



# STRATEGIC PLAN 2016 - 2018



**waterstart**  
channels for innovation



# VISION

To be recognized globally as a comprehensive water innovation ecosystem.

# VALUES

1. Entrepreneurial
2. Collaborative
3. Adaptable
4. Trusted



# MISSION

Promote water innovation by leveraging Nevada's water expertise, capabilities and leadership.



# GOALS

1. Attract New Business and Create Jobs.
2. Educate and Train a Talented Workforce.
3. Support our Customers and Members Needs.
4. Build a Highly Effective Operational Infrastructure.
5. Market and Increase Recognition of Our Brand.



# BACKGROUND & CONTEXT

WaterStart is a public/private, not-for-profit, joint venture created in 2013 by the Governor's Office of Economic Development, the Nevada Department of Employment, Training, and Rehabilitation, the Desert Research Institute on behalf of the Nevada System of Higher Education and the Southern Nevada Water Authority. This effort has subsequently been joined by the Las Vegas Global Economic Alliance and the Truckee Meadows Water Authority and similar agencies from across the state of Nevada. WaterStart leverages and coordinates the expertise and infrastructure of these partner organizations to provide water innovation services to water management agencies, technology companies, and policy makers to spur economic growth in the water sector.

## ABOUT WATERSTART'S PLANNING PROCESS

WaterStart's 2016-2018 strategic plan process was facilitated by Rick Culley, Ph.D. of the Institute for Executive Development and began with surveying the various members of the Board of Directors followed by individual interviews. In July 2015, a day long strategic planning meeting was held at DRI where input from the surveys and interviews was shared and discussed through Mr. Culley's facilitation. The results of that day's discussions was compiled into the body of this strategic plan and refined by the WaterStart team.



# WATERSTART BOARD OF DIRECTORS

**Dr. Steve Wells**, Chairman – President of Desert Research Institute

**Kevin Fisher**, Director of Water Quality and Treatment, Southern Nevada Water Authority

**Mark Foree** – General Manager, Truckee Meadows Water Authority

**Steve Hill**, Secretary – Director of Governor’s Office of Economic Development

**Dave Johnson** – Deputy General Manager Engineering and Operations, Southern Nevada Water Authority

**Kenneth Ladd** – Philanthropist

**Pat Mulroy** – Senior Fellow for Climate Adaptation and Environmental Policy, Brookings Mountain West Senior Fellow, Brookings Institution, UNLV

**Jonas Peterson** – President & CEO of Las Vegas Global Economic Alliance

**Don Soderberg** – Director of Department of Employment, Training and Rehabilitation

**Nathan Allen** – Executive Director, WaterStart



# GOALS WITH STRATEGIC FRAMEWORK

## Goal 1: Attract New Business And Create Jobs

### Strategies:

#### Strategy 1: Recruit New and Support Existing Business

- Identify and recruit growing water companies that would be a good fit to the state.
- Create an approach for companies interested to benefit from the available incentives.
- Provide a variety of support services to help businesses establish in Nevada.
- Support retention and expansion of existing businesses.

#### Strategy 2: Market and Promote Our Distinct Capabilities

- Establish criteria to target the right type of companies.
- Develop a sales strategy on carefully targeted organizations.
- Create a complete sales management process for our markets.
- Have a clear and consistent approach for selecting innovation opportunities.
- Work to aggressively close the deals so we target high probability companies.

#### Strategy 3: Build and Strengthen Relationships & Partnerships

- Focus domestically and internationally.
- Develop relationships with utilities and innovation centers to create development opportunities.
- Partner with regional development authorities to coordinate client recruitment and development.



# GOALS WITH STRATEGIC FRAMEWORK

## Goal 2: Education & Train a Talented Workforce

### Strategies:

#### Strategy 1: Stimulate Education, Certifications and Training Programs

- Create an advisory council of leaders in education in Nevada.
- Identify specific goals, degrees or certificates for developing a water workforce curriculum.
- Bring the higher education institution together to form a unique “water innovation” program.

#### Strategy 2: Collaborate on Workforce Training and Development

- Clearly identify and develop an inventory of current training.
- Clarify workforce development priorities.
- Create a job development profile to be utilized for workforce development.
- Pursue funding opportunities to build a program for the 21st century water manager.

#### Strategy 3: Identify Experts, Gaps and Opportunities

- Determine the gaps in existing workforce.
- Identify the leading experts/resources.
- Clarify and understand the need of new and existing organizations.

#### Strategy 4: Create and Strengthen Partnerships

- Develop partnerships with a variety of stakeholder organizations.
- Partner with utility experts to help define workforce needs and provide training.



# GOALS WITH STRATEGIC FRAMEWORK

## Goal 3: Support our Customer and Member Needs Strategies:

### Strategy 1: Determine our target members and customers

- Define the role of members and customers in fulfilling our vision
- Clearly define membership program including benefits and expectations
- Clearly define customer services and contractual process for utilizing member's expertise.

### Strategy 2: Define services and resources

- Clearly define customer support structure
- Clearly define funding processes and purposes
- Connect customers with relevant experts (technical, legal, administrative)
- Transition plan for successful customers (develop a timeline and metrics for transition)

### Strategy 3: Build Strong Relationships with Stakeholders/Membership/Support

- Forge strategic alliances globally.
- Gain support for planning of a water center on DRI's LV campus, as key ecosystem facility.
- Market our commercialization program.
- Identify potential demonstration areas and market them.

### Strategy 4: Create and Strengthen Partnerships

- Work with DRI & state officials to develop a business plan for building a facility on DRI South Campus to house NVCOE and its incubator participants
- Work with DRI to develop a building design appropriate for water center

### Strategy 5: Foster Innovation/New Ideas/Creativity

- Become an innovation incubator.
- Serve as a catalyst for change and creativity.
- Always be a "step ahead" to perform as a model.



# GOALS WITH STRATEGIC FRAMEWORK

## Goal 4: Build Operational Infrastructure Strategies:

### Strategy 1: Establish a Strong Financial Base

- Develop a solid business model & financial foundation.
- Establish the financial plan to align to strategic plan and specifically to support four goals.
- Build a business plan for the NVCOE that yields a new income to offset operational cost.

### Strategy 2: Create a Sustainable Structure/Measure Progress and Success

- Design and determine the best organizational structure to achieve our mission and goals.
- Develop operational (in-house) processes/systems, etc.
- Define methods for measuring progress and success.

### Strategy 3: Hire the Right Talent and Provide Necessary Resources

- Hire the best talent, don't settle.
- Emphasize expertise and experience.
- Make sure we provide resources needed to achieve the vision.

### Strategy 4: Ensure We Have All Major Components/Clarify Expectations

- Develop a complete inventory of our ecosystem.
- Identify where there may be gaps.
- Clarify the expectations for our ecosystem.
- Better understand the unique assets in NV that will attract companies.
- Compile funding resources to support innovation/commercialization activities.
- Utilize all resources we have in the state where we have expertise.
- Help provide access to capital and investment.



# GOALS WITH STRATEGIC FRAMEWORK

## Goal 5: Market and Increase Recognition of Our Brand

### Strategies:

#### Strategy 1: Enhance Ability for the Organization to Recruit New Businesses

- Develop a broad based aggressive marketing strategy
- Partner with network organizations that will disseminate RFPs and other business opportunities to members businesses
- Rename and rebrand organization
- Develop marketing materials both traditional/digital to reach potential grantees or member businesses

#### Strategy 2: Develop Brand Among Grantors, Investors, Partners

- Identify funders with potential interest in the organization's mission, vision, and work
- Identify branding propositions to align organization with opportunities to work with grantors and investors
- Evaluate opportunities and develop strategies to start conversations with potential funders and partners
- Develop marketing materials both traditional/digital to reach this audience to convert conversations to partnerships

#### Strategy 3: Elevate Organization Among Nevada Stakeholders and Leaders

- Raise awareness of renamed and rebranded organization and its positive impact on Nevada
- Recreate organizational website and social media accounts and enhance digital presence
- Position organization as a thought and innovation leader within Nevada's technology and education sectors as well as among key influencers in Nevada's private and public sectors

**Nathan Allen**  
**Executive Director**

**755 E Flamingo Rd,  
Las Vegas, Nevada, 89119  
(702) 862-5416**

**For Press inquiries, email Anthony J. Ruiz  
at [press@waterstart.com](mailto:press@waterstart.com)**