan ● Year 3: Budget and implement plan ● (Champion: YP Chair, PWO Rep, and Collection Systems Committee)