The objectives of the Wyoming Water Association are to promote the development, conservation and utilization of the water resources of Wyoming for the benefit of Wyoming people.
Overview:
The board of directors for the Wyoming Water Association met for an afternoon strategic planning session on Tuesday October 24, 2017, prior to WWA’s 2017 Annual Meeting & Education Seminars in Sheridan, WY. The strategic planning session was designed to focus on the objectives and strategies for the Wyoming Water Association for the upcoming 3-5 years. In preparation for the strategic planning retreat, WWA members were surveyed on their thoughts regarding membership value, challenges and opportunities. Tara Kuipers of Tara Kuipers Consulting LLC guided the preparation and facilitation for the board retreat.

Opening Discussion: GIVE & TAKE
As an introductory activity, board members were asked to share their “Give” (what they contribute to the board) and “Take” (what they receive from service on the board). Responses included:

<table>
<thead>
<tr>
<th>GIVE:</th>
<th>TAKE:</th>
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<tbody>
<tr>
<td>Diverse perspectives from local government, industry, private sector, academic, agriculture, irrigation, policy, etc.</td>
<td>Networks and relationships</td>
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<td>Statewide view of water issues and policies</td>
<td>Viewing issues from others’ perspectives</td>
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<td>Broad array of professional experiences and corresponding professional relationships</td>
<td>Information sharing and learning</td>
</tr>
<tr>
<td>Qualities of pragmatism, relationship-building, and long history of involvement</td>
<td>Opportunities to address WY’s water issues</td>
</tr>
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<td></td>
<td>Educational opportunities</td>
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Future Planning: PRESERVE, CHANGE & CREATE
The board reviewed the membership survey information (found in appendix to this document, pages 10 to 12). From the information gleaned from members combined with board member’s perspectives and preferences, the group discussed the work of the WWA in terms of what should be PRESERVED (maintained), CHANGED (either modified or abandoned), and CREATED (developed as new).

PRESERVE:
- Common focus: Wyoming’s Water!
- Heritage & history of the organization
- Annual meeting and education
- Tours
- Offering CEUs
- Retaining current membership

CHANGE:
- Clarify WWA’s identity – scope, values & relevance
- Process for resolutions & legislative/lobbying on issues
- Board size & sector representation
- Membership structure & sector representation
- Promotion to agriculture & irrigation members
- Scholarship process

CREATE:
- Better strategies to engage advisory board members
- Internal promotion: Communicating the value of membership to members
- External promotion: Better recruit, educate and retain new members and the public at large
- More visibility for WWA overall
From Plan into Strategy: OBJECTIVES, GOALS AND NEXT STEPS

After identifying preserve/change/create opportunities, they were organized into 5 objectives or priority areas to pursue:

1. Education
2. Scholarship
3. Resolutions, Lobbying & Legislation
4. Promotion: Internal & External
5. Association & Board Structure and Membership

**EDUCATION**
Cory, Wendy

- Develop a way to assure education offerings are focused on current or emerging issues.
- Consider education on becoming ‘influencers’ on water-related issues (educate, advocate, lobby, etc.)
- Communicate value of CEUs to WWA members and non-members
- *Examine and propose appropriate fees for membership, membership + events, etc.

**SCHOLARSHIP**
Brent, Ryan

- Review and revise the scholarship program in relationship to (a) how well it is helping WWA achieve its objectives, and (b) how it can be used for better organizational promotion

**RESOLUTIONS, LOBBYING & LEGISLATION**
Wendy, John

- Revise the organization’s current process of creating resolutions and using them for lobbying and/or legislative influence that reflects: 
  (a) the breadth of WWA membership and what it means to “take a stand” on issues equitably, and 
  (b) the current and future budget that impacts having a paid lobbyist
- Consider the “Issue Umbrella” model, designing a process for members to bring policy issues to the WWA, then developing a WWA response

**PROMOTION: INTERNAL & EXTERNAL**
Sue, Jodee

- Develop a plan for INTERNAL promotion: Communicate the value of membership, and offer more useful tools for members to understand and benefit from their WWA membership
- Develop a plan for EXTERNAL promotion: Create a stronger organizational “identity” and become a stronger, more evident presence on water issues to non-members and the public
- Demonstrate organization’s relevance

**ASSOCIATION & BOARD STRUCTURE**
Barry

- Examine and revise board make-up, with an eye towards downsizing the WWA board
- *Examine and revise the WWA membership sectors, fees (e.g. cost for membership, membership + events, etc.)
- Identify new or emerging sectors to recruit for membership (e.g. agriculture, irrigation districts, etc.)
- Create a method to better engage advisory board

**NOTES:**
Individual(s) volunteered or were assigned to each objective to assure it is moved forward out of the retreat into specific planning and action, listed in blue. Creating committees, involving non-board members, to work on each objective is encouraged and expected. A sample “planning template” for each of the 5 objectives is provided in the appendix to this document, pages 5-9)
FACILITATOR RECOMMENDATIONS:

OBJECTIVES vs. MISSION:
• The current objectives statement is used as a de-facto missions statement, reflecting the broad and over-arching nature of the WWA’s reason to exist. Objectives, on the other hand, are commonly defined as tasks that reflect a current priority or goal. It may change as time, needs, opportunities and situations change.
• RECOMMENDATION: Rename the WWA “Objectives” Statement the WWA “Mission” Statement. Objectives, or ‘goals’ can be undertaken as identified by the board as needed.

STRATEGIC PLAN FOR ONGOING BOARD DISCUSSION:
• The planning work undertaken by the board at this retreat needs continued time and attention to turn suggestions and ideas into reality. Strategic planning is most beneficial when it is used as the beginning point of future work; that work, however, must be maintained as a priority for it to reach completion. Individual(s) assigned to each objective should have future board discussions on each item to promote accountability and share progress.
• RECOMMENDATION: Allocate time on future board meetings for check-in on the objectives and hoped-for products outlined in this strategic plan document.
Assure WWA’s education offerings at annual meetings, tours and through CEUs continue to meet the needs of members, non-members, and the public, and address current or emerging issues in the state.

Cory, Wendy

GOALS:
Broad approaches to achieve this objective

- Develop a way to assure education offerings are focused on current or emerging issues.
- Consider education on becoming ‘influencers’ on water-related issues (educate, advocate, lobby, etc.)
- Communicate value of CEUs to WWA members and non-members
- *Examine and propose appropriate fees for membership, membership + events, etc.

INPUTS:
Resources needed (expertise, time, funding, training, etc.)

TIMELINE & MEASURES
When can efforts begin? What is the end point needed or desired? How will success be measured?
**SCHOLARSHIP**

Assure the scholarship program is being administered in the most logical, viable and valuable way for WWA.

Brent, Ryan

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**GOALS:**

Broad approaches to achieve this objective

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<tr>
<td>•</td>
<td>Review and revise the scholarship program in relationship to:</td>
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<td></td>
<td>(a) how well it is helping WWA achieve its mission and/or objectives, and</td>
</tr>
<tr>
<td></td>
<td>(b) how it can be used for better organizational promotion</td>
</tr>
</tbody>
</table>

**INPUTS:**

Resources needed (expertise, time, funding, training, etc.)

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**TIMELINE & MEASURES**

When can efforts begin? What is the end point needed or desired?

How will success be measured?
Assure WWA is responding to legislative and other policy issues as efficiently and effectively as possible.

Wendy, John

**GOALS:**
Broad approaches to achieve this objective

- Revise the organization’s current process of creating resolutions and using them for lobbying and/or legislative influence that reflects:
  (a) the breadth of WWA membership and what it means to “take a stand” on issues equitably, and
  (b) the current and future budget that impacts having a paid lobbyist

- Consider the “Issue Umbrella” model, designing a process for members to bring policy issues to the WWA, then developing a WWA response

**INPUTS:**
Resources needed (expertise, time, funding, training, etc.)

**TIMELINE & MEASURES**
When can efforts begin? What is the end point needed or desired?
How will success be measured?
PROMOTION

Create a way to help WWA tell its story in ways that are meaningful to internal and external stakeholders alike.
Sue, Jodee

GOALS:
Broad approaches to achieve this objective

• Develop a plan for INTERNAL promotion:
Communicate the value of membership, and offer more useful tools for members to understand and benefit from their WWA membership

• Develop a plan for EXTERNAL promotion:
Create a stronger organizational “identity” and become a stronger, more evident presence on water issues to non-members and the public

• Demonstrate organization’s relevance

INPUTS:
Resources needed (expertise, time, funding, training, etc.)

TIMELINE & MEASURES
When can efforts begin? What is the end point needed or desired?
How will success be measured?
ASSOCIATION & BOARD STRUCTURE

Assure the board number and membership allows for appropriate leadership of the association, and that association membership sectors and structure meet current needs.

Barry

GOALS:
Broad approaches to achieve this objective

• Examine and revise board make-up, with an eye toward downsizing the WWA board

• *Examine and revise the WWA membership sectors, fees (e.g. cost for membership, membership + events, etc.)

• Identify new or emerging sectors to recruit for membership (e.g. agriculture, irrigation districts, etc.)

• Create a method to better engage advisory board

INPUTS:
Resources needed (expertise, time, funding, training, etc.)

TIMELINE & MEASURES

When can efforts begin? What is the end point needed or desired?
How will success be measured?

APPENDIX 1: Strategic Planning Template
Reflecting on your membership what has offered you the most value?

Reflecting on your membership, what could be improved or changed to offer you MORE value?

When you look ahead 3 to 5 years, what are the CHALLENGES you see for WWA?
When you look ahead 3 to 5 years, what are the OPPORTUNITIES you see for WWA?

How well do you feel the WWA is fulfilling these objectives?

I am committed to the work of the WWA.
As an organization, the WWA is relevant in the state.

As an organization, the WWA is effective in its work.