

# FY 2026-27 Strategic and Business Plan

## CREATING A CULTURE OF CARE



**WasteWaterEducation.org** 501(c)3  
**Water IS Water ~~~ Not Waste**

Sustainability \* Resiliency  
For Small Communities

Mission: To increase awareness that water quality is directly linked to the use of appropriate wastewater systems and their management.

**WaterSense**  
PARTNER



# Who We Are

WasteWater Education 501(c)(3) is a U.S.-based nonprofit committed to increasing awareness of sustainable decentralized wastewater management. Through education, training, and stakeholder engagement, we empower individuals, communities, and professionals to make informed wastewater treatment and water resource management decisions.

We are independent of proprietary technologies of specific vendors - emphasizing options and affordable, sustainable alternatives.

## **Our Mission:**

To increase awareness that clean water is essential, that water quality is a shared responsibility, and that sustainable wastewater solutions are achievable by informed individuals and communities. Independent. Impartial. We provide access to information to empower sustainable, local, wastewater decision making (as per current articles that can be amended as needed).

## **Our Purpose:**

To provide education which increases public awareness of the link between clean drinking water, safe recreational waters, environmentally sustainable surface and groundwater with watershed based, best management practices related to appropriate wastewater systems, technology, treatment and management.

*Water is Water - NOT waste!*



WasteWater Education 501(c)3 is a registered US based not for profit with a presence in Virginia, Michigan, Hawai'i, Ohio, Oregon, Wisconsin, Ireland, Canada, England, and Australia drawing on over 23 years of experience in training water and wastewater practitioners and advocating on behalf of the industry.

Transition is inevitable as we seek to replace long time employees and look forward to where the organization needs to be in the next 20 years.

To accomplish this, the Board has engaged in a concentrated review of our programs, goals, staff needs, financial health and future goals.

This Strategic Business Plan comprises the principal directives provided by the Board of Directors.

### **Our Vision:**

A world where every individual understands the impact of their wastewater decisions and contributes to resilient, environmentally responsible sanitation management and resource sustainability practices.



## **What is currently working well**

The organization has created a core of professionals passionate about the general mission of advocating for improved education in decentralized wastewater, both for practitioners and communities. WWE does a great job of attracting people who are interested in helping and contributing across a wide range of affordability and sustainability solutions.

We offer a comprehensive and engaging online virtual platform that is both personal, interactive, affordable and convenient for attendees.



## What needs to change

Prioritize board members that have the time to achieve the needs of the association. Our time now is best spent looking for a realistic and viable path forward that is

1. Leaner
2. Less time intensive to achieve outcomes
3. Includes more paid full/part time dedicated staff
4. Recruit new Board members that have the time to fully engage.

## What partnerships going forward

Compartmentalization and other associations believing each somehow has a “unique” offer that the others don’t is making it so that the associations remain divided and split in their resources and labor power. Many of them seem more concerned about protecting their “place in the industry” compared to the other associations than taking an effective tack on maximizing resources and potential. It’s not WWE’s fault in any way for coming up short of solidifying connections, it’s a common and shared issue across the divided associations in the industry. **How can we change that?**



## Our Priorities

- Focus on revenue generation to hire more full time staff. The association has lofty and great goals - but those goals require people who have time to dedicate to the mission.
- Improve all our websites to be more accessible, modern, and self reliant. It needs to be easier to navigate and focused more on commercialization to fuel enough profit to pay staff to do what we want to do.



# Our Priorities

- Over the coming 12 months:
  1. **Expand Our Online Education Offerings and Reach**
    1. Increase number of US States and International Clients serviced and approved.
  2. **Expand the Organization's Sustainable Revenue Sources**
    1. We have retained the services of three new part time contractual members of Staff
    2. One to do web development with income generation
    3. One for funding proposal applications.
    4. One to take over as client liaison with students.
  3. **Strategic priorities in terms of their importance in the coming financial year**
    1. Increase strategic promotion of the organization, role and current course offerings
    2. Develop new training packages that are relevant for the sector
    3. Expand training delivery into new states in the USA
    4. Develop partnerships with global institutions to offer training to an international audience
    5. Develop an online (MOOC) Mass Online Opportunity Course (free to attend /fee for certification)
    6. Promote innovative approaches to water through decentralized and onsite systems and practices
    7. Secure additional grant type funding from philanthropic foundations for the organizations activities
    8. Partnership with Hawai'i training providers to assist affordable cess pool replacement options.



#### 4. Strategic priorities achieved for the coming financial year

1. A clear succession plans is in place for key staff
2. Essential operational materials are now able to be accessed in the case of emergency situations
3. Established a targeted processes for board replacement and renewal, including key areas of focus

*“Thank you so much, this has been so much quicker and user friendly than some of the other sites, he’s got 4 hours done through them but it was like an eternity, so again thank you for simplifying the process!”*

*“I was actually taking this refresher course for the company I work with and sharing it with our new employees – probably the best I’ve ever taken on this!”*

*“I can’t thank you enough! You guys rock!  
What a joy to actually be able to talk to a real person who understands what we do! I learned SO much and I didn’t think this old dog could do this online stuff but you taught me a few new tricks and made me laugh into the bargain. THANK YOU.”*



GOALS	STRATEGIC PRIORITIES	ACTIONS REQUIRED	TIMING	STATUS/ COMMENTS
<b>Mission Driven: Online Education</b>				
Expand Our Online Education Offerings and Reach	Increase strategic promotion of the organization, role and current course offerings	Undertake a general desktop review of current topics of interest across the USA, supplemented by an analysis of website and LinkedIn hits	August 2026	Make strategic promotion a core 2026-27 priority. Use the desktop review to sharpen WWE's positioning statement, define the priority audiences and identify topics with near-term revenue potential
		Develop a forward program for and activate a bi-monthly webinar on topics of interest to onsite and decentralized water systems	August 2026	Proceed with bi-monthly webinars only where each webinar supports existing course sales, grant/ foundation campaigns or allied-partner outreach, to avoid creating an unfunded workstream
		Undertake a review of organizational positioning and role as against other organizations in the sector	August 2026	Board feedback specifically asked for WWE to clarify its place in the broader industry and avoid duplication
	Develop new training packages that are relevant for the sector	Undertake a survey of past and current clients to identify any key new training of areas of interest	September 2026	Prioritize training packages that can be certified, monetized and delivered with existing capacity. Do not commit to a fixed number of new courses unless market demand, a board lead and resources are confirmed

GOALS	STRATEGIC PRIORITIES	ACTIONS REQUIRED	TIMING	STATUS/ COMMENTS
		Develop a forward program and timing for establishing new training packages in priority areas identified from the above	October 2026	Seek Board approval of shortlist of courses to focus on
	Expand training delivery into new states in the USA	Review certification and license requirements for water and wastewater professionals in all states	November 2026	Keep state expansion as a high-priority revenue pathway. Start with adjacent/high-demand states and identify regulatory reciprocity or certification requirements before committing development resources
		Develop a forward plan and timing for achieving certification of courses in new states	November 2026	Seek Board approval of shortlist of courses to focus on
	Develop an online (MOOC) Mass Online Opportunity Course (free to attend /fee for certification)	Utilize the existing MOCC proposal developed for a grant opportunity and expand to be relevant to key elements of the water and wastewater industry globally	October 2026	Reframe the MOOC as a funded pilot. Correct terminology to Massive Open Online Course, confirm a higher education/ certification partner, and return to the board with scope, cost, resource needs and likely revenue/ certification model before delivery

GOALS	STRATEGIC PRIORITIES	ACTIONS REQUIRED	TIMING	STATUS/ COMMENTS
		Promote the proposal through various foundations to secure funding for initial trial delivery	Ongoing	Link foundation promotion to the grants pipeline and make external funding a gateway requirement before significant MOOC development time is committed

GOALS	STRATEGIC PRIORITIES	ACTIONS REQUIRED	TIMING	STATUS/ COMMENTS
<b>Mission Driven: Public Outreach Education and Professional Development Training</b>				
Advocate for the Water Industry as a Provider of High Value Employment and Support the Development of Workforce Entry Pathways	Develop a water industry training and career pathway program in Hawai'i related to cesspool replacement program as a model that can be adopted in other states	Develop and activate a webinar series on job opportunities in the water industry associated with cesspool replacement in Hawaii	September 2026	Board feedback indicates this needs further definition before voting. Treat the Hawaii workforce pathway as a grant-funded demonstration project and prepare a one-page scope, partners, budget, revenue/funding pathway, board lead and decision point
		Develop a workforce entry training module covering key skills associated with onsite and decentralized wastewater system installation, operation and maintenance relevant for cesspool replacement	November 2026	Include inspection-related content and cooperative delivery with allied entities where possible

GOALS	STRATEGIC PRIORITIES	ACTIONS REQUIRED	TIMING	STATUS/ COMMENTS
		Seek funding support from Hawaii based foundations, in collaboration with related industry associations, to deliver an initial workforce entry training program	Ongoing	

GOALS	STRATEGIC PRIORITIES	ACTIONS REQUIRED	TIMING	STATUS/COMMENTS
<b>Mission Driven: Advocacy</b>				
Promote Innovation across the Water Industry and in Decentralized Solutions	Promote innovative approaches to water through decentralized and onsite systems and practices	Undertake a review of current innovations in onsite and decentralized water internationally	December 2026	Retain innovation as an important theme, but narrow the review to 3-4 priority topics that can feed webinars, course updates, partner outreach and revenue opportunities
		Develop and deliver outreach and communication products highlighting new innovation and practices in the sector	February 2027	Focus communications products on practical innovations that support WWE's independent education role and do not duplicate the work of associations, vendors or regulators
Expand the Organization's Sustainable Revenue Sources	Increase revenue from our online courses	Track monthly revenue from both existing and new courses and report on trends to the board quarterly	Ongoing	Replace the placeholder revenue KPI with a monthly dashboard showing course revenue, registrations, conversion rates, grant pipeline, unrestricted reserves, etc

GOALS	STRATEGIC PRIORITIES	ACTIONS REQUIRED	TIMING	STATUS/COMMENTS
	Secure additional grant type funding from philanthropic foundations for the organizations activities	Develop a list of priority foundations that are relevant to the goals and strategic directions of WWE	FY 2026-2027	Already underway. Make this a priority funding workstream. Pair each proposed new initiative with named foundation, grant or industry-support prospects and a clear go/no-go funding decision
		Proactively approach foundations with letters of introduction highlighting alignment between WWE and the foundations in question	Ongoing	Develop standard letters of introduction and one-page funding briefs for the highest-priority initiatives only, rather than pursuing all activities at once

GOALS	STRATEGIC PRIORITIES	ACTIONS REQUIRED	TIMING	STATUS/COMMENTS
<b>Mission Driven: Organization Resiliency and Governance</b>				
Strengthen Organizational Resilience	Ensure that essential operational materials are able to be accessed in the case of emergency situations	Place operational materials in accessible online locations and associated procedures are in place for activation as required	July 2026	
	Ensure that clear succession plans are in place for	Develop a succession plan for the Educational Director and Chief Financial Officer positions as a priority	October 2026	Treat succession as a highest-priority governance item. Prepare transition plans for the Educational Director and CFO roles, including interim coverage, risk controls and board oversight

GOALS	STRATEGIC PRIORITIES	ACTIONS REQUIRED	TIMING	STATUS/ COMMENTS
		Develop job descriptions for the Educational Director and Chief Financial Officer positions	October 2026	
		Identify potential replacements for the Educational Director/CFO	Ongoing	
Define Future Desired Board Composition	Establish a targeted processes for board replacement and renewal, including key areas of focus, such as onsite/water resources publications, Texas training individuals, Travis Loop	Develop process for new Board appointees and approaches for board sign-off	August 2026	Update the board skills matrix to include revenue/ course certification, state regulatory engagement, inspection practice, cooperative alliance building, communications, grants and operations/ governance. Note Casey's stated intention to step down and recruit against the resulting gap
Board Training and Engagement	Set attendance policy in line with by-laws and articles	<p>Develop draft policy for board consideration, noting:</p> <ul style="list-style-type: none"> <li>• Other boards can require a commitment of time or cash donation</li> <li>• Nomination of proxies</li> <li>• Assign a specific area of the strategic plan to a board member for leadership</li> </ul>	August 2026	Keep the attendance policy simple and adopt it, but do not make it a major workstream. Combine it with assignment of a board lead to each active strategic priority

## Our Key Performance Indicators:

- Increase annual revenue by 10% over the year
- Generate sufficient Mission Driven Income to employ sufficient qualified staff
- Increase courses offered
- Increase states covered for accredited training by 2
- Transition out the current Educational Director and Chief Financial Officer by the end of FY 2026- 2027



## FY2026-2027 Board Officers

**Board Chair. Oliver Grievson**



**Board Vice Chair. Lynn Schneider**



**Board Secretary  
Lesley Desjardins**

**Board Treasurer  
Sandra Whitehead**



**Operators Without Borders Liaison: Greg Archibald**

## Board Of Directors



**Ben Kele**



**Casey Fiedler**



**Ron Naumann**

[View The Board and Staff Resumes Here](#)  
**Two Pending Appointments**

## STAFF

**Executive Director: Steve Morton**

**Chief Financial Officer and  
Director of Education: Dendra Best**



**Web and Data Development**

**Mehdi Khoury**

