



ALBERTA WATER & WASTEWATER OPERATORS ASSOCIATION STRATEGIC PLAN

AWWOA Vision

Our vision statement is an energizing, positive and inspiring statement of where and what we want to be in the future

The Alberta Water & Wastewater Operators' Association will continually be an effective, valued and trusted professional organization.

AWWOA Mission

Our mission statement identifies our distinct purpose to which we dedicate our work life. This is the reason for our existence and it clearly defines why we exist and who our customers are.

The Alberta Water & Wastewater Operators Association serves its members by providing education, networking, training and ongoing promotion of the water and wastewater industry.

Values

Our values outline how we will behave while realizing our business/mission. This is the way we interact with each other and the general public.

Integrity – we believe in keeping commitments, honesty and sharing accurate information. We listen to our members.

Teamwork – we believe in working together & building long term relationships.

Professional Growth – we believe in the ongoing development and education of our members, volunteers and employees. We recognize the operators' profession.

Respect – we value individuals' ideas and contributions.

What We Do – Future Orientation

- Annual Operators Seminar
- Annual Water Week Workshops
- Website
- Free job postings
- Alberta Utility Operator newsletter
- Small Community subsidy
- Plan and execute our strategic plan
- Charity work
- Have an office and staff
- Partner and work with other organizations
- Facilitate the development, ever greening and delivery of training
- Promote careers in water and wastewater
- Manage our annual work plan and budget in conjunction with resource capability
- Follow our bylaws and review them annually
- Listen to our membership and stakeholders
- Represent interests of the operator
- Support continuing education through bursaries and scholarships
- Member recognition – i.e. years of membership, awards etc....

What We Do Not Do

- Operate W&WW Systems
- Endorse products, companies, processes, individuals or political parties
- Regulation or certification process (i.e. exams, requirements, etc.)
- Share membership lists
- Negotiate for wage or employment conditions
- Represent in legal or union proceedings
- Assign or track CEUs

Core Strategies

Our strategies are the primary methods and techniques that we will use to bridge the gap from where we are today and will enable us to reach our desired vision. These are the goals for all areas of our organization.

1. Member Training & Development

To develop, maintain, improve and deliver a quality training program for our stakeholders

2. Networking & Relationship Building

To improve communication and relationships between all the stakeholders

3. AWWOA Profile & Membership

To improve membership knowledge through improved communication, program satisfaction while raising the profile of the members through joint activities

4. Board Structure & Operations

To maintain a sustainable efficiently staffed office and effective Board to handle the daily business of the AWWOA

Key Strategic Improvement Areas

Supporting each of these core strategies are key strategic improvement areas that define what the AWWOA will focus on to achieve each strategy.

Strategy 1 - Member Training & Development	
To develop, maintain, improve and deliver a quality training program for our stakeholders	
Key Strategic Improvement Area	
1.1	Maintain and refresh existing training to ensure it continues to meet member requirements
1.2	Review and assess alternative training approaches and course content
1.3	Continually monitor for ways to facilitate course attendance for members
1.4	Support the continued attraction of qualified instructors

Strategy 2 - Networking and Relationship Building

To improve communication and relationships between all the stakeholders

Key Strategic Improvement Area

2.1	Develop, maintain, improve and deliver a quality Annual Operators Seminar (Banff)
2.2	Continue to develop and improve upon Water Week (North Conference)
2.3	Continually review opportunities for networking

Strategy 3 - AWWOA Profile and Membership

To improve membership knowledge through improved communication, program satisfaction while raising the profile of the members through joint activities

Key Strategic Improvement Area

3.1	Develop AWWOA marketing plan to increase awareness and association reputation
3.2	Promote the Water/Wastewater Industry as a profession to a younger audience
3.3	Enhance social media presence and effectiveness
3.4	Support municipality awareness and value placed on water/wastewater assets and operators

Strategy 4 - Board Structure & Operations

To maintain a sustainable efficiently staffed office and effective Board to handle the daily business of the AWWOA

Key Strategic Improvement Area

4.1	Succession Planning for AWWOA Executive
4.2	Review effectiveness of existing committee structures
4.3	Review and assess feasibility of AWWOA Training facility
4.4	Continue to maintain office and operations

Key Success Measures Matrix

Key success measures have been defined for each strategic improvement area and is an indicator of our success in achieving our organizational mission and values on a year-to-year basis. They assist in ensuring continual improvement towards achieving our ideal future.

Alberta Water & Wastewater Operators Association
Strategic Plan – Nov 2019

Key Success Measures	Frequency	How to Measure	Baseline	Intermediate Targets		Target	Accountability	Status Ahead ↑ On Track ✓ Behind ↓
			2018	2019	2020	2021		
Strategy 1 - Member Training & Development								
Evergreening completed as planned	yearly	% of activities completed vs planned	--	>90%	>90%	>90%	Office	✓
Satisfaction rating on member survey	3-5 years	Scale 1-4 (% of 3-4 ratings)	90	n/a	n/a	>90% for next survey	Office	✓
Participation level in courses	Every course	Number of yearly attendees	<u>1390</u>	1200	1200	1200	Office	✓
Course evaluations	Every course	Scale 1-4 (% of 3-4 ratings)	≥90%	≥90%	≥90%	≥90%	Office	↑
Number of courses offered/cancelled			≥40/1	≥40/0	≥40/0	≥40/0	Office	✓
On-line training strategy / growth	yearly	Growth each year	≥10%	Review			Office/ Training	✓
Grant funding scans completed	yearly	Complete/ not complete		Review	Review	Review	Office	✓
Small community capacity supports i.e. Subsidy	yearly	Total Value vs Budget	25K	30K	30K	30K	Office	✓
Completion of instructor assessments, instructor satisfaction rating	Every course	Scale 1-4 (% of 3-4 ratings)	≥90	≥90	≥90	≥90	Office	✓
Compensation packages within 60th percentile of industry norms	yearly	Compare with other Associations	Complete	Review	Review	Review	Office	↑
Strategy 2 - Networking and Relationship Building								
Satisfaction rating on Banff seminar survey	yearly	Scale 1-4 % of Overall Good to Excellent	'18- 97% '17- 95% '16- 93% '15- 86% '14 - 98%	>90	>90	>90	Office/ Seminar Committee	↑
Participation level: Full Banff Seminar	yearly	>500	'18 - 510 '17 - 529 '16 - 514 '15 - 509 '14 - 496	>500	>500	>500	Office/ Seminar Committee	↑
Delegate & supplier feedback (Seminar)	yearly	Scale 1-4 (% of 3-4 ratings)	Trade Show: 93% Workshops: 88% Technical	>80	>80	>80	Office/ Seminar Committee	↑

Alberta Water & Wastewater Operators Association
Strategic Plan – Nov 2019

Key Success Measures	Frequency	How to Measure	Baseline	Intermediate Targets		Target	Accountability	Status Ahead ↑ On Track ✓ Behind ↓
			2018	2019	2020	2021		
			Program: 85% AGM:85% Facility: 96% Location: 89%					
Satisfaction rating on Water Week survey	yearly	Scale 1-4 % of Overall Good to Excellent	'18 - 95%	>90	>90	>90	Office/ Training Committee	
Participation level: Full Water Week Conference	yearly	>225	'18 - 200	>225	>225	>250	Office/ Training Committee	↓
Delegate & supplier feedback (Water Week)	yearly	Scale 1-4 (% of 3-4 ratings)	Trade Show: 82.5% Workshops: 82% Technical Program: 88% Facility: 91% Location: 96%	>80	>80	>80	Office/ Training Committee	
Satisfaction ratings on networking events	Yearly	Post event survey or feedback	90%	>90	>90	>90	Office	
Strategy 3 - AWWOA Profile and Membership								
Number of Members	yearly Nov.	Number compared over 3-5 years	18-2000 17-2150 16- 2175 15- 2335	2,050	2,075	2,100	Office/Co mmunicati ons	↑
Marketing Plan implementation (general and targeted)	Semi- annual	% of activities completed vs planned	--	>80%	>80%	>80%	Office/Co mmunicat ions	↑
Career attraction within (within Schools)	yearly	# of schools targeted	--	High School Career Info	High School Career Info	High School Career Info	Office/Co mmunicat ions	✓
Number of planned awareness events, presentations made to municipalities, councils, fairs, conferences, trade shows etc	yearly	% of activities completed vs planned	5 WWN AUMA TSAG WNC USG RMA	5 RMA WNC AUG	5	5	Office/Co mmunicat ions	✓
Uptake on one-year free membership	yearly	NAIT/ others	72	>70	>70	>70	Office	✓

Alberta Water & Wastewater Operators Association
Strategic Plan – Nov 2019

Key Success Measures	Frequency	How to Measure	Baseline	Intermediate Targets		Target	Accountability	Status Ahead ↑ On Track ✓ Behind ↓
			2018	2019	2020	2021		
Number of free memberships continuing on	yearly	Tracking of members given free membership for following year	--	>90%	>90%	>90%	Office	
Increases in the social media traffic from increased focus and postings	yearly	% increase in social media traffic	--	>10%	>10%	>10%	Office/Communications	↑
Strategy 4 - Board Structure & Operations								
Number of Board Vacancies	yearly		1	0	0	0	Nominations Chair/Office	✓
Exit interviews past chair	Upon exit	Scale 1-5 % of 4&5 Ratings	95%	≥95%	≥95%	≥95%	Chair/ED	✓
Satisfaction on annual Executive Board survey	yearly	Scale 1-5 % of 4&5	95%	≥95%	≥95%	≥95%	Office/Executive	✓
Review and updates to Committee Terms of Reference complete	yearly	Percentage of the number of committees/charters reviewed	2 year rotation or as needed	50%	50%	50%	Office/Executive	✓
Completion of Training Facility Feasibility Assessment	One-time	Complete/not complete	--	Complete		Reassess (as req'd)	Office	
Bank balance (Net Assets)	yearly	Maintain sustainability planning while targeting net 0 yearly budget	1,700,000 Sustainability Funding 8,000 under budget for year end.	Report	Report	Report	Office/Finance Chair	✓
Employee vacancies	yearly		1	0	0	0	ED	✓
Satisfaction rating. To be included in yearly appraisals	yearly	Scale 1-4 (% of 3-4 ratings)	≥3 rating	>3 rating	>3 rating	>3 rating	ED	✓

Key Strategic Improvement Areas

The following section provides some detailed strategic improvement plans for each of the Strategic Improvement Areas identified. The plan outlines the outcomes, activities, responsibilities, timelines and dependencies for each Key Improvement Area identified.

Strategy 1 - Member Training & Development

Key Improvement Area 1.1						
Expected outcomes						
Continue to procure, improve and maintain current partnerships						
Maintain and improve existing established courses/training						
Effective/efficient/accessible delivery of training						
Key Recommended Actions		Responsible	Frequency	Target Date	Resources (if Necessary)	Status
1.1.1	Meet to evaluate past training year and set goals for next training year	Training Committee	Annually	January		
1.1.2	Meetings to review ongoing training needs	Office	Quarterly			
1.1.3	Review existing courses for evergreening as needed	Training Committee	Annually	June		
	a. Review training re-development plan and implement evergreening of courses	Office/Training Committee	Ongoing			
Dependencies						

Key Improvement Areas 1.2						
Review and assess alternative training approaches and course content						
Expected Outcomes						
Strive to meet emerging needs of members: relevance of course, new courses, availability of courses						
Support the sharing of knowledge with members						
Key Recommended Actions		Responsible	Frequency	Target Date	Resources (if necessary)	Status
1.2.1	Develop online training strategy to systematically increase online courses offered		Yearly	July		
	a. Research existing courses currently available to assess potential course partnership opportunities and competition	Office/ED	Ongoing	July		
	b. Assess AWWOA member interest areas and approaches for online training to develop course learning objectives and determine best delivery option (RFP if needed)	ED/Training Committee	Ongoing	Ongoing		
	c. Review funding alternatives and funding partnerships to facilitate course development	Ed/Training Committee	Yearly	June		
1.2.2	Review the feasibility of creating a virtual class room option i.e. in small community with an instructor in a large location, streaming course live (for remote locations/multiple locations etc...)	ED/Training Committee	For future consideration	2022		

Alberta Water & Wastewater Operators Association
Strategic Plan – Nov 2019

Key Improvement Areas 1.2						
	a. Complete technology review to assess potential types available and applicability for use in specified scenario	Office/ED		2020		
	b. Assess technology vendors available to support courses	Office/ED		2020		
	c. Review potential venues (i.e. educational institutions, hotels, etc. that may be able to host remote training events)	ED/Training Committee		2020		
	d. Assess feasibility of a virtual course delivery model - cost/ROI	ED/Training Committee		2021		
1.2.3	Review the potential for development of expanded suite of Distribution and Collection system courses	ED/Training Committee	Ongoing	2019		
	a. Review current D&C courses available	Office/ED		2019		
	b. If courses existing, examine potential partnership opportunities	Office/ED		2019		
1.2.4	Promote hands-on exercises where possible in existing and new courses					
	a. Assess potential partnerships with educational institutions, tech providers and vendors for hands-on training	ED/Office	Ongoing	2019		

Key Improvement Area 1.3						
Continually monitor for ways to facilitate course attendance for members						
Expected Outcomes						
Review and assess potential for grant funding opportunities for AWWOA and member municipalities						
Key Recommended actions		Responsible	Frequency	Target Date	Resources (if necessary)	Status
1.3.1	Explore grant funding (sources, availability) and help municipalities to apply					
	a. Review potential grant funding for AWWOA	Office/Finance	Annually	June		
	b. Review potential grant funding for municipalities to support use of AWWOA services (i.e. Canada/Alberta Jobs Act) on minimum annualized basis	ED	Semi-Annually	June/Jan		
Dependencies						
3.3, 3.4						

Key Improvement Area 1.4						
Support the continued attraction of qualified instructors						
Expected Outcomes						
Assess instructor compensation and ensure it remains competitive						
Key Recommended Actions		Responsible	Frequency	Target Date	Resources (if necessary)	Status
1.4.1	Review/Analyze instructor compensation on an ongoing basis and provide feedback to instructors (instructor satisfaction surveys)	ED/Training Committee	Ongoing	Yearly /April		
Dependencies						

Alberta Water & Wastewater Operators Association
Strategic Plan – Nov 2019

--

Strategy 2 - Networking and Relationship Building

Key Improvement Area 2.1						
Develop, maintain, improve and deliver a quality Annual Operators Seminar (Banff)						
Expected Outcomes						
Continually review processes and manuals to meet the needs of attendees Continually expand the participation level and demand for the conference Continue to receive positive satisfaction levels from attendees, delegates and suppliers						
Key Recommended Actions		Responsible	Frequency	Target Date	Resources (if necessary)	Status
2.1.1	Establish Banff Committee	Executive Board	Annual	March		
2.1.2	Confirm location/facility for 2019	Office		March		
2.1.3	Organize tradeshow	Office	Annual	Nov-Dec		
2.1.4	Develop Tech program/workshops: -hire contractor -establish selection committee -select	Banff Committee/ Office/ Contractor	Annual	January		
2.1.5	Deliver Banff Seminar and collect feedback from delegates and vendors	Banff Committee/ Office	Ongoing			
Dependencies						

Key Improvement Area 2.2						
Continue to develop and improve upon Water Week (Conference)						
Expected Outcomes						
Continually review processes and manuals to meet the needs of attendees Continually expand the participation level and demand for the conference Continue to receive positive satisfaction levels from attendees, delegates and suppliers						
Key Recommended Action		Responsible	Frequency	Target Date	Resources (if necessary)	Status
2.2.1	Water Week - Review Success/Growth/Expansion Ideas/Improvements	Training Committee/ Office	Annual			
Dependencies						
4.3						

Key Improvement Area 2.3						
Continually review opportunities for networking						
Expected Outcomes						
Continually review processes and manuals to meet the needs of attendees						
Key Recommended Action		Responsible	Frequency	Target Date	Resources (if necessary)	Status
2.3.1	Review and assess opportunities to partner with other communities to host networking events in different locations	ED	Annual			
2.3.2	Complete AWWOA golf tournament and assess event effectiveness	Office	Annual			
2.3.3	Host a minimum of two networking events each year	ED/Event Committee	Annual			
Dependencies						
3.1, 4.3						

Alberta Water & Wastewater Operators Association
Strategic Plan – Nov 2019

Strategy 3 - AWWOA Profile and Membership

Key Improvement Area 3.1						
Develop AWWOA marketing plan to increase awareness and association reputation						
Expected Outcomes						
Continually review member benefits and value adds						
Continually expand marketing activities to increase membership						
Continually expand marketing activities to increase association reputation						
Key Recommended Action		Responsible	Frequency	Target Date	Resources (if necessary)	Status
3.1.1	Evaluate Member Benefits and added values	Office	Ongoing			
3.1.2	Provide information articles to WCW and AUO	Communication Committee/ED				
	a. Prepare marketing plan based on general AWWOA awareness to all audiences	Communication Committee/ED				
3.1.3	b. Execute the general marketing plan	Office				
	c. Assess the success of the marketing based on performance measures and collection of feedback	Office				
	d. Using information collected, define more targeted audiences	Communication Committee/ED				
	e. Define specific marketing goals and budgets	Communication Committee/ED				
	f. Develop direct marketing plan	Communication Committee/ED				
	g. Develop partner marketing plan (leveraging other associations, affiliations and existing partnerships)	Communication Committee/ED				
	h. Execute targeted marketing plan	Office				
	Dependencies					
1.3, 2.3						

Key Improvement Area 3.2						
Promote the Water/Wastewater Industry as a profession to a younger audience						
Expected Outcomes						
Continually attract new members						
Continually promote water/waste water operations as a career path						
Key Recommended Action		Responsible	Frequency	Target Date	Resources (if necessary)	Status
3.2.1	Give Free membership for one year to NAIT WWT Students/ others?	Office	Yearly			
3.2.2	Complete a broad demographic review to identify interests of this group and to breakdown into more specific target audiences	Office/Communications Committee		May 2019	WCW, E&E Mag, AEP	
3.2.3	Review and identify other educational disciplines that may consider water/wastewater careers to broaden demographic reach (i.e. Environmental Science students)	Office/Training Committee		June 2020		

Alberta Water & Wastewater Operators Association
Strategic Plan – Nov 2019

Key Improvement Area 3.2						
3.2.4	Assess potential to provide more targeted info sessions to younger audience potentially considering career in water/wastewater industry (i.e. Lunch and Learns for High Schools, Attend Career Fairs. etc.)	ED/Training Committee	July 2019			
Dependencies						
2.3						

Key Improvement Area 3.3						
Enhance social media presence and effectiveness						
Expected Outcomes						
Continually expand social media presence						
Key Recommended Actions		responsible	Frequency	Target Date	Resources (if necessary)	Status
3.3.1	Investigate and evaluate the potential for students undertaking practicums to support social media strategy	Office/Communication Committee				
3.3.2	Develop a social media strategy to more effectively use AWWOA social media platforms in place	Office/Communication Committee				
3.3.3	Review and research additional relevant articles that can be shared with AWWOA members (i.e. website, social media, etc.)	Office				
3.3.4	Provide additional updates on social media on what the AWWOA is doing and what it has planned (i.e. events, initiatives, etc.)	Office				
3.3.5	Review potential for adding industry related videos to AWWOA YouTube	ED/Office				
3.3.6	Assess & report on the growth in social media traffic by AWWOA membership (i.e. likes, comments, reviews etc.)	Office				
Dependencies						
1.3, 2.3						

Key Improvement Area 3.4						
Support municipality awareness and value placed on water/wastewater assets and operators						
Expected Outcomes						
Increased awareness of the importance of training for water/wastewater operators						
Key Recommended Action		Responsible	Frequency	Target Date	Resources (if necessary)	Status
3.4.2	Make more general presentations at the AUMA, AAMD&C and related conferences	ED	Annual			
Dependencies						
1.3						

Strategy 4 - Board Structure & Operations

Key Improvement Area 4.1						
Succession Planning for AWWOA Executive						
Expected Outcomes						
Sustainable AWWOA executive						
Key Recommended Action		Responsible	Frequency	Target Date	Resources (if necessary)	Status
4.1.1	Prepare notification of nominations	Communications	Ongoing			

Alberta Water & Wastewater Operators Association
Strategic Plan – Nov 2019

	including but not limited to general emails with nomination forms	Committee/ED				
Dependencies						

Key Improvement Area 4.2						
Review effectiveness of existing committee structures						
Expected Outcomes						
More efficient and integrated Committee Structure						
Key Recommended Action		Responsible	Frequency	Target Date	Resources (if necessary)	Status
4.2.1	Review Committee Terms of Reference	Executive Board	On Rotation/ Every two years	Review Charters	Executive Board	
Dependencies						

Key Improvement Area 4.3						
Review and assess feasibility of AWWOA Training facility						
Expected Outcomes						
Confirmed feasibility of training facility						
Key Recommended Action		Responsible	Frequency	Target Date	Resources (if necessary)	Status
4.3.1	Complete a feasibility assessment of the AWWOA Training Facility compared to continuing to rent or lease space	ED/Training Committee		2020		
	a. Once complete, assess any changes to AWWOA reserves	ED/Executive Board	Annual			
Dependencies						
1.1, 1.2, 1.3, 2.2, 2.3, 3.2						

Key Improvement Area 4.4						
Continue to maintain office and operations						
Expected Outcomes						
Continually break even with approximately 2 years of operations expenses in bank						
Key Recommended Action		Responsible	Frequency	Target Date	Resources (if necessary)	Status
4.4.1	Review Job Descriptions	ED	Annual			
4.4.1	Develop annual budget	Admin, ED & Finance	Annual	October		
4.4.2	Annual full audit	Admin, ED & Finance	Annual	Board/ED: October		
4.4.3	Financial – Internal auditing/ reviews	ED, Finance hair	Quarterly internal audits	Each Q		
Dependencies						

APPENDIX

KEY STAKEHOLDERS

- AWWOA Members / Operators
 - Communicate Strategic Planning Executive Summary to them via email blast, newsletter, website, Western Canadian magazine and report at AGM
 - By the Communications Committee after the Strategic Plan is approved
- AB Environment and Parks (AEP)
- Municipal Employees
- Other Associations (WCW constituency, AHMSA)
- Consumers
- AWWOA Executive
- Environmental Stewards
- Competitive – Education, Consultants
- Utility owners and other water focused/related organizations (municipalities, AUMA, AAMDC, etc.)

FUTURE ENVIRONMENTAL SCAN

- **Number of certified operators increasing (60% members and 40% non-members) ***
- **Communications, marketing, people reading/listening, seeing value of ownership, networking ***
- **Changing regulations, processes & structures at government level***
- **Competition for training, venues, courses ***
- **Changes to membership management ***
- Intellectual property/ ownership
- Economy – ups and downs
 - AB economy projections, oil & gas goes up and down
 - Impact of Europe economy
- Eco-green alignment – more stakeholders – wetland science, storm water, grey water
- Conferences, seminar by for-profit organizations – competition for training \$
- Contractors making their own rules, their own training
- Alternate training course delivery system
- Long term commitments and sustainability
- Regionalization

- **- highest priority**

CURRENT STATE ASSESSMENT

SWOT

Strengths

- Established with good reputation
- Increasing networking events for members
- Multiple networking events
- Have social media presence
- Bursaries availability and being used
- Strong financial position
- Good relationship with regulators
- Member of certification advisory board
- >80% satisfaction rating in courses attended
- Training and Conferences
- Training is affordable
- Water Week in Edmonton
- Banff being near capacity

Weaknesses

- The risk of a completely new board/board vacancies
- Difficulty keeping courses refreshed (evergreen)
- Lack of expertise on the Board in certain areas (marketing, communications, finance)
- Not reaching the more remote communities with services provided
- Ability to develop new courses quickly

Opportunities

- Interest from and opportunities to expand to other jurisdictions
- Increased use of technology by new operators
- Evolution of Seminars/ conferences
- AWWOA Training Facility
- Changes in advancements in technologies (e.g. collaboration portals, virtual training, etc.)
- Promoting/advertising to a more diverse audience
- Desire for increased hands-on training
- Expand service provision outside of Alberta borders
- Growing Water/Wastewater as a profession
- Managerial training for front line workers
- New on-line delivery systems and opportunities

Threats

- Training Facility
- Banff location near capacity
- The cost/time/effort for smaller communities to attend courses/seminars
- Increased competition from other institutions/in-house training
- Municipalities don't value water/wastewater operators
- Reduced budgets for training
- Decreasing membership with 40% not members
- Costs for course development
- Divergence between large and small facilities (technology, training needs etc...)

QUARTERLY MEETINGS

At each board meeting, the board will quickly:

- Discuss any changes in the External Environment and any implications to the Strategic Plan
- Discuss any changes to the Current State and any implications to the Strategic Plan
- Review all Key Success Measures and any implications to the Strategic Plan
- Review Strategic Action Items:
 - Changes required as a result of External Environmental, Current State and Key Success Measures reviews
 - Actions that are not on track and implications to the Strategic Plan