



Environment Association

Three Year Strategic Plan

May 1, 2023 – April 30, 2026

INTRODUCTION

Founded in 1928, the Water Environment Federation (WEF) is the premier professional wastewater organization in the world. The Montana Water Environment Association (MWEA) was originally established in 1944 as the Montana Sewage Works Association and is currently registered as a Member Association of WEF.

MWEA's Constitution and Bylaws outline the structure and functions of the MWEA. This Strategic Plan provides a framework for the organization's activities over a 3-year planning period. However, since this plan is a living document the MWEA board will review the plan annually and make it available to members.

As a member of the Water Environment Federation (WEF) and the Montana Water Environment Association (MWEA) you are a part of our nonprofit organizations devoted to providing leadership, knowledge and guidance in the management and protection of not only Montana's water resources but also our nation's water resources. MWEA is dedicated to the preservation and enhancement of Montana's Water Environment. The Association was organized in 1944 and soon thereafter affiliated with the Federation of Sewage Works Association, now known as the Water Environment Federation (WEF) www.wef.org. The Association is committed to advancing science and education, disseminating technical information, increasing public understanding, and promoting sound public policy in the water quality and water resource field.

As a professional in the water and wastewater industry, you promote public health, safety and welfare through improvement of the quality and quantity of water in our environment. To achieve these ideals, you contribute to the formulation and continuing support of a three-year strategic plan to accomplish certain goals and objectives. The successful implementation of this plan is dependent upon the personal involvement of each of us.

The intent of the three-year strategic plan is to focus on and define the objectives and needs of the MWEA while supporting the mission of WEF. It is designed to help MWEA meet challenges and the ever-changing conditions in the water and wastewater industry. This is done by coordinating efforts in the short-term to be sure they support the longer-term objectives defined in this plan.

Each MWEA committee should prioritize and implement activities in support of the strategic plan and MWEA's overall objectives. The strategic plan is the guide to a successful future.

MISSION STATEMENT

Building partnerships and providing education for the water environment community to support Montana's commitment to protect public health and water resources.

VISION STATEMENT

Achieve the Nation's highest water quality with the help from all of Montana's water environment community.

STRATEGIC INITIATIVES and ACTION PLAN

Strategic Initiative:			
Annual Conference & Educational Training Events			
Goal 1	Objective(s)	Action Plans & Metrics	Leader(s)
Pertinent Quality Training	Objective a: Relevant training for operators, superintendents, and engineers.	<ul style="list-style-type: none"> Ensure topics are of high importance and current to the industry. Include new technologies, rules and regulations. 	1 Board Oversight Rep. 2 Program Chair 3 Education Chair
		<ul style="list-style-type: none"> Make sure topics are directed and specific. Include interactive and round table work group sessions. 	

Strategic Initiative:			
Annual Conference & Educational Training Events			
Goal 2	Objective(s)	Action Plans & Metrics	Leader(s)
Invigorate MWEA members at the conference to stay charged up about MWEA throughout the year.	Objective a: Active membership involvement in committees and on the board.	<ul style="list-style-type: none"> Actively promote member participation in person on committees throughout the conference with reminders during sessions to sign up for committees. Highlight committee activities over the past year during the conference. 	1 Board Oversight Rep. 2 Membership Chair
		<ul style="list-style-type: none"> Actively promote member participation in person on the board throughout the conference with reminders during sessions new board members are voted in during the Friday morning membership meeting. Highlight board activities over the past year during the conference. 	
		<ul style="list-style-type: none"> Actively encourage younger members in person to actively seek committee chair positions and board positions. (Involves time commitment of members. Provides micro-opportunities for members.) 	
	Objective b: Reward active members.	<ul style="list-style-type: none"> Highlight national and association activities of individual members over the past year at the conference. (Award Winners, WEF Committee members, etc) 	1 Board Oversight Rep. 2 Honors & Awards Chair 3 Lifetime Achievement & Todd Teegarden Chair
		<ul style="list-style-type: none"> Introduce all committees and current members at the conference. Thank them for their service. 	1 Board Oversight Rep. 2 Membership Chair
	Objective c: Promote opportunities for interpersonal relationships.	<ul style="list-style-type: none"> Encourage conference attendees to sit by someone they don't know throughout the conference to get to know new people. Ask older members to sit with younger members at the conference and discuss their experiences of being an MWEA member. Encourage younger members to get involved. 	1 Board President 2 Membership Chair
		<ul style="list-style-type: none"> Ask older members to mentor younger company employees to become MWEA members. Ask current MWEA members to become active MWEA members. 	
<ul style="list-style-type: none"> Actively support the joint Student and Young Professionals committee. Be sure to recognize them and their accomplishments at the conference. (Including Scholarship Winners and Stockholm Jr. Water Prize Winners) 		1 Board Oversight Rep. 2 S&YP Chair 3 SJWP Chair 4 Scholarship Chair	

Strategic Initiative:			
Annual Conference & Educational Training Events			
Goal 3	Objective(s)	Action Plans & Metrics	Leader(s)
Enlarge the Conference Exhibitor Show	Objective a: Provide 2 networking opportunities between the exhibitors and attendees.	<ul style="list-style-type: none"> Review conference agenda and make sure vendor time is optimized. Board members make a focused effort to visit every vendor and personally thank them for attending and supporting the conference. 	1 Board Oversight Rep. 2 Program Chair 3 Exhibitor Chair
		<ul style="list-style-type: none"> Actively promote member/exhibitor networking throughout the conference. Remind exhibitors / members they have a captive audience at the conference. 	
		<ul style="list-style-type: none"> Strongly consider moving the Joint Conference to a different time. Further away from MRWS Conference. Currently they are only 1 month apart. Some vendors cannot come to Montana twice in such a short time period. 	1 Board President 2 Program Chair 3 Exhibitor Chair
	Objective b: Re-establish an exhibitor committee to include sponsors	<ul style="list-style-type: none"> Oversight of the committee by Junior Trustees of both boards. Co-committee chairs of 2 exhibitors Have a standing exhibitor meeting at the conference (require attendance). 	1 Board Oversight Rep. 2 Exhibitor Chair
	Objective c: Promote vendor and sponsor participation in the conference year-round.	<ul style="list-style-type: none"> Board, committee members and members – when they have interactions with exhibitors at their workplaces. Promote more sponsorships if exhibitors cannot participate in the exhibitor show in person. 	1 Board Oversight Reps. 2 Exhibitor Chair 3 Program Chair 4 Host City Chair

Strategic Initiative:			
Networking & Partnerships Inside & Outside of the MWEA			
Goal 1	Objective(s)	Action Plans & Metrics	Leader(s)
Expand MWEA's Network and Partnerships	Objective a: Reach out to other water-related organizations.	<ul style="list-style-type: none"> Develop comprehensive list of water-related organizations in the State. Consider politically minded organizations (MT League of Cities and Towns, MT Association of Counties, etc.) 	1 Board Oversight Reps. 2 Long Range Planning Chair
		<ul style="list-style-type: none"> Identify the six (6) water-related organizations (MDEQ should definitely be one of those organizations, consider conservations groups, MT Water Resources Association) 	3 Government Affairs Chair 4 Membership Chair
	Objective b: Identify potential partnerships within or outside of MWEA to support our mission statement.	<ul style="list-style-type: none"> Each board member contact one (1) partner each for the purpose of website, training, or social medial, etc. 	1 All Board Members 2 Membership Chair
	Objective c: Identify one (1) water-related organization interested in contributing or collaborating at 2024 or 2025 conference (preconference).	<ul style="list-style-type: none"> Based on results from Objectives a and b, select three likely candidates. APWA, in Montana in 2026, every three years. MT Stormwater conference 2024, every two years. Montana Water Center is another possibility, for a both. Develop ideas for how they could contribute to our conference. Contact the three organizations and present the concept and ideas to start a conversation. 	1 All Board Members 2 Program Chair

Strategic Initiative:			
Meeting Needs of Communities			
Goal 1	Objective(s)	Action Plans & Metrics	Leader(s)
Meet with city officials (City Managers, City Engineers, Water/Sewer Superintendents, etc.) annually. Group meetings with cities either by region or by city size.	Objective a: Determine the issues that are having the greatest impact on Montana communities and curate training and/or other tools to assist.	<ul style="list-style-type: none"> Develop comprehensive list of Montana Communities and organize/group them by size/region. Develop a rough agenda to direct the conversation based on common issues: i.e. regulatory, environment, funding, ability to attract employees, climate change, etc. Schedule zoom/teams calls based on city size/region (try and keep to no more than 6 separate calls??). Send out invitations. Compile notes from calls and look for common themes/issues. 	1 Board. Oversight Reps. 2 Public Outreach Chair 3 Education Chair 4 Program Chair 5 Executive Secretary
	Objective b: Provide a venue for city officials to network with each other to provide solutions for similar problems.	<ul style="list-style-type: none"> No specific action on this objective unless there are any in-person meetings. Promote networking amongst city officials at the conference and other training events. 	
	Objective c: Bring common themes to the program committee so that the conference can be curated to issues most dramatically affecting Montana cities.	<ul style="list-style-type: none"> Based on the common themed issues that surface as a part of objective a and b, present these themes to the program committee in an attempt to steer the conference (or at a minimum the pre-conference) toward topics that are current and relevant in order to attract more members/attendees from municipalities. 	
		<ul style="list-style-type: none"> Solicit speakers for the conference based on themes presented. 	

Strategic Initiative:			
Meeting Needs of Communities			
Goal 2	Objective(s)	Action Plans & Metrics	Leader(s)
Develop training opportunities for operator CECs	Objective a: Develop topics that are most relevant for system operators.	<ul style="list-style-type: none"> Develop survey to send to municipality operators to determine what topics are of most interest. Compile survey results and determine top 4-5 themes/topics of interest. 	1 Board. Oversight Reps. 2 Public Outreach Chair 3 Education Chair 4 Program Chair 5 Executive Secretary
	Objective b: Determine best method of streaming the training.	<ul style="list-style-type: none"> Talk with other organizations to see how they have had best success with streaming. 	
	Objective c: Coordinate with DEQ to determine how to effectively moderate virtual trainings.	<ul style="list-style-type: none"> Determine process for getting CECs approved. Find out best practices for moderating virtual location training rooms. 	