



Strategic Plan 2025 – 2027

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For internal discussion purposes only

Strategic Plan 2025 – 2027



Vision

We see a future in which everyone values clean water as an essential, limited resource, and comes together to find solutions to ensure long-term sustainability and access for all communities



Mission

We empower the water and wastewater equipment industry and its public sector partners to deploy cost-effective, innovative clean water technologies for socio-economic, public health, and environmental good



Values

Responsibility

Commit to improving water quality, sustainability, and access

Solidarity

Support each other's businesses in pursuit of common goals

Partnership

Work together with public sector and other stakeholders

Collegiality

Welcome all industry professionals, regardless of tenure or level

Participation

Encourage all members to get involved in the association's efforts

Strategic Plan 2025 – 2027



The water industry’s source of timely information and guidance
to navigate existing and emerging water management policy and business concerns



The pipeline connecting the water industry to the public sector
to lead adoption of innovative, cost-effective water and wastewater technologies



The creator of space for water industry professionals to innovate
to solve problems affecting the industry’s ability to provide access to clean water

Our Long-term Goals
The association leading water industry innovation



The authoritative voice of water and wastewater technology providers
to advance smart clean water legislation, regulations, and investments



The leading edge association the water industry needs to lead the charge
to deliver clean water in dynamic market, socio-economic, environmental, and public policy conditions


Strategic Plan 2025 – 2027

Goal



The water industry's source of timely information and guidance
to navigate existing and emerging water management policy and business challenges

Three-year Objectives

- 1.1**  **Enhanced value of public sector legislative and regulatory updates**
Members will better understand current and potential policies and initiatives and their impacts on their businesses
- 1.2**  **Improved coverage of current and anticipated issues affecting member business operations**
Members will be more aware of and able to adapt to labor market, technology, and other trends that impact them
- 1.3**  **Increased member access to intelligence on customer needs, issues, and concerns**
Industry leaders and sales professionals will have demand information to help prioritize investments and market products

Example Measures

- › Membership retention and growth rates
- › Member satisfaction with frequency, quality, and value, as measured by annual surveys
- › Statistical reporting on digital communications
- › Number and/or frequency of products issued by WWEMA to its members

Strategic Plan 2025 – 2027

Goal



The pipeline connecting the water industry to the public sector
to lead adoption of innovative, cost-effective water and wastewater technologies

Three-year Objectives

- 2.1  **Expanded member access to decision-makers at all levels of government**
Business leaders will have more direct, impactful dialogues to affect policies and their implementation
- 2.2  **Increased stakeholder appreciation for the value of clean water as an essential resource**
This will support our efforts to advocate for new initiatives and continued funding for existing clean water programs
- 2.3  **Greater market understanding of water and wastewater technologies**
Prospective buyers will have greater knowledge of the capabilities and cost-effectiveness of existing and future products

Example Measures

- › Number of member meetings with government representatives facilitated by WWEMA
- › Member satisfaction with access to stakeholders, as measured by annual surveys
- › Number of high-level legislative meetings focused on the value of clean water
- › Public sector engagement statistics on product information briefings

Strategic Plan 2025 – 2027

Goal



The creator of space for water industry professionals to innovate
to solve problems affecting the industry's ability to provide access to clean water

Three-year Objectives

- 3.1  **Stronger, more productive water industry professional networks**
Deeper, more diverse industry connections at all levels will help drive collaboration that leads to innovation
- 3.2  **Increased member collaboration on solutions to water industry and clean water issues**
This will support the industry's adoption of standards and a holistic commitment to socially responsible water solutions
- 3.3  **Improved development and engagement of future water industry emerging leaders**
Given workforce labor market conditions, there is a need to increase the talent pipeline and retain skilled professionals

Example Measures

- › Member satisfaction with networking opportunities, as indicated by member surveys
- › Number of members participating in WWEMA committees and working groups
- › Event attendance rate of non-executive level professionals in member organizations
- › Number of participants in WWEMA's Emerging Leaders Program

Strategic Plan 2025 – 2027

Goal



The authoritative voice of water and wastewater technology providers

to advance smart clean water legislation, regulations, and investments

Three-year Objectives

- 4.1  **Better recognition of and reputation for expertise and cooperation on shared interests**
This will position WWEMA as an essential participant in key discussions with legislators and regulators
- 4.2  **Increased representation of water and wastewater technology providers**
Member retention and growth is essential to give us greater credibility as the voice of the industry
- 4.3  **Greater influence on legislation and regulations impacting water management policies and funding**
We want to use our “seat at the table” to support industry interests by affecting legislation and regulations

Example Measures

- › Number of WWEMA engagements with high-level legislative and regulatory contacts
- › Net annual (or other defined period of time) change in membership
- › Knowledge and perception of WWEMA, as measured by periodic stakeholder surveys
- › Number of successful legislative and/or regulatory “interventions”




Strategic Plan 2025 – 2027

Goal



The leading edge association the water industry needs to lead the charge
to deliver clean water in dynamic market, socio-economic, environmental, and public policy conditions

Three-year Objectives

- 5.1  **More ways for members to access and use information, tools, and resources**
Members will always have what they need, when they need it, to help them make decisions, run their businesses, etc.
- 5.2  **Improved capabilities to facilitate member-to-member exchanges**
We can foster long-term discussions on industry challenges and clean water solutions, share best practices, etc.
- 5.3  **Increased brand awareness and recognition for our water industry leadership**
Our brand will communicate our commitment to our members and sustainability and access to clean water

Example Measures

- › Member satisfaction with quality and accessibility of information
- › Engagement rate for different platforms (e.g., web site, blog, social media)
- › Number of active (to be defined) discussions in facilitated collaboration spaces (e.g., on-line)
- › Public and industry brand awareness and perceptions, as measured by periodic surveys

Strategic Plan 2025 – 2027

Achieving Our Objectives

The table below lists initiatives planned for 2025 – 2027 in support of achieving one of more of our three-year objectives.

Strategic Initiative	Projected Completion
Goal 1 – The water industry’s source of timely information and guidance	
Revamp newsletter content, format, and distribution methods	2025
Improve the frequency and value of member communications (e.g., through ACT)	2025
Upgrade established conferences to increase speaker diversity, perspectives, etc.	2026
Provide “Immediate Release” briefs to members with information and guidance on key topics (e.g., BABA)	2027 (on-going)
Host on-line and in-person events on topics of business interest (e.g., Artificial Intelligence, workforce)	2027 (on-going)
Goal 2 – The pipeline connecting the water industry to the public sector	
Establish and implement a process for scheduling meetings between members and government officials	2025
Develop guidance and supporting materials for member – government meetings	2025
Create opportunities for members to attend trade shows and other relevant events	2026
Establish cross-sector (Federal, state, local, industry) working groups to develop cohesive clean water solutions	2026
Host a Technologies Innovation Leadership Forum focused on funding and Federal investments	2026
Research and create business case briefs for industry customers to adopt innovative water technologies	2027
Develop multi-media outreach methods to reach and influence industry customers	2027
Goal 3 – The creator of space for water industry professionals to innovate	
Evaluate and adjust conference formats to increase networking opportunities	2025
Further develop and mature the Emerging Leaders’ Program	2025
Develop opportunities for professionals at all levels to participate in our events	2026
Introduce topic-driven collaboration spaces at appropriate conferences and events	2026
Promote on-line collaboration (follow-ups to collaboration spaces, member topics, etc.)	2027

Strategic Plan 2025 – 2027

Achieving Our Objectives *continued*

The table below lists initiatives planned for 2025 – 2027 in support of achieving one of more of our three-year objectives.

Strategic Initiative	Projected Completion
Goal 4 – The authoritative voice of water and wastewater technology providers	
Create a compelling “association profile” to increase credibility in the public sector	2025
Develop “proof of concept” stories, statistics, etc. showing the impacts of our expertise	2025
Develop and implement a legislator and regulator outreach plan	2025
Increase engagement with government representatives outside of meetings	2025
Conduct a coordinated membership growth campaign	2026
Develop and distribute position papers explaining industry perspectives on relevant issues	2027 (on-going)
Goal 5 – The leading edge association the water industry needs to lead the charge	
Implement a Customer Relationship Management (CRM) platform	2025
Digitize archived information for web site publication	2025
Complete our office move and hold an “open house” for stakeholders and members	2025
Rebrand our association – logo, tagline, design standards, messaging, collateral, etc.	2025
Redesign the web site to improve the user experience and simplify access to resources	2025
Enhance messaging techniques, diversify media, and expand distribution to demonstrate our value	2025
Develop an app for members to quickly access members-only information	2026
Undertake a multi-media stakeholder marketing campaign to solidify our market position	2026
Implement a robust on-line collaboration platform	2027



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