



WTS Advancing women
Advancing transportation

One WTS:
Advancement through Collaboration



2021-2026
Strategic Plan

WTS International &
WTS Foundation

Welcome Letter

The WTS organization is an established and well-recognized association, known for promoting and advancing women within the transportation industry. Since 1977, WTS has been providing relevant professional development, mentoring, and networking opportunities to connect, support, and advance women in the industry. In 2020, the organization took a bold step to reimagine the brand of WTS, shifting to a forward-focused organization that recognizes its progress to date in creating an equitable transportation workforce while also highlighting the contributions of that diverse workforce on the industry. The result was a shift in perspective:

Advancing Women. Advancing Transportation.

This strategic plan is a next step in the transformation of WTS, as we bring together the organization under the plan "One-WTS: Advancement through Collaboration." The One-WTS model unifies WTS International, the WTS Foundation and the WTS Chapters under one strategic umbrella, so that together, through the realization of our core values and objectives, we can strive to accomplish our mission and fulfill our vision. This plan outlines the WTS mission and vision which remain relevant and unchanged. With a refreshed WTS brand, the past year has been filled with conversations and feedback opportunities to better understand our desired state of WTS and our role in shaping the future transportation workforce and a transportation system that is equitable and accessible for all communities. As a result, the core values by which we conduct ourselves have been updated to reflect the growth of our organization. The strategic plan's goals and objectives align directly with the WTS mission:

Attract, sustain, connect, and advance women to strengthen the transportation industry.

The priorities of the 2021-2026 Strategic Plan reflect the progress of our organization and work to build on past success while recognizing the opportunities and challenges of today and our focus for WTS over the coming years. Both the priorities and accompanying strategic focus points of this plan are developed in a way to allow innovation and agility. This new plan will expand and unite WTS' efforts to advance women and advance transportation, and with this plan, WTS is well-prepared and structured to address the evolving needs and changing landscape of transportation.

We look forward to working together, as a united WTS organization, to expand equity and access in transportation.

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SVP, National Transportation Market
Leader, WSP

Jannet Walker-Ford
2020-2022 Chair, WTS Foundation
SVP, Transit & National Business
Line Leader, WSP

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WTS

2021-2026 WTS Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan

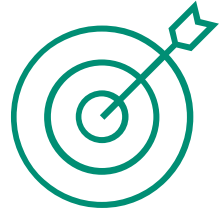


PLANNING FUNDAMENTALS

The following six Planning Fundamentals represent the basis of the strategic plan development effort.



One WTS: Create a unified WTS Strategic Plan that allows International, the Foundation, and local Chapters to work cohesively towards the same vision and around the WTS mission and categories of Attract, Sustain, Connect, and Advance.



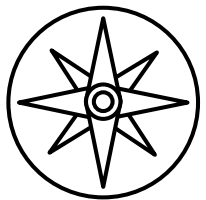
Mission-Driven Accountability: Ensure the work of WTS aligns with its mission and develop key performance indicators that drive the mission forward.



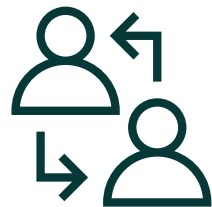
WTS Mission and Vision: The current vision and mission of the organization are valid.



Member-Focused Planning: Member value and providing member benefits will drive the strategic priorities.



Roadmap for the Future WTS: Confirm the WTS Core Values and develop short, medium, and long-term strategic and business programs and services that guide the future of WTS.



Robust Engagement and Communications: Encourage input and feedback from all WTS stakeholders including members, chapter leaders, Chair's Advisory Board, corporate partners, and industry partners. Communicate the planning and feedback process effectively to stakeholders.

2021-2026 WTS Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



VISION & MISSION

2021-2026

WTS

Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



The WTS vision defines our tomorrow and what we are ultimately working towards while the WTS mission statement focuses on today and what we, as an organization, are doing to achieve our vision.

Vision:

Equity and access for women in transportation.

Mission:

WTS attracts, sustains, connects, and advances women's careers to strengthen the transportation industry.

GUIDING PRINCIPLES

The structure and philosophy of the WTS association is based on the following guiding principles:

- WTS is an international organization dedicated to shaping the future of transportation for the public good through the global advancement of women.
- To achieve our shared vision of One WTS, we are a dedicated and aligned organization focused on supporting students, members, and chapters.
- Advancing women in transportation is key to advancing transportation and ensuring a diverse, inclusive, and equitable workforce.
- WTS is committed to ethical leadership, integrity, and respect for all as we shape future generations of transportation leaders.
- WTS actively collaborates with its transportation community that includes corporations, public agencies, associations, and learning institutions.

2021-2026
WTS
Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



CORE VALUES

2021-2026

WTS

Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



Our success hinges on conducting ourselves in accordance with a set of core values- our operating principles- in everything we do. Together.

We are collaborative.

Our ability to be influential and impactful hinges on cultivating a culture of teamwork. We welcome and seek ways to collaborate within and beyond WTS with both traditional and non-traditional organizations to support our vision, mission, goals, and objectives. We believe we are better together.

We are future focused.

We embrace change as proof that we are making progress. Our long-range goals drive today's decisions and actions, however, we are agile and innovative as we anticipate and respond to new opportunities and challenges for current members, students, and the future workforce.

We are professional.

Everything we do is linked to delivering better benefits and services to our members and our community. We approach everything we do with honesty, transparency, and integrity. We are committed to doing what's best for our members through responsible actions.

We are inclusive.

WTS is a safe place to find one's voice, develop, learn, and thrive. We embrace the belief that all people have value and the right to belong. We are committed to fostering a culture of mutual respect and creating an open environment that is equitable and accessible to all, where differences of thought, life experiences, and backgrounds are appreciated and welcomed, and contributions are valued.

GOALS & OBJECTIVES

2021-2026

WTS

Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



The goals (Attract, Sustain, Connect, and Advance) and objectives of WTS span across our organization including International, the Foundation, and our Chapters. Together we commit to advancing the core pillar goals of the WTS mission.

Attract

Develop and cultivate the next generation of a diverse and inclusive workforce, from students through professionals, and prepare these individuals to join and champion a more accessible and equitable transportation industry.

Sustain

Support and retain broader and equal representation for women and all untapped populations through all levels of their transportation career by providing innovative programs, initiatives, and advocacy.

Connect

Create strategic networks to facilitate and enhance meaningful and lasting professional relationships to foster career and personal growth. Increase partnerships to advance the transportation industry.

Advance

Broaden women's professional and leadership skills in all disciplines and all levels of transportation to achieve career goals, diversify the workforce, and advance transportation for the public good.

2021-2026 PRIORITIES

*Our five priorities describe how we will achieve our goals and objectives through 2026.
Each strategy supports one or more specific goals or objectives.*

Organizational Excellence

Member and Organization
Engagement

Access, Equity, and
Opportunity

Education, Programming,
Training, and Advocacy

Data-Informed

2021-2026
WTS
Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



2021-2026 PRIORITIES

Each priority is defined with all WTS entities considered. Strategic focus areas under each priority will drive the work of the organization from 2021-2026.*



*WTS entities are WTS International, the WTS Foundation, and each WTS Chapter. Each represents its own entity with its own governing body.

2021-2026 WTS Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



PERFORMANCE OUTCOMES

The following performance outcomes are success indicators that, if accomplished, will highlight the progress of WTS from 2021-2026. Annual and specific performance indicators and metrics are to be developed within the business plan.



Strengthened organizational culture and capacity for strategic and collaborative actions.



Expanded membership in organization, through engaged and active chapters, and increased member satisfaction.



Increased diversity of active and future members that creates inclusive environments across all levels of the organization



Focused education, program, and training offerings at all career levels and enhanced influential presence in advocacy initiatives.



Improved use and implementation of data-gathering tools to inform decision making around organizational goals.

2021-2026 WTS Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



STRATEGIC FOCUSES: WTS INTERNATIONAL & WTS FOUNDATION

2021-2026
WTS
Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

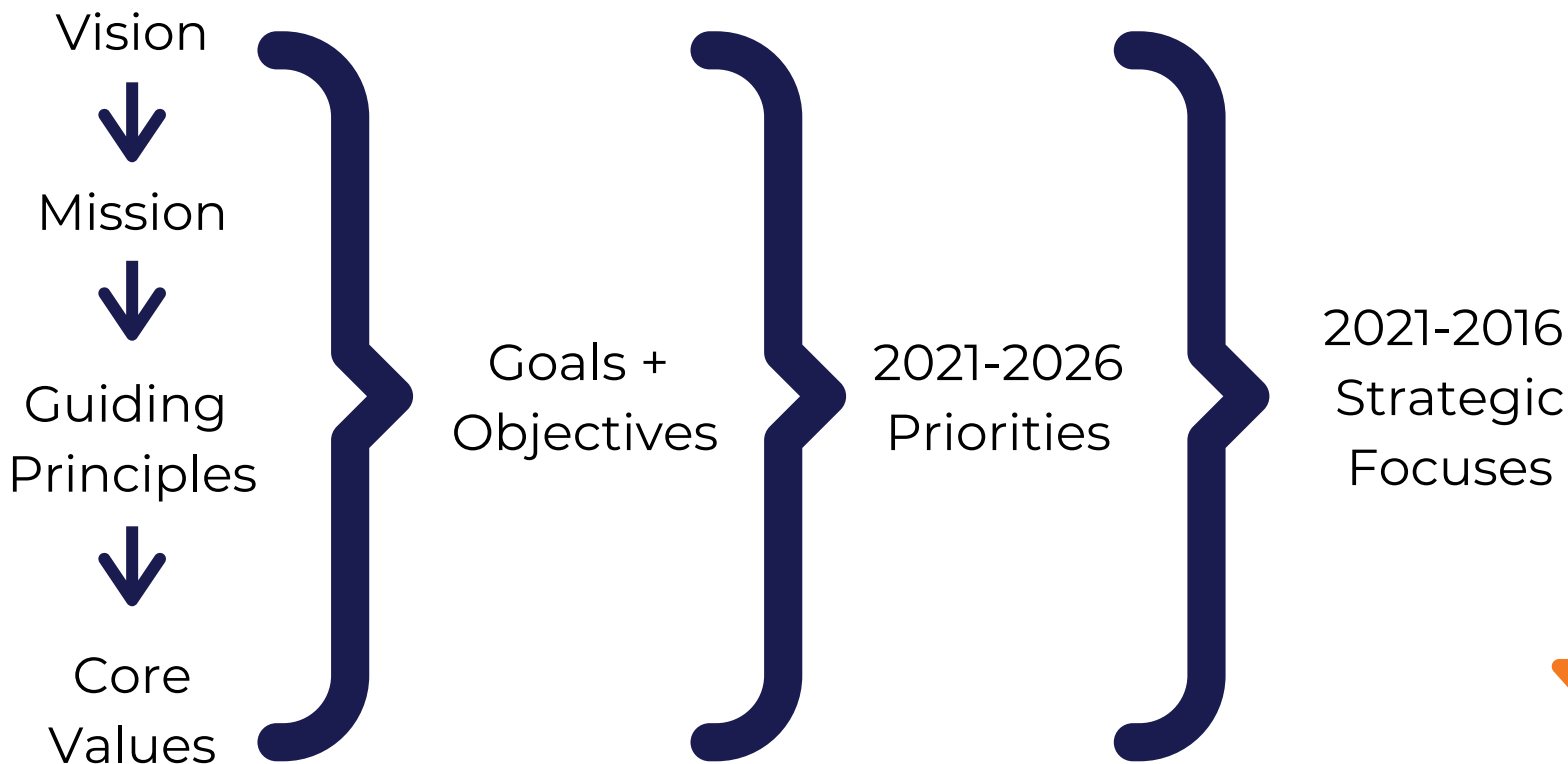
Strategic Focuses

About the Plan

The following pages outline the WTS International and the WTS Foundation strategic focus areas under each of the five 201-2026 Priorities. These strategic focuses are intended to be addressed throughout the five-year plan with the support of a annual business plan that includes annual tactics and key performance indicators.

Adopted by each entity- "One WTS"

**Unique to
each entity**



STRATEGIC FOCUSES: ORGANIZATIONAL EXCELLENCE

2021-2026
WTS

Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



Under a One WTS model, align all entities with WTS culture through a sustainable, strategic, and optimized business plan built on sound management practices. Through intentional collaboration, effective communications, and strategic capacity building expand WTS' influence throughout the transportation sector.

WTS International

WTS Foundation

Implement a "One-WTS" strategy that clearly communicates the goals and future vision of the organization to ensure organization-wide alignment in brand use and marketing messaging for unified and expanded voice in the industry

Develop and implement sustainable funding model in collaboration with WTS International to ensure organizational success

Establish culture of unity and collaboration through transparent and timely communications to strengthen partnership between entities of WTS

Implement transparent governance structure within the Foundation for consistency and sustainability

Ensure organizational optimization, through strong financial management, sound decision making, and operational efficiencies and effectiveness, that prioritizes a sustainable business model with diverse revenue streams and delivers on services and benefits that are relevant to membership

Ensure organizational optimization, through strong financial management, sound decision making, and operational efficiencies and effectiveness, that prioritizes a sustainable business model that has diverse revenue streams and delivers on services and benefits

Advance policies and guidelines for organization-wide sustainability with specific attention to Chapter support and strategic growth

Strengthen communications with Chapters for continued and expanded trust in WTS Foundation organizational management

Strengthen training and tools in support of Chapters for ongoing and sustainable chapter leadership and operations

Provide guidance and support to Chapters to implement grass-roots activities that attract a diverse workforce to transportation

STRATEGIC FOCUSES: MEMBER AND ORGANIZATION ENGAGEMENT

2021-2026
WTS

Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan

Engage and expand membership through member-focused approach to delivering exceptional and valuable experiences. Strengthen collaboration within internal WTS entities through transparent communications, increased connection points, and joint commitment to achieving the WTS mission.

WTS International

WTS Foundation

Deliver and expand exceptional WTS International membership experience to demonstrate WTS value proposition for all career levels

Bring together students in an engaging way to promote their interest and knowledge in transportation

Strengthen engagement of and between membership networks that provide professional and personal growth opportunities

Engage new audiences through partnerships to attract diverse talent to the industry

Provide support, guidance, and services to WTS Chapters through collaborative efforts to respect and honor volunteer experience

Utilize connections to expand networks to secure more partnerships, leading to more effective programming and more sustainable revenue

Increase opportunities for participation in WTS to establish a strong and engaged network of members and strengthen recognition program of exceptional volunteerism

Provide accessible and accurate information and resources to Chapters regarding Foundation activities, reporting, and fundraising

Engage new and diverse audiences in the organization to build WTS brand and increase impact across the industry

Increase collaboration with chapters to share best practices on foundational activities and strengthen recognition program of outstanding participation related to the Foundation mission



STRATEGIC FOCUSES: ACCESS, EQUITY, AND OPPORTUNITY

Create an inviting, safe, and supportive environment for people from diverse backgrounds through improved access to WTS benefits, equitable opportunities, and buy-in at all levels of the organization. Through measurable objectives provide access and opportunity to develop a future workforce that can tackle the challenges and opportunities of a complex, diverse, and globalized society.

WTS International

WTS Foundation

Develop and implement an equity vision and strategy that drives WTS to be more accessible and inclusive and is utilized across the organization	Work collaboratively with partners and stakeholders to attract diverse workforce to the transportation industry
Be a leading voice of influence on the desired state of the transportation industry for equitable practices and inclusive opportunities	Support opportunities for the next generation of transportation leaders through scholarships to further educational attainment
Enhance sense of belonging for all members through proactive programs, inclusive communications, and collaborative culture that is inviting and open to all	Embed equity and diversity throughout every initiative to attract the next generation of a diverse group of young leaders in the transportation field, and to prepare these young professionals to lead a more diverse and equitable transportation industry
Create welcoming environment with benefits for members across all disciplines, modes, and career levels in transportation	Aspire to be innovative with outreach and programming, while specifically applying equity lens to all programming efforts
Strengthen the culture of inclusion by embedding equity initiatives across all practices of the organization and expanding access and opportunity for engagement	Expand access to scholarships through diverse and equitable recruitment, review, and disbursement practices

- 2021-2026
WTS
Strategic Plan
- Welcome
- Planning
- Vision/Mission
- Guiding Principles
- Core Values
- Goals & Objectives
- Priorities
- Outcomes
- Strategic Focuses**
- About the Plan



STRATEGIC FOCUSES: EDUCATION, PROGRAMMING, TRAINING AND ADVOCACY

Provide relevant and timely education, training and programming to WTS members and stakeholders that builds personal and professional knowledge and growth at all career levels and for all communities, especially those that are underrepresented. Through advocacy initiatives, drive conversation and education that supports women and strives for a safe, efficient, equitable, and sustainable transportation system.

WTS International

WTS Foundation

<p>Provide a variety of professional development, mentorship, and training opportunities to advance women and strengthen the pool of available candidates for high-level positions.</p>	<p>Engage with learning institutions to offer support and programming to attract diverse talent to the industry</p>
<p>Advance mission and goals of WTS through strategic partnerships that prioritize actions and results.</p>	<p>Provide opportunities for professional development, mentorship, and training opportunities to advance students (young girls/women) by engaging with learning institutions to offer support and programming to attract diverse talent to the industry and strengthen the pipeline of the transportation workforce</p>
<p>Bring together members and industry partners to discuss trends, opportunities, and challenges in transportation that are relevant to the advancement of women and the advancement of transportation.</p>	<p>Ensure diverse pipeline development by supporting STEAM initiatives and ensuring young girls can visualize a future path for themselves in transportation</p>
<p>Be a leading voice of influence in the national dialogue around the state of transportation and engage in policy development that advances policies that support women and diverse workforce development</p>	<p>Develop and implement innovative and strategic growth strategy for Transportation YOU program that is scalable across the entire organization</p>
<p>Support women owned and small businesses through mentorship, engagement, training, and advocacy initiatives so that women and small businesses can grow and increase access to a broader world of opportunities</p>	<p>Expand access to programs, scholarships, and resources through a variety of mediums, platforms, languages, and channels</p>

2021-2026
WTS
Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



STRATEGIC FOCUSES: DATA-INFORMED

Optimize data analytics including member insights to proactively support business objectives and decision making to stay agile and relevant. Gather and showcase data-rich research and experience that clarifies the current and desired state of women in transportation.

WTS International

WTS Foundation

<p>Expand analysis tools to track success of initiatives in timely manner to remain agile and relevant</p>	<p>Gather and showcase data-rich research and experience that clarifies the current and promotes the desired state of women in transportation</p>
<p>Be an outcome-based organization and communicate success through measurable objectives</p>	<p>Solidify focus and priorities of WTS research initiatives in collaboration with all WTS entities, "One-WTS"</p>
<p>Highlight, share, and inspire transportation workforce data through partnerships and collaborations to clarify the current and desired state of women in transportation</p>	<p>Develop and implement methodology for engaging with scholarship recipients throughout their educational and professional careers</p>
<p>Track and share organization-wide, "One-WTS," impact on the industry annually to demonstrate outcomes and advancement of women in transportation</p>	<p>Establish baseline state of industry workforce report in coordination with WTS International to measure and report progress against and demonstrate tangible impact of WTS efforts</p>
	<p>Develop and strengthen collaboration with partners and Universities/ Colleges to accomplish research objectives</p>

2021-2026
WTS
Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan



ABOUT THE PLAN

The 2021-2026 "One-WTS: Advancement through Collaboration" Strategic Plan is designed to be implemented at all levels and within each entity of WTS. It is intended to be a living plan that requires continuous deployment, evaluation, planning, and budgeting on an annual basis. For more information on implementation and to utilize the Chapter Implementation Guide please visit <https://www.wtsinternational.org/initiatives/strategic-planning-initiative>.

WTS International would like to thank the Strategic Planning Committee, WTS International and WTS Foundation Boards of Directors, staff, and the many members, chapter leaders, partners, and stakeholders that provided their input and feedback in creating and evaluating this plan.

2021-2026

WTS

Strategic Plan

Welcome

Planning

Vision/Mission

Guiding Principles

Core Values

Goals & Objectives

Priorities

Outcomes

Strategic Focuses

About the Plan

