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
### THREE-YEAR STRATEGY MAP

<table>
<thead>
<tr>
<th>WEF Mission</th>
<th>WEF Vision</th>
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<tbody>
<tr>
<td>Three-year Outcome Statement</td>
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<td>Three-year Goal</td>
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<td>1-3 Metrics</td>
<td>1-3 Metrics</td>
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<td>Multi-year Strategies</td>
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<tr>
<td>Cultural Values</td>
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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

**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

**Envision**
- 760+ stakeholders engaged to inform mission and vision

- 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
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!
THANK YOU FOR BEING HERE
ANY QUESTIONS?