STRATEGIC PLAN
2021-2025
Approved December 2020
MISSION
To provide trusted information and advocacy on behalf of California clean water agencies, and to be a leader in sustainability and utilization of renewable resources.

VISION
To advance public policy and programs that promote the clean water community's efforts in achieving environmental sustainability and the protection of public health.

CORE VALUES
- **Reputable Information** | We embrace our fundamental responsibility to advise policymakers and members with well-informed and balanced information.
- **Influential Leadership** | We provide a strong, visionary voice and proactive approach on clean water sustainability and renewable resource issues.
- **Meaningful Collaboration** | We recognize the strength of partnerships and the importance of building relationships that collectively progress shared goals.
- **Member Experience** | We provide excellent and responsive association services, programs and resources to the CASA membership.

ORGANIZATIONAL STRATEGIES
1. Advocate for reasonable, scientifically-based public policy.
2. Increase awareness and commitment to diversity.
3. Unite member agencies, regardless of size, location or services, on key efforts to elevate our industry.
4. Grow relationships with other One Water agencies and associations to showcase the holistic story of clean water and advance shared goals.
5. Leverage the use of digital communications and online platforms to enhance education and outreach.

CASA represents more than 125 local public agencies engaged in the collection, treatment and recycling of wastewater and biosolids to protect public health and the environment. Our mission is to provide trusted information and advocacy on behalf of California clean water agencies, and to be a leader in sustainability and utilization of renewable resources.
STRATEGIC PILLARS, GOALS & STRATEGIES

Strategic Pillar 1: Advocacy

Goal 1:
Engage in enhanced, proactive advocacy.

Strategies:
- Proactively identify issues before they become problematic by keeping vision on the pulse of the sector.
- Identify legislative champions on issues of interest and highlight their work/partnership.
- Communicate the value of proactive advocacy to the CASA membership.
- Prioritize proactive solution development and advocacy approaches.

Goal 2:
Support enhanced scope and depth of advocacy efforts.

Strategies:
- Identify policy areas where expanded efforts would bring most value to the membership.
- Leverage and enhance partnerships/coalitions to achieve shared state and federal policy objectives.
- Maintain and expand coordination between advocacy programs on shared policy initiatives.
- Develop advocacy positioning on integrated water management, clean water innovation and bioenergy policy.

Goal 3:
Enhance CASA member interaction with policymakers.

Strategies:
- Create opportunities for agencies to interact with policymakers at state and federal level.
- Educate policymakers with real-world examples of the role wastewater agencies play in their communities.

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Strategic Pillar 2: Branding the Industry

Goal 1:
Establish public trust and support for the wastewater industry.

Strategies:
- Increase the visibility of clean water agencies as essential protectors of public health and the environment within the communities they serve.
- Produce content in collaboration with CASA partners that can be widely used across the industry. Specifically leverage the use of video, social media and other digital communications to share the powerful story of the industry.
- Demonstrate the industry’s prudence with public dollars through a fiscally responsible approach to the protection of the environment and public health.
- Highlight the critical importance of funding wastewater infrastructure.
- Strengthen wastewater’s story through unified messaging with other water industry groups/stakeholders.

Goal 2:
Situate wastewater as an essential sector in community resilience.

Strategies:
- Proactively educate legislators, regulators, NGOs, partner associations, members of the wastewater sector’s resource recovery potential (recycled water, biogas, biosolids, nutrients, one water).
- Highlight clean water agencies as leaders of community resilience and renewable resources.
- Develop educational materials identifying vulnerabilities of water/wastewater sector infrastructure to climate adaptation and resiliency.

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STRATEGIC PILLARS, GOALS & STRATEGIES

Strategic Pillar 3: Next Generation CASA

Goal 1:
Engage and educate young professionals and cultivate new skills among those individuals.

**Strategies:**
- Identify and structure opportunities for young professionals to engage in high-level discussions and experiences.
- Provide education opportunities on topics specifically relevant to young professionals.
- Create opportunities for mentorship within the industry.
- Expand communications channels to reach the young professionals audience.
- Maximize opportunities with the CASA Education Foundation (CEF) and its recipients.
- Partner on presentations about the sector to the next generation workforce.

Goal 2:
Continue and expand member recruitment efforts.

**Strategies:**
- Expand the diversity of membership.
- Explore the use of creative tools and approaches to engage with potential new members.
- Strengthen community education efforts to build awareness and consensus so that everyone in clean water knows CASA.
- Develop communication and onboarding strategies that ensure agencies feel invited to the table.

Goal 3:
Complete transition planning for CASA internal staff and core services.

**Strategies:**
- Engage early with Board and staff and follow a similar long-term strategy utilized for Executive Director transition.
- Ensure and prioritize the continuity of member value and core services through CASA’s internal transition planning.

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