



# Strategic Plan 2024 Update

February 2024



**ACWA FOUNDATION**

A 501(c)(3) Nonprofit

<https://www.acwa-foundation.org/>



# Strategic Plan

2024 Update

## VISION

*The ACWA Foundation envisions a California water industry that embraces, reflects, and respects the people it serves.*

## MISSION

*Our mission is to serve all Californians by advancing diversity, equity, and inclusion within the water industry through education, research, and workforce development.*

## GUIDING PRINCIPLES

Our guiding principles describe how we operate as a Foundation.

- **Have Impact:** Move industry forward
- **Engage and Empower:** Reach out to new communities
- **Collaborate:** Create a “big tent” for the water industry
- **Include:** Welcome differences and create a level playing field
- **Be Transparent:** Share information openly
- **Educate:** Provide the educational foundation for people to succeed in the water industry

## VALUE PROPOSITION

Advancing diversity, equity, and inclusion through education in the industry is critical to attracting an agile and abundant workforce capable of solving the unique and diverse water challenges facing California. We will do this by:

- Building **awareness** of the value and importance of DEI
- Promoting the **upward mobility** of women and people of color in the water industry
- **Supporting** and moving the industry forward
- Promoting **transparency and accountability** for change
- Developing tools and programs to **empower** water practitioners
- Providing **education** as the foundation to achieve our mission



## SUMMARY OF YEAR 1 ACCOMPLISHMENTS

- Increased awareness of the ACWA Foundation statewide;
- Established operational elements and governance;
- Raised more than \$360,000;
- Developed a three-year strategic plan;
- Built statewide partnerships; and
- Awarded \$50,000 of Next Generation Scholarships to underserved juniors throughout the California State University and University of California systems.

## FOUNDATION GOALS AND ACTIONS: 2024 AND BEYOND

Goals	Status	Actions
<b>1) Build Sustainable Governance Model</b>  <i>Implement a solid leadership foundation and succession plan</i>	✓ ✓ ✓ ✓ ✓ 2024 IP IP	<ul style="list-style-type: none"> <li>▪ Review governance models of other foundations.</li> <li>▪ Define, create, and review annually policies for board responsibilities and foundation activities.</li> <li>▪ Identify staffing, contractors, other needs.</li> <li>▪ Establish committees, responsibilities, leads.</li> <li>▪ Secure legal counsel</li> <li>▪ Define role of volunteers and create a recruitment plan for volunteers.</li> <li>▪ Develop succession plans for trustees.</li> <li>▪ Establish and document success metrics and share Foundation impacts.</li> <li>▪ Hire an executive director to manage the Foundation's business and further its goals</li> </ul>
<b>2) Position the Foundation</b>  <i>Build awareness of the Foundation and its mission</i>	✓ ✓	<ul style="list-style-type: none"> <li>▪ Develop Foundation identity / brand.</li> <li>▪ Develop message strategy, collaterals, website.</li> <li>▪ Develop communications and outreach plan for effectively engaging member agencies, water industry partners, and potential donors.</li> </ul>
<b>3) Ensure Financial Stability</b>  <i>Secure future revenue streams and refine our funding structure and budget to align with Strategic Plan activities</i>	IP 2024 2024 ✓ IP	<ul style="list-style-type: none"> <li>▪ Raise \$1,000,000 by Year 3 and set targets for annual fundraising over the next 5 years of the Foundation.</li> <li>▪ Develop a budget for activities that contribute to the goals in the Strategic Plan</li> <li>▪ Explore fundraising, grants, and sponsorship opportunities.</li> <li>▪ Develop a prospective grants calendar and response package.</li> <li>▪ Develop a donor structure to attract funders at various levels.</li> <li>▪ Define and implement distinct membership, sponsorship, and subscription programs</li> </ul>
<b>4) Establish Baseline for Diversity, Equity and Inclusion in the Water Industry</b>  <i>Develop an understanding of diversity, equity and inclusion across the California water industry</i>	IP IP IP	<ul style="list-style-type: none"> <li>▪ Research available data on future water industry workforce, and establish partnerships to pursue new data and fill data gaps.</li> <li>▪ Identify data and research gaps and pursue partnerships to fill them.</li> <li>▪ Work with Partners to gather DEI data (women and minorities who serve on their Boards; senior managers and top executives who report directly to GM; percentage of full-time equivalents who are women and minorities)</li> <li>▪ Develop data / information about the benefits of and returns on investing in a diverse workforce.</li> </ul>



Goals	Status	Actions
<p><b>8) Increase the Foundation’s Recognition as a Trusted Resource and Partner</b></p> <p><i>Increase awareness and engagement in programs available to support California water agencies.</i></p>		<p>community college and certificate programs supporting the water industry (by 2026).</p> <ul style="list-style-type: none"> <li>▪ Solicit regular feedback from water agencies on Foundation programs.</li> <li>▪ Identify other audiences that could benefit from Foundation programs.</li> <li>▪ Position Foundation as a thought leader on the topics of diversity, equity, and inclusion in the California water industry through presenting at and sponsoring events.</li> <li>▪ Establish relationships with the California African American, Asian Pacific, and Hispanic Chambers of Commerce; the Business Journals, or similar entities that confer awards related to diversity, equity, and inclusion.</li> </ul>

Key: DEI = diversity, equity, and inclusion IP = in progress ✓ = complete or substantially complete

## METRICS FOR SUCCESS

The following key performance indicators will be used to help assess the progress of the Foundation in meeting its goals, provide accountability and transparency, and ensure continuous improvement. These metrics may change over time as the Foundation matures and its programs expand.

### 1. Funding and Financial

- a. Annual funds raised/donated
- b. Number of donors and average donation size
- c. Year-over-year growth in funds raised
- d. Foundation efficiency (program expenses compared to total expenses)

### 2. Program Delivery

- a. Number of scholarships awarded
- b. Average value of scholarships awarded
- c. Number of volunteers actively engaged
- d. Number of internships facilitated

### 3. Reputation and Brand

- a. Website views
- b. Social media engagement
- c. Invitations to speak/engage