Strategic Plan

2016-2018
MESSAGE FROM THE PRESIDENT

On behalf of the CASA Board of Directors, I am pleased to present the association’s new strategic plan. This plan reflects the association’s strategic priorities for the next three years.

The adoption of this strategic plan is only the beginning. Implementation of the plan requires the commitment of the CASA Board of Directors, the leadership of the executive director, and the active engagement of staff, committees, consultants, and our members.

The CASA strategic plan serves as a broad framework to allow for maximum flexibility in the strategic planning process. It includes the association’s vision and mission statements, strategic goals and strategic focus areas. Detailed steps to achieve the strategic goals are outlined in the business plan, which is prepared annually and presented to the Board of Directors.

This is an exciting time for CASA. We are actively advancing the concept of the utility of the future, positioning clean water agencies as key partners in meeting the state’s goals for renewable energy, recycled water and healthy soils, and refreshing and revitalizing CASA’s brand. I am proud to be part of this organization as it solidifies its role as the most credible and influential voice for California wastewater agencies and am confident we can achieve our goals through integrity, diligence, and teamwork.

Kevin M. Hardy
President
MISSION
The mission of the California Association of Sanitation Agencies is to provide leadership, advocacy and information to our members, legislators, and the public, and to promote partnerships on clean water and beneficial reuse issues to protect public health and the environment.

VISION
CASA is the most trusted and valued influence on clean water and renewable resource law, regulation and policy on issues important to CASA members and the public they serve.

BRAND ATTRIBUTES:
Advocacy
Influential
Knowledgeable
Trusted
Resource

STRATEGIC GOALS
1. Good laws, balanced regulations, and well-informed legislators and regulatory bodies.
2. CASA is the most respected, credible and influential voice on clean water and renewable resource issues facing the public wastewater community.
3. Key partnerships create enhanced value and effectiveness in realizing CASA’s vision and accomplishing its mission.
4. Provide excellent association services to the CASA membership.
LEGISLATIVE COMMUNICATIONS

- Increase member engagement in legislative advocacy efforts through targeted communications, online forums, and other methods, and provide communication tools such as fact sheets and letter templates.
  - Develop legislative web page with current information on priority issues, state and federal issues, suggested member actions, and communication tools.
  - Provide more focused and detailed issue briefings and preparation for participants in the Washington, D.C. meeting and Sacramento Public Policy Forum.
- Increase understanding among legislators, key regulators and other decision-makers of issues affecting wastewater agencies and of the potential for resource recovery.
  - Place guest editorials/opinion pieces in key publications.
  - Develop infographics, fact sheets and other materials on priority issues.
  - Convene forums or briefings for key legislative staff.
  - Arrange facility tours for legislative leaders and key regulators and provide members with specific “asks” to share with decision makers touring their facilities.
MEMBER ASSISTANCE

- Provide enhanced communication and other support to CASA members.
  - Maintain a communications toolkit on our website with sample communication tools and templates for press releases, public information campaigns and similar tools.
  - Prepare FAQs on key issues.
  - Create online discussion forums where members can exchange ideas and experiences on various topics.
  - Create and maintain a blog where CASA and designated experts can share ideas and information and engage members.
  - Develop an on-boarding/orientation program for new directors/council members, including a welcome package of fact sheets and other useful reference materials.
SUCCESSION PLANNING AND ORGANIZATION DEVELOPMENT

- Transition the functions of the California Wastewater Climate Change Group to CASA.
  - Continue to contract for climate change program manager position as a CASA representative, under direction of CASA’s director of renewable resource programs.
  - Merge the CWCCG steering committee with the Energy Workgroup.
- Engage younger professionals in CASA programs, committees, workgroups and activities.
  - Offer one-time complimentary conference registration to mid-level managers from agencies meeting certain criteria (e.g. number of paid conference registrations.)
  - Invite younger agency staff and Board members to speak at conferences or facilitate roundtables.
  - Host a “young professionals” breakfast at CWEA’s annual conference.
  - Invite young professionals from members agencies to join CASA workgroups, LISTSERV® e-mail lists, etc.
  - Incorporate modern communication tactics (videos, social media, etc.), where appropriate, to engage younger professionals.
Ensure CASA’s long term sustainability and continuity as an organization.

- Secure adequate office space to accommodate projected staffing and operational needs. (FY 2016)

- Transition core state legislative committee program and support from contract to in-house staff. (FY 2017)

- Evaluate the need for an assistant executive director or other position to facilitate succession planning and allow the executive director to increase her focus on member relations, key policy initiatives and raising CASA’s profile at the national and statewide levels.

- Assess CASA’s long-term (beyond 3 years) staffing and contract needs to inform the next iteration of the strategic plan and long term financial plan.

The strategic plan communicates CASA’s strategic direction to the membership, elected officials, regulatory agencies and other important stakeholders in the clean water and renewable resource communities.

Implementation of the strategic plan will enable CASA to achieve its vision of being the most trusted and valued influence on clean water and renewable resources law, regulation, and policy, on issues important to CASA members and the public they serve.