



THE
Water
Research
FOUNDATION



Delivering Research
that Matters

2021

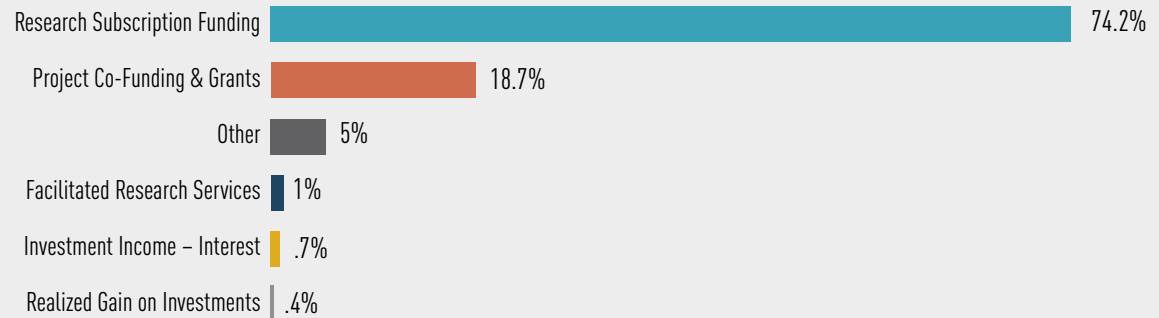
FINANCIALS

REVENUE

WRF prides itself on **sound financial stewardship** of subscriber resources and federal, state, and private foundation grants. WRF's key source of revenue is subscriber funding, representing nearly 75% of all revenue recognized in FY2021.

2021 Total Revenue

\$27.1M



2021 Functional Allocation



Almost 20% of all revenue recognized in FY2021 is co-funding and grant revenue, which supports research. In alignment with WRF's mission, this revenue directly contributes to the portfolio of research available to subscribers.

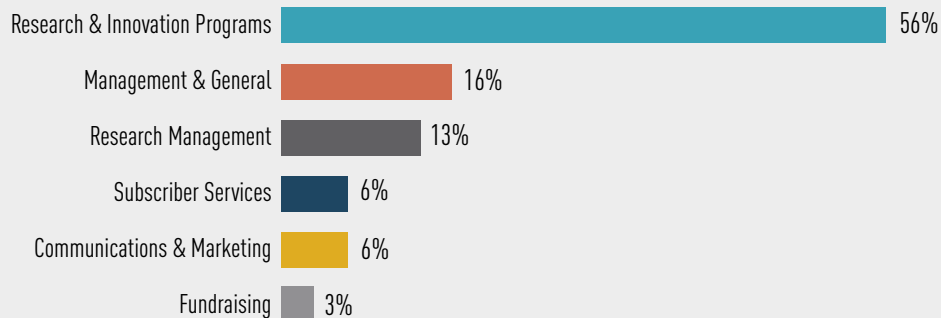
FINANCIALS

EXPENSES

WRF's total expenses include both program and support services. Program services include research management, communications and marketing, subscriber services, and research and innovation program services. These functional areas and their related activities directly support the delivery of research to subscribers. Support services include management and general costs, as well as fundraising expenses, totaling 19% of all expenses.

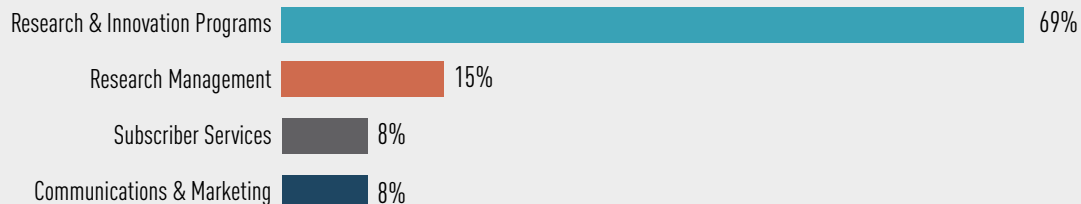
2021 Total Expenses

\$19.7M



2021 WRF Research & Dissemination Expenses

\$16.1M



VOLUNTEERS

WRF's research activities are greatly enriched by our **extensive network of volunteers**. Their donated time and expertise make it possible for WRF to deliver integrated One Water research focused on the needs of the entire water sector.

BOARD OF DIRECTORS

Members of our Board of Directors are WRF subscribers and leaders in the water community. Our Board provides leadership, strategic direction, policy setting, and operational oversight to ensure that our organizational goals are achieved, and resources are deployed wisely. For more information, contact Lucy Dickhoff at ldickhoff@waterrf.org.



Michael Markus (Chair)
General Manager,
Orange County
Water District



Paul Rush (Vice-Chair)
Deputy Commissioner,
New York City Dept. of
Environmental Protection



Cathy Bailey (Treasurer)
Director,
Greater Cincinnati
Water Works



John Entsminger (Member-at-Large)
General Manager, Las Vegas
Valley Water District & Southern
Nevada Water Authority

Martin Adams
General Manager and Chief Engineer,
Los Angeles Department of Water and Power

Hardeep Anand
Deputy Director, Capital Improvement Program,
Miami-Dade Water and Sewer Department

Jeannette Brown
Research Assistant Professor, Manhattan
College

Clifford Chan
General Manager, East Bay Municipal
Utility District

Shane Chapman
Assistant General Manager/Chief Administrative
Officer, Metropolitan Water District of
Southern California

Shayne Cunis
Watercare Services Limited
(continued)

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Lou Di Gironimo

General Manager, Toronto Water

Dennis W. Doll

Chairman, President and CEO,
Middlesex Water Company

Kyle Dreyfuss-Wells

Chief Executive Officer, Northeast Ohio Regional
Sewer District

Yvonne W. Forrest

Director, Houston Water

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Chief Executive Officer and General
Manager, DC Water

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Commissioner and CEO, Philadelphia
Water Department

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General Manager, Eastern Municipal Water
District

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Thomas Kunetz Consulting

Jonathan Lanciani

Lanciani Consulting, LLC

Nadine Leslie

Chief Executive Officer, SUEZ North America

Carrie Lewis

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Ron Lovan

President/CEO, Northern Kentucky Water District

Alex Margevicius

Commissioner, Cleveland Water Department

Cheryl Norton

President, New Jersey American Water;
Senior Vice President Eastern Division; Chief
Environmental Officer, American Water

Brian Perkovich

Executive Director, Metropolitan Water
Reclamation District of Greater Chicago

Gary ReVoir

Vice President, Tetra Tech

Brian Steglitz

Manager, Water Treatment Services, Ann Arbor
Water Utilities Department

Beverley Stinson, PhD

Executive Vice President and Water Business Line
Leader, AECOM

John Sullivan

Chief Engineer, Boston Water and
Sewer Commission

Eric Thornburg

Chairman, President & CEO, SJW Group

Bart Weiss

Director, Reclaimed Water and Discharge
Elimination Division, Hillsborough County Public
Utilities Department



RESEARCH ADVISORY COUNCIL

The Board appoints the Research Advisory Council (RAC), which provides technical recommendations regarding issues and challenges to be addressed under the Research Priority Program. The RAC also selects projects for funding. For more information, contact John Albert at jalbert@waterrf.org.

Yvonne Forrest (Chair)

Deputy Director, City of Houston Water & Wastewater Utility

Cathy Bailey

Director, Greater Cincinnati Water Works

Pinar Balci

Assistant Commissioner, New York City Dept. of Environmental Protection

Jeff Biggs

Administrator, Tucson Water

Clifford Chan

General Manager, East Bay Municipal Utility District

Zonetta English

Strategic Initiatives & Project Delivery Director, Louisville Metropolitan Sewer District

Paul Jones

General Manager, Eastern Municipal Water District

Paul Kadota

Manager, Metro Vancouver

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Vice President, HDR, Inc

Carrie Lewis

General Manager, Portland Water District

Ron Lovan

President/CEO, Northern Kentucky Water District

Alex Margevicius

Commissioner, Cleveland Water Department

Cheryl Norton

President, New Jersey American Water; Senior Vice President Eastern Division; Chief Environmental Officer, American Water

Tyler Richards

Director, Gwinnett Country Water Resources

Charles "Charlie" Stevens

Operations Officer, Kansas City Water Services Dept.

Melita Stevens

Principal Scientist, Melbourne Water Corporation

Diane Taniguchi-Dennis

Chief Executive Officer, Clean Water Services

Whit Wheeler

Assistant Public Utilities Director, City of Raleigh Public Utilities

TAILORED COLLABORATION REVIEW COMMITTEE

The Board appoints the Tailored Collaboration Review Committee (TCRC). Members must be from WRF subscribing utilities. The Tailored Collaborative Research Program addresses issues important to subscribers on a regional or national level. For more information, contact John Albert at jalbert@waterrf.org.

Brian Steglitz (Chair)

Manager, Water Treatment Services, Ann Arbor Water Utilities Department

Colin Chapman

Innovation, Research, & Development Coordinator, Queensland Urban Utilities

Joan Gausvik

Asset Manager, Tulsa Metropolitan Utility Authority, City of Tulsa Public Works

Andrew Linard

Assistant Director of Water Engineering, Los Angeles Department of Water and Power

Peter Keenan

Senior Director – Engineering Technical Services, American Water Engineering



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