





# STRATEGIC PLANNING



# The WEF Board's guiding principles for the strategic planning process



Be agile



Be bold and better



Put the customer at the center



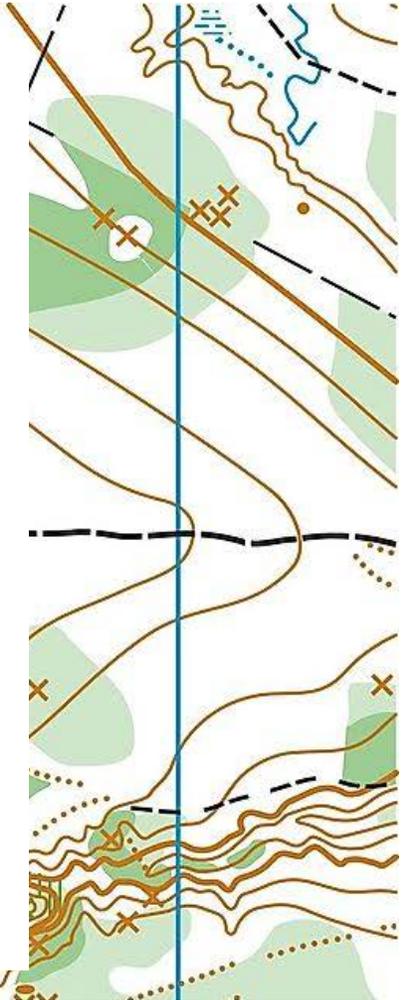
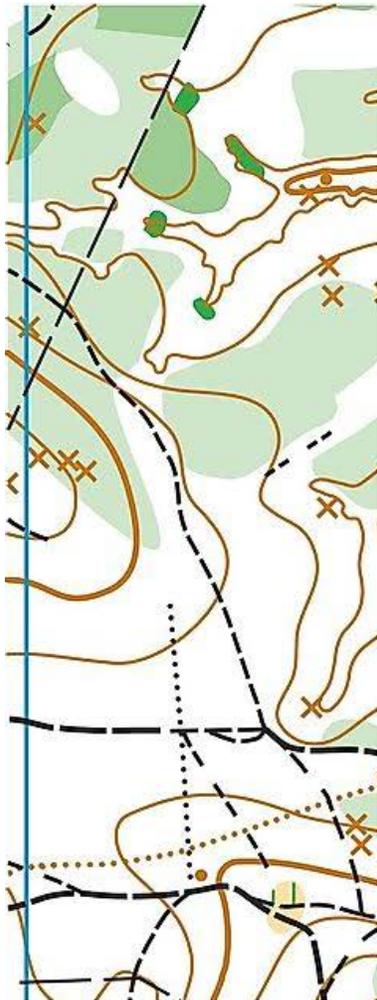
Grow with impact



Uphold DEI principles



Position us to be THE leader





## ASSESS

June – Oct 2021

Assess WEF, market landscape, gather broad stakeholder input

- Understanding of WEF's current state
- Clarity on industry trends impacting WEF's future
- Broad stakeholder perspectives
- Strategic communications and stakeholder engagement plan
- Member value and culture assessments



## ENVISION

Oct 2021 – Feb 2022

Envision WEF's future and impact

- Mission statement that answers "Why does WEF exist?"
- Inspirational Vision statement that articulates "What future impact will WEF achieve?"
- Three-year outcome statement that articulates value WEF will provide
- Insights from leading thinkers via Luminary Session



## PLAN

Feb – June 2022

Develop strategic plan with goals, strategies, metrics

- **Board approval of Strategic Plan by July 2022**
  - High-level goals that represent strategic priorities
  - Strategies for each goal
  - Metrics for progress and success
- Refreshed set of cultural values and principles required



## BEGIN TO ACTIVATE

July – Sept 2022

Begin to activate plan by shifting organization

- Framework to evaluate existing programs against new strategy
- Activation recommendations for structural changes
- Organizational strategic plan dashboard

Outcomes

Two-way communications and dynamic stakeholder engagement throughout

# Input and insights from across WEF's ecosystem, via interviews, focus groups, member survey, and Luminary session inform Envision phase

## Interviews

BOT                      Corporate Partners  
MA Leaders            Staff

*What problems does WEF solve?  
What does the future look like for WEF?*

## Focus Groups

Operators              Utility Leaders  
HOD                      CLC  
YPs                        Operators 2.0  
Past officers            Industry

*Why does WEF exist?  
What does success look like in the future?*

## Member Survey

689 responses

*What's most important for WEF's mission?*

## Luminary Session

7 leaders from various industries

*Expansive insights on leading organizations*



## Envision

760+ stakeholders engaged to inform mission and vision

# Member survey feedback further reinforced input on WEF's focus

**Enriching the expertise of water professionals**  
(e.g., specialty conferences and events, technical publications, The Water Leadership Institute)

70.7%  
of respondents  
ranked this as their  
**#1 or #2**

**Connecting water professionals**  
(e.g., membership, networking, conferences, committees)

64.4%  
of respondents  
ranked this as their  
**#1 or #2**

**Providing a platform for water sector innovation**  
(e.g., energy and resource recovery )

67.2%  
of respondents  
ranked this as their  
**#3 or #4**

**Increasing the awareness and impact of the value of water**  
(e.g., Water's worth it campaign, Work for Water, Stockholm Junior Water Prize, advocacy)

67.9%  
of respondents  
ranked this as their  
**#3 or #4**

# When asked **why WEF exists**, focus groups clearly prioritized **water** and **community**



## Conveners

To unite and connect water quality professionals

To bring all the water nerds together



## Problem Solvers

To solve water problems.  
Not wastewater problems.  
Water problems.

To make our communities and the world a better place



## Leaders

WEF should be the go-to for anything at a national level regarding wastewater

To be a steering wheel for the water industry—DEI, innovation, research, etc.



We Appreciate  
You!



Stay Tuned.  
Coming Soon!

THANK YOU FOR BEING HERE  
ANY QUESTIONS?