



Strategic Plan
2009–2013
2011 Update

Alliance *for* Water Efficiency

A VOICE AND A PLATFORM FOR WATER USE EFFICIENCY

AND WATER CONSERVATION, BRINGING A CRITICAL PERSPECTIVE TO AN
INCREASINGLY THIRSTY NORTH AMERICA.





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ith increasing demands on water resources across the United States and Canada, the need for water use efficiency has never been greater than it is today. Even in historically water-rich regions, such as the Great Lakes and the southeastern U.S., water resources are facing previously unknown stresses. Demand for water, both indoors and outdoors, continues to grow.

Limiting increases in water use entails multiple approaches that involve industry, business, water suppliers, government, and the public at large. Not only must industry develop more efficient water-use equipment and must government be able to enact more stringent codes and standards, but the marketplace must also be willing to support and adopt technological changes.

These changes cannot take place coherently without an overseeing organization, thus defining the need for the Alliance for Water Efficiency. This strategic plan for the Alliance has two overriding goals: to expand the membership base and fund-raising efforts, to ensure viability well into the future, and to “stand as the leading clear, authoritative, and effective voice for water efficiency and water conservation.” These efforts will take the educational efforts of the Alliance to government, utilities, manufacturers, retailers, universities, and the Internet.

Perhaps the single greatest strength of the Alliance for Water Efficiency is its diverse Board of Directors and members. Representatives from the plumbing industry, the landscape industry, government, universities, environmental advocacy organizations, water agencies, and consultants give voice to a range of needs and opinions. The Board works as a cohesive, direction-setting body, capitalizing on shared direction. The result of that commitment to collaboration and respect is an organization willing to listen and stay flexible in order to stay strong and effective.



Alliance for Water Efficiency

Results of the Alliance's Efforts

In its 2007–2008 Strategic Plan, the Alliance defined a number of high-priority start-up goals. It quickly and successfully achieved all of the near-term goals and either accomplished or made significant progress on its longer-term goals. In addition, the Alliance has accomplished much of the work planned in the 2009–2013 Strategic Plan. While some of that work is noted here, all of it is noted in the Alliance's Annual Reports.

- As part of its aggressive membership and fund raising effort, the Alliance raised one million dollars in charter sponsorships, and it developed a body of literature, including print materials and generic speaker support materials.
- The Board agreed upon and the Alliance published a Statement of Guiding Principles, which appear on the back page of this Strategic Plan.
- The Alliance completed and launched its own website and a web-based clearinghouse of water conservation information, partially supported by a grant from the U.S. Environmental Protection Agency (EPA).
- Representatives from the Alliance sit on a number of national committees related to plumbing codes, plumbing standards, and green building specifications. Partial support for these efforts came from grants from the EPA and the Turner Foundation.
- The Alliance provides useful, practical information to a broad swath of stakeholders, providing targeted training on water efficiency programs and practices on water conservation, influencing market transformations as water conservation and efficient equipment continue to become part of everyday life.
- The Alliance has successfully raised \$250,000 in additional membership dues and increased membership levels in California.
- The Alliance has developed a number of new initiatives in water use efficiency, most notably the successful Water Conservation Tracking Tool.
- The Alliance continues an aggressive program of market support for WaterSense products, testing, and labeling.

- The Alliance has helped to build and is a member of a new plumbing research coalition.

With this revised Strategic Plan, the Alliance has challenged itself to build on its past successes and work even more aggressively to ensure the wise and efficient use of our water resources.

Creating the 2009–2013 Strategic Plan

The exercise of creating this 2009–2013 Strategic Plan began in October 2008 with a meeting open to the full membership of the Alliance. Approximately 70 people attended, engaging in a spirited and wide-ranging discussion of the importance and role of the organization.

Following that initial open-ended meeting, the full membership received a survey designed to help target their priorities for the organization. The results of the survey showed an interesting lack of clarity: virtually everything deemed important at the membership meeting also showed to be important in the survey. In other words, the survey confirmed a broad range of items deemed important, but it did not provide a great deal of help in actual priority setting.

In response to this lack of clear direction, the Alliance sent a more specific survey to the members of the Board of Directors. Yet again, the survey results confirmed the broad and aggressive agenda of the Alliance, but it did little to establish clear priorities.

In response to these results, the Board took two bold steps. It encouraged the Alliance staff to exercise restraint and wisdom as it aggressively follows opportunities that arise, as long as they fit well within the mission and will benefit the Alliance in the long term.

It also focused this strategic plan on two overriding goals:

- To continue building membership to build a reliable financial base for core endeavors, and
- To direct endeavors toward the Alliance's ability to "stand as the leading clear, authoritative and effective voice for water efficiency and water conservation."



Revisiting the 2009–2013 Strategic Plan

In September 2011, the Alliance Board of Directors met to assess progress on the 2009–2013 Strategic Plan and make mid-course strategic changes as necessary. Two factors drove that effort: 1) much of the initial plan had been accomplished, and 2) the Alliance was understaffed for the workload projected by the Strategic Plan. In response, the Board reprioritized, but did not redirect, the organization's strategic direction. These mid-course changes entailed reprioritization based on staff capacity and an effort to increase staff capacity in response to organizational needs.

This revised plan reflects that September discussion. It contains five Strategic Goals. The order in which these goals appear, as well as the order of the objectives contained under each of the goals, reflects the level of prioritization determined by the Board.

Strategic Goal 1

Establish a reliable and sustainable financial base for core endeavors.

Note: this goal entails three distinct strategic objectives, each of which will be achieved by employing the same tactics. Thus, the tactics apply to each of the three objectives.

OBJECTIVE 1

Raise \$250,000 in additional net revenue annually in 2012 and 2013.

OBJECTIVE 2

Develop organizational capacity to expand membership, access grant funds, and develop additional financial resources.

OBJECTIVE 3

Increase membership by 10 percent annually.

Tactics:

1. Hire additional staff in 2012 and 2013 to support the President/CEO and to support fund raising and programmatic goals.
2. Establish an Advisory Board of social, corporate, governmental, and intellectual leaders to provide general strategic support to the Alliance.
3. Set targets for individual board member fund raising.

Strategic Goal 2

Stand as the leading clear, authoritative, and effective voice for water efficiency and water conservation.

OBJECTIVE 1

Lead the development and implementation of water efficiency policies, standards, and codes.

Tactics:

1. Ensure that standards, codes, and green building programs and policies reflect up-to-date water efficiency technologies and practices.
2. Provide ongoing outreach to governmental offices.

Strategic Goal 3

Continue expanding Alliance research, technical outreach, and market support.

OBJECTIVE 1

Work with members and partners to promote cost-effective water use efficiency strategies.

Tactics:

1. Schedule and conduct training webinars approximately six times each year on such topics as irrigation, rate structures, standards, and codes.
2. Show the linkages among the Alliance's four technical areas of impact in outreach efforts:
 - 1) tools, modeling, research and development
 - 2) testing and labeling
 - 3) certifications, standards, codes
 - 4) market promotion and transformation
3. Research root causes of utility revenue loss and the role water use efficiency plays in revenue; develop training materials for members on this topic; conduct webinars and technical training sessions on the topic.
4. Inventory opportunities for linking water efficiency and long-term environmental benefits, such as stream flow, by assessing positive partnerships and identifying legitimate barriers.

OBJECTIVE 2

Promote the development and funding of water efficient product testing and labeling programs.

Tactics:

1. Continue to support the EPA's WaterSense program.
2. Support efforts to ensure that water-using products achieve their advertised levels of efficiency.

OBJECTIVE 3

Maintain a high standard of excellence in research and technical assistance.

Tactics:

1. Continue working with members, stakeholders, and EPA on building and supporting a plumbing research coalition.

OBJECTIVE 4

Promote the use of the Alliance's Tracking Tool, a comprehensive conservation savings planning and evaluation model.

Tactics:

1. Continue working with utilities to utilize the model and incorporate the results into their water resource planning efforts.
2. Continue conducting regular tracking tool workshops and webinars.
3. Create a tracking tool user group.
4. Explore marketing outreach opportunities through leveraged relationships with professional trade publications.

Strategic Goal 4

Develop new initiatives in water efficiency.

OBJECTIVE 1

Integrate water use efficiency into energy efficiency efforts.

Tactics:

1. Support and develop education and awareness programs on the linkages between water and energy use.
2. Act as a clearinghouse for statistics related to embedded energy for water supplies across the U.S. and Canada.
3. Provide leadership in the development of policies that link water/energy conservation and waste reduction.
4. Ensure that water use efficiency programs are included in legislation that aims to reduce resource consumption, improve the environment, or reduce resource costs to businesses.
5. Work collaboratively with leading water and energy organizations to promote strategies for water efficiency.
6. Develop strategies and programs designed to change behaviors related to water use.
7. Pursue implementation of water and energy recommendations from the "Blueprint for Action."

OBJECTIVE 2

Develop a North American water resource recovery policy.

Tactics:

1. Serve as clearinghouse for information on technologies for water recovery and for uses of components of wastewater.
2. Work collaboratively with leading organizations to promote strategies for water resource recovery.
3. Develop strategies and programs designed to measure and change perceptions of water recovery as a source of clean water.

OBJECTIVE 3

Develop benchmarks for North American industries to enable comparison of water consumption and wastewater production rates in the same sector.

Tactics:

1. Serve as clearinghouse for information on water use and wastewater production in industries.
2. Develop best practice information on water use and wastewater production by sector including potential for reduced costs.
3. Work collaboratively with leading organizations to disseminate benchmark and cost information to businesses and policymakers.

OBJECTIVE 4

Develop initiatives to recognize successful practices and technology development in water use and wastewater production.

Tactics:

1. Develop the Alliance award program in technology and practice areas.
2. Work collaboratively with leading organizations to provide input, judge, and administer leading recognition programs.

Strategic Goal 5

Lead efforts to increase consumer awareness related to the efficient and sustainable use of water.

OBJECTIVE 1

Develop a web-based consumer information presence.

Tactic:

1. Develop a new consumer website to promote consumer water efficiency and conservation, including information about reducing the carbon footprint of water.

OBJECTIVE 2

Develop a widespread consumer media strategy.

Tactics:

1. Develop an active Alliance social marketing presence on Facebook and Twitter.
2. Develop a design for a North American media campaign using social marketing tools with uniform messages and graphics that may be adapted by local utilities or used to support a widespread media effort.



MEASUREMENT METRICS FOR THE STRATEGIC PLAN

1. Dollars obtained for water efficiency as a direct result of Alliance activity
2. Total MGD saved as a direct result of Alliance activity
3. Number of general technical assistance requests and percent increase over time
4. Number of speeches and percent increase over time
5. Number of documents posted on the website and percent increase over time
6. Number of web site page visits and percent increase over time
7. Number of downloads from website and percent increase over time
8. Number of discussion forum posts and percent increase over time
9. Dollars of grant/special project funding and percent increase on an annual basis
10. Number of annual members
11. Percent increase in annual membership over time in dollars
12. Percent increase in annual membership over time in numbers
13. Percent retention of annual membership over time in dollars
14. Percent retention of annual membership over time in numbers



Guiding Principles

The Alliance for Water Efficiency is committed to promoting the efficient and sustainable use of water. Conserving water and using water efficiently is critical to ensuring that water resources are available now and in the future to support healthy economies, ecosystems, communities and individuals.

1. Significant opportunities exist for increasing water efficiency and water conservation.
2. Everyone has a responsibility to use water efficiently and not waste water.
3. Saving water helps save money and reduces future water supply and infrastructure costs.
4. Saving water helps save energy and reduces climate change impacts.
5. Maintaining the sustainable, natural function of our water resources is essential to their continued use for all living things in this and future generations.
6. Water efficiency and conservation best management practices are essential to restore impaired water resources.
7. Water efficiency and conservation are fundamental resource planning tools and should be considered equally with other means of meeting our water needs.
8. Cost-effective water efficiency and conservation options should be maximized prior to developing new sources of water.
9. Water supply and water/wastewater services should be priced at full cost of development, treatment, and distribution, including depreciation.
10. In all its efforts, the Alliance will strive to:
 - a. Engage all stakeholders involved in resource efficiency issues.
 - b. Actively build and promote productive and positive relationships among stakeholders.
 - c. Promote increased scientific rigor for analysis and verification of water efficiency and conservation programs.
 - d. Develop and promote water-conserving best management practices that increase the efficiency of water use.
 - e. Promote strong water efficiency codes, uniform standards, incentives and policies.
 - f. Promote the inclusion of the best available water efficiency technology, designs and practices in all green building programs.
 - g. Stand as the premier source of information on water efficiency and conservation programs, products, and policies.
 - h. Achieve climate neutrality.
 - i. Urge the Alliance membership to commit to practicing these principles in their own organizational activities.

Alliance for Water Efficiency
300 W. Adams Street, Suite 601
Chicago, Illinois 60606

OFFICE (773) 360-5100
TOLL-FREE (866) 730-A4WE
FAX (773) 345-3636

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www.allianceforwaterefficiency.org

THE MISSION OF THE ALLIANCE FOR WATER EFFICIENCY
IS TO PROMOTE THE EFFICIENT AND SUSTAINABLE USE OF WATER.