WHAT’S GOING ON AT WEF?

Aimee Killeen – WEF Vice President
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

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

**Focus Groups**
- Operators Utility Leaders
- HOD CLC
- YPs Operators 2.0
- Past officers Industry

**Member Survey**
- 689 responses

**Luminary Session**
- 7 leaders from various industries

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

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

What's most important for WEF's mission?

Expansive insights on leading organizations

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

Source: 2021 Member Survey, 689 respondents
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 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!
THE COMMITTEE & THE BOARD
GAP ANALYSIS
THANK YOU FOR BEING HERE
ANY QUESTIONS?