



# Strategic Plan 2025 – 2027

November 25, 2024

# 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
<b>Goal 1 – The water industry’s source of timely information and guidance</b>	
1.1 Revamp newsletter content, format, and distribution methods	2025
1.2 Improve the frequency and value of member communications (e.g., through ACT)	2025
1.3 Upgrade established conferences to increase speaker diversity, perspectives, etc.	2026
1.4 Provide “Immediate Release” briefs to members with information and guidance on key topics (e.g., BABA)	On-going
1.5 Host on-line and in-person events on topics of business interest (e.g., Artificial Intelligence, workforce)	On-going
<b>Goal 2 – The pipeline connecting the water industry to the public sector</b>	
2.1 Establish and implement a process for scheduling meetings between members and government officials	2025
2.2 Develop guidance and supporting materials for member – government meetings	2025
2.3 Create opportunities for members to attend trade shows and other relevant events	2026
2.4 Establish cross-sector (Federal, state, local, industry) working groups to develop cohesive clean water solutions	2026
2.5 Host a Technologies Innovation Leadership Forum focused on funding and Federal investments	2026
2.6 Research and create business case briefs to facilitate customer adoption of innovative water technologies	2027
2.7 Develop multi-media outreach methods to reach and influence industry customers	2027
<b>Goal 3 – The creator of space for water industry professionals to innovate</b>	
3.1 Evaluate and adjust conference formats to increase networking opportunities	2025
3.2 Further develop and mature the Emerging Leaders’ Program	2025
3.3 Develop opportunities for professionals at all levels to participate in our events	2026
3.4 Introduce topic-driven collaboration spaces at appropriate conferences and events	2026
3.5 Promote on-line collaboration (e.g., as follow-up to conferences, for specific member topics)	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
<b>Goal 4 – The authoritative voice of water and wastewater technology providers</b>		
4.1	Create a compelling “association profile” to increase credibility in the public sector	2025
4.2	Develop “proofs of concept” showing how our expertise contributes to clean water outcomes	2025
4.3	Develop and implement a legislator and regulator outreach plan	2025
4.4	Increase engagement with government representatives outside of meetings	2025
4.5	Create strong messaging around our value proposition to current and prospective members	2025
4.6	Conduct outreach to current members to reinforce the value of belonging to WWEMA	2025
4.7	Execute a coordinated, comprehensive campaign to increase membership	2026
4.8	Undertake a multi-media association marketing campaign for public sector stakeholders	2026 – 2027
4.9	Develop and distribute position papers explaining industry perspectives on relevant issues	On-going
<b>Goal 5 – The leading edge association the water industry needs to lead the charge</b>		
5.1	Digitize archived information for web site publication	2025
5.2	Implement a Customer Relationship Management (CRM) platform	2025
5.3	Complete our office move and hold an “open house” for stakeholders and members	2025
5.4	Rebrand our association – logo, tagline, design standards, messaging, collateral, etc.	2025
5.5	Redesign the web site to improve the user experience and simplify access to resources	2025
5.6	Enhance communication techniques, diversify media, and expand distribution channels	2025
5.7	Develop an app for members to quickly access members-only information	2026 – 2027
5.8	Implement a robust on-line member collaboration platform	2027



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