

DRAFT: January 26, 2021

**International Bottled Water Association
2021 Annual Business Plan and Key Performance Indicators**

The International Bottled Water Association's 2021 Annual Business Plan establishes key priorities and primary goals for the year. It is based on, and consistent with, the current IBWA Strategic Plan. The purpose of the Annual Business Plan is to help ensure that the Executive Committee, Board of Directors, committees, and staff are focusing their efforts on the issues most important to IBWA members and the bottled water industry.

Based on input from the committees, the membership, and staff, the IBWA Board of Directors has established several top priorities for 2021. They include:

- Aggressively providing consumers, legislators, regulators, activist groups, the media, and other opinion leaders with the facts about the health and wellness attributes of bottled water; the quality and safety of bottled water; the bottled water industry's outstanding record of environmental stewardship; its responsible use of groundwater resources; and its demonstrated support of recycling.
- Focusing the attention of government officials, media, and other opinion leaders on the essential health role that bottled water plays during emergency response situations, pandemics, natural disasters (e.g., floods, hurricanes, wildfires), contaminated public water supplies, and any time clean drinking water sources are unavailable.
- Supporting IBWA members in siting and permitting their bottled water plants. This includes assisting in the development of materials and messages that make it clear to the media, government officials, consumers, and other relevant audiences that bottled water companies are legitimate enterprises that preserve and protect the environment, enhance health, and contribute to the economic development of communities in which they operate.
- Preventing the enactment of state legislation or regulations that are different from federal law and working with Congress to help ensure that IBWA members are not subject to burdensome and unnecessary requirements. This includes reaching out to non-IBWA member companies to encourage them to support our efforts by becoming members, participating in grassroots activities, and helping with the funding of any needed activities (e.g., hiring lobbyists).
- Continuing to identify technical, scientific, and regulatory issues that may affect the growth and development of the bottled water industry.
- Continuing to provide IBWA members with the information and resources that they need to operate their plants and offices effectively during the COVID-19 pandemic. This includes sending regular email bulletins about the latest FDA, CDC, and OSHA guidance and requirements.

- Continuing our efforts to be the most credible resource for bottled water industry education and training across multiple platforms.
- Continuing our proactive and responsive contact with national, regional, and local media operations to help ensure that IBWA's position is communicated on all key issues.
- Continuing efforts aimed at recruiting new members and retaining existing members by demonstrating the value and relevancy of IBWA to bottled water companies. Consider creating new IBWA membership categories to meet the needs of an evolving bottled water market.
- Continuing efforts to ensure the financial viability of IBWA. Consider ways to increase IBWA's revenue, which will permit the association to provide the services and benefits its members consider most important. This includes identifying possible sources of non-dues revenue.
- Implementing the revised IBWA Strategic Plan.

The 2021 Annual Business Plan provides a list of primary goals for each of the major program areas (e.g., technical, government relations, communications, and environmental sustainability). Because so many of IBWA's activities involve issues that cross over into multiple program areas, it is critically important that the various committees, task forces, members, and staff work cooperatively to help accomplish our common goals. While the Annual Business Plan establishes our major priorities for the year, IBWA continues to give significant attention to the many other activities and issues important to the members on a day-to-day basis.

In addition to the primary goals, each department has prepared Key Performance Indicators (KPIs). The KPIs will assist us in evaluating IBWA's success in accomplishing the established goals and related activities in which it engages. The KPIs are located at the end of 2021 Business Plan.

ENVIRONMENTAL SUSTAINABILITY

- A. Continue efforts to increase the environmental sustainability of bottled water products and be an active leader in circularity initiatives, including incentivizing the collection of food-grade recyclable plastics, improving the quality of recyclables collected, and proving data to support reasonable and attainable recycled content use mandates.
- B. Gather, generate, and promote relevant data and facts, based on sound science and metrics, relative to the environmental sustainability of the bottled water industry's operations.
- C. Identify and map information and data needed to execute IBWA's government relations, technical, communications and membership activities to achieve prompt, long-lasting, and positive outcomes for the industry on environmental sustainability issues.

- D. Support IBWA members in siting and permitting their water sources and bottled water plants. This includes assisting in the development of materials and messages to make it clear to the media, government officials, consumers, and other relevant audiences that bottled water companies are legitimate enterprises that preserve and protect the environment, enhance health, and contribute to the economic development of communities in which they operate.
- E. Identify and enter into strategic alliances with key stakeholders on the bottled water industry's environmental footprint, progress, and stewardship, in collaboration with, and through, IBWA Committees and staff.
- F. Continue to assist IBWA members by developing sustainability goals via informational and technical documents, introduction to sustainability programs, and educational programs. Members who are already working to achieve sustainability goals will be encouraged to enhance their activities and members who will be initiating activities in this area will gain insight on how to implement new practices, such as water stewardship, light-weighting, and PET and HDPE usage and recycling.

TECHNICAL

- A. Continue to identify technical, scientific, and regulatory issues that may affect the growth and development of the bottled water industry, and form task groups, subcommittees, and strategic alliances, as needed, to address issues prioritized by the Technical Committee and Board of Directors. Special emphasis to be placed on per- and polyfluoroalkyl substances (PFAS), microplastics, and continuing efforts to incorporate final FDA Food Safety Modernization Act (FSMA) rules into the IBWA annual Tier 1 plant inspection program.
- B. Continue to update key IBWA publications to include the latest information on key issues, such as emerging contaminants, FSMA regulations (with a focus on the Preventive Controls Rule), PFAS, lead, and microplastics.
- C. Continue to provide IBWA members with the information and resources that they need to operate effectively during the COVID-19 pandemic. This includes sending regular email bulletins about the latest FDA, CDC, and OSHA guidance and requirements.
- D. Monitor outside research and regulatory activities on technical and scientific matters concerning bottled water and inform IBWA members of key projects. Publish and communicate research results to members and other interested agencies and groups.
- E. Maintain communications with FDA, Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA), and the relevant state regulatory agencies about food safety and security matters. Assist members in developing and refining their facility food safety plans, as required by the FSMA preventive controls rule.

- F. Continue to reach out to regulatory bodies and other organizations to provide relevant information about bottled water and food safety issues.
- G. Prepare information on key technical issues (e.g., BPA, perchlorate, PFAS, microplastics, hexavalent chromium, lead, pathogens (e.g., Legionella), and other emerging chemical and microbial contaminants) for IBWA members; and prepare position papers for website posting or dissemination by the IBWA communications team.

GOVERNMENT RELATIONS

IBWA is the voice of the bottled water industry and will advocate at the federal, state, and local levels. IBWA will lead or actively support on all 2021 Tier One issues and will spend at least 75 percent of its time and resources on these matters. This includes vigorously engaging in the following issues:

- Bans or restrictions on bottled water sales
- Sales taxes on bottled water
- Taxes or fees on groundwater used for bottled water
- Prohibition on the use of groundwater for bottling
- Trade tariffs on water coolers from China or other trade issues impacting the industry (e.g., renewal of the Generalized System of Preferences program)
- Recycled content mandates and the need for more high-quality rHDPE and rPET to meet growing demand
- Health and wellness benefits of drinking water
- PFAS - Testing or allowable limits for bottled water
- Extended Producer Responsibility (EPR) programs
- EPA ENERGY STAR 3.0 specifications for water coolers
- Promoting the Industry's environmental practices and sustainability
- Positive economic and community benefits of the industry
- Improvements to recycling infrastructure
- COVID-19 relief legislation and vaccine distribution policies

To be the voice of the bottled water industry to federal, state, and local policymakers, IBWA will focus on:

- Strengthening the bottled water industry's relationships in Washington, D.C. and in the states, utilizing staff, member, and lobbyist contacts
- Enhancing grassroots advocacy opportunities and educating IBWA members and consumers through the IBWA VoterVOICE app
- Working closely with other IBWA committees to leverage resources and coordinate advocacy efforts

- Continually improving communications to IBWA members and state/regional organizations to enhance advocacy engagement, while also inviting non-IBWA members to engage, when appropriate
- Monitoring and taking appropriate action on all federal and state legislation and regulation that impact the industry
- Identifying, creating, and/or expanding partnership opportunities with allied organizations
- Expanding the IBWA Political Action Committee (IBWA PAC)

COMMUNICATIONS

Bottled Water Messaging

- A. Provide IBWA members, consumers, activist groups, the media, and other opinion leaders with the facts about the bottled water industry's outstanding record of environmental stewardship; its responsible use of groundwater resources; its demonstrated support of recycling; its consistent record of safety and quality; and its status as the nation's No.1 healthy, safe, convenient, and environmentally friendly packaged beverage product for consumers.
- B. Ensure (proactively and reactively) that our core messages are included in all IBWA communications and education efforts, specifically these key themes:
 1. Strictly Regulated, Safe, and Reliable
 2. Healthy Lifestyle and Hydration
 3. Small Environmental Footprint
 4. Consumer Choice and Availability

Messaging examples: Bottled water is the smart choice for healthy hydration and is a key resource in helping to reduce obesity, lower diabetes rates, and improve other health effects of mild dehydration (e.g., headaches, mood changes, increased sleepiness and fatigue, and decreased alertness). Bottled water also is the best hydration source when either tap water or consumer health is compromised. Bottled water's environmental footprint is the lowest of all packaged beverages, and bottled water is comprehensively regulated and consistently reliable.

Advocacy

- A. Focus on increasing awareness of bottled water's many positive attributes by influencing the opinions of consumers, social media leaders, regulators, politicians, and the media through education. Themes to promote include bottled water's safety, quality, and very small environmental impact. This will be achieved through imparting a "bottled water education" via messaging that is promoted not only with traditional media but also through IBWA's social media platforms and by partnering with allied groups.
- B. Support IBWA members in handling emerging and ongoing issues (e.g., proposed recycled content mandates, sales bans, plant siting and permitting, microplastics,

and PFAS). This includes assisting our members with their efforts to make it clear to the media, government officials, consumers, and other relevant audiences that bottled water companies are legitimate enterprises that preserve and protect the environment, enhance health, and contribute to the economic development of communities in which they operate.

- C. Increase and improve relationships with key stakeholders by identifying those that may have an impact on the bottled water industry (e.g., recycling organizations, nutritionists) and determining financial and other resources needed to engage with these key groups.

Communication and Education

- A. Prepare and execute the communications plan and strategy to proactively support bottled water issues through effective communication with the media via clear, understandable messaging. In addition to issuing press releases, letters to the editor, op-eds, media briefings, and position statements (when necessary), IBWA will create proactive online, social media campaigns to disseminate IBWA's pro-bottled water messages. Messaging will communicate the importance of regulatory standards and emerging technical issues (e.g., PFAS, microplastics, BPA, etc.); bottled water product and container safety; environmental impact and stewardship (e.g., recycling, resource usage, water use, product light-weighting, groundwater management, plant siting and permitting issues, etc.); the Home and Office Delivery (HOD) segment; opposing bottled water restrictions and bans and bottled water taxation.
- B. Maintain a disciplined, coordinated, and forward-thinking approach to quickly correct misinformation and attacks on bottled water via articles, blogs, books, films, and activists' reports. Continuously develop and refine key messages and messaging tools.
- C. Expand knowledge of the bottled water industry by creating beneficial content for a variety of audiences. This will include identifying key stakeholders (e.g., allies, partners, and media) and developing and communicating relevant industry messages and materials for each group.
- D. Continue to provide COVID-19 information and resources to IBWA members and the public on IBWA's website.

Efforts to Ban or Restrict Access to Bottled Water

- A. Continue to work with existing and new partners to educate consumers, the media, and legislative officials on the negative consequences of banning or restricting access to bottled water.
- B. Disseminate information and facts opposing such bans and restrictions using print, online, and social media outreach, specifically: letters to editors, downloadable toolkits, talking points, videos, infographics, and social media graphics.
- C. Continue to promote pro-water messaging stating that the consumption of all water—whether from the bottle, filter, or tap—is a good thing and any actions that

restrict or discourage people from drinking bottled water are not in the public interest.

Online Strategy

- A. Continue to maintain, improve, and drive traffic to IBWA’s websites— www.bottledwater.org, our flagship site; www.bottledwatermatters.com, our advocacy site; and www.bottledwaterreporter.org, our consumer-focused site—which are our primary online messaging, information, membership, and policy platforms.
- B. Continue to grow our web-based social media outreach to strengthen consumer support for bottled water products in 2021, emphasizing our established social networking channels (e.g., Facebook, Twitter, YouTube, Pinterest, Instagram, and “H2O In the Know” podcast).
- C. Continue to develop and widely promote additional online resources, including targeted issue-specific videos, webinars, and podcasts. These educational and communications packages will provide additional content for IBWA’s websites, allow for targeted “engaged education” through Twitter, Facebook, Instagram, and podcasts to increase public awareness, and provide IBWA members with additional content for their own websites and communications efforts.
- D. Continue to seek and develop relevant and up-to-date materials, in conjunction with other IBWA committees, to support positive and accurate bottled water messages for promotion both online and in print media.

Recycling Partnerships and Third-party Outreach

- A. Continue to leverage our messaging and voice by partnering and working with third-party organizations that have a focus on recycling (e.g., Keep America Beautiful and The Recycling Partnership) to educate consumers about the value and importance of recycling.
- B. Use partner relationships to expand the reach of our social media efforts, thereby strengthening consumer education about the fact that all bottled water containers are 100 percent recyclable – even the caps.
- C. Continue to provide materials (e.g., sample posts and graphics) via IBWA’s coalition website, PutItInTheBin.org, for social media campaigns that both IBWA members and third-party partners can use to educate consumers on recycling issues.
- D. Continue outreach to plastic organizations to gather data and facts for both internal use and educational use for public.

MEMBERSHIP

- A. Membership efforts will focus on recruiting 15 new members in 2021. The COVID-19 pandemic has made our recruiting efforts more difficult due to the economic uncertainty it has caused. We plan to reach our 2021 goal by committing to the following:

1. The Membership Committee's primary focus on recruiting 15 new members will include continued effort to contact prospects via email and phone. The committee will conduct a recruitment campaign offering incentives to members who provide us with leads about potential new members.
 2. Review and recruit identified potential new bottlers and suppliers through social media, tradeshow attendee list, committee recommendation's, and various IBWA recruitment channels.
 3. Identify 5 HOT Prospects for each quarter.
- B. Email Blasts will be sent to non-member companies to promote the benefits of IBWA and membership. Targeted member categories will include:
1. Bottlers
 2. Suppliers
 3. Distributors
 4. Candidate Bottlers
 5. International Bottlers
 6. Affiliate Program
 7. Brand Owner (new)
- C. The Membership Committee will continue to look for ways to demonstrate the value and relevancy of IBWA to bottled water companies. The Committee will also consider creating new IBWA membership categories to meet the needs of an evolving bottled water market.
- D. Email Blasts will be sent prior to the IBWA Annual Business Conference and Trade Show to non-members to promote the event and IBWA membership.
- E. The Christmas-in-July Campaign offer will be advertised through email blasts in June of 2021 and by way of the IBWA website and postcard mailing. This offer will allow non-member companies to experience IBWA membership at 50% off their actual dues from July – December, only in 2021. Non-member candidates can only join in July and the promotion will not be extended beyond July. This Summer Promotion has been very successful for us in the past. One that seems to appeal to non-members with a good percentage of renewals from the offer.
- F. Membership will seek new ways for non-member companies to engage with the association and its membership through advertising, sponsorships, and recruitment campaigns. We will explore getting information out to the non-members via emails and social media sites preferably before conferences and tradeshows to ask for sponsorships or donations. These activities will, in turn, increase IBWA revenues.

EDUCATION

- A. Continue to be the most credible resource for bottled water industry education and training across multiple platforms.

- B. Determine the educational interests of IBWA members and develop a comprehensive plan to provided needed programs.
- C. Expand and enhance IBWA's online education platform, using both IBWA and third-party sources.
- D. Build on IBWA's current technical and regulatory education program, in cooperation with government relations and communications staffs, and organize live and web-based seminars to disseminate information to members, non-members, federal and state agencies, and the public. In 2021, special emphasis will be placed on member education for PFAS, microplastics, and the IBWA Tier 1 FSMA-based audit program.
- E. Update key IBWA education publications for new regulatory and emerging contaminant issues, with a focus in 2021 on PFAS, microplastics, and the FDA Preventive Controls Rule.
- F. Continue to expand IBWA seminar offerings to include science and research topics and continue to reach out to government and other organizations to provide general technical and regulatory education about bottled water.
- G. Maintain a FSPCA Lead Trainer certificate for the Association that will enhance the credibility and stature of IBWA's FSMA education programs.
- H. Determine educational needs of the members and develop a comprehensive education program for the IBWA annual business conference. Educational presentations will cover technical, regulatory, legislative, business development, and management issues.

IBWA ANNUAL BUSINESS CONFERENCE AND TRADE SHOW

- A. Plan and coordinate implementation of the 2021 IBWA Annual Business Conference and Trade Show as a stand-alone event.
- B. Carefully monitor conference and trade show expenses and seek to increase revenue.
- C. Research and determine which conference and trade shows IBWA should consider co-locating with beginning in 2022.

INTERNATIONAL AFFAIRS

- A. Actively participate as a member of the International Council of Bottled Water Associations (ICBWA).
- B. Work with ICBWA members and other interested organizations to promote the safety and quality of bottled water throughout the world.
- C. Continue to monitor and provide input on all proposed revisions to the Codex Alimentarius standards for bottled water at the World Health Organization (WHO).
- D. Continue to be actively involved in the development of any international or country standards that are of concern to IBWA members and the bottled water industry.
- E. Communicate to the membership the importance of IBWA's international activities.

Key Performance Indicators (KPIs) 2021 IBWA Annual Business Plan

- **ENVIRONMENTAL SUSTAINABILITY**

- Develop a new Infographic comparing the environmental impact of drink packaging.
- Review possible options for sustainability studies. (e.g., Update to 2017 Life Cycle Inventory, Update to IBWA Water and Energy Use Benchmarking Study)
- Arrange at least two sustainability education sessions for the annual IBWA Business Conference (topics to be selected by the Environmental Sustainability Committee) to keep IBWA members informed on current matters and aware of potential issues in industry environmental awareness and practices.
- Increase the promotion of sustainability tools (programs, documents, events) for supplier IBWA members in order to support their sustainability efforts, as well as bottlers.
- Continue to work with national and regional recycling organizations and encourage IBWA members to get involved in local recycling programs and events.

- **TECHNICAL**

- Continue to monitor regulatory implementation activities associated with the Food Safety Modernization Act. Participate in external task forces and committees.
- Continue to update the Plant Technical Reference Manual. Closely monitor implementation of Tier 1 inspection program audit checklists and amend where needed.
- Update the IBWA COVID-19 Handbook to make sure that IBWA members have the information and resources that they need to operate their plants and offices effectively during the COVID-19 pandemic. The Handbook will be updated to include the latest FDA, CDC, and OSHA guidance and requirements.
- Monitor USEPA progress toward MCLs for perchlorate, lead, hexavalent chromium, PFAS, and other emerging contaminants. Closely monitor new data for PFAS and report to the Technical Committee. Monitor activity associated with the USEPA Candidate Contaminant Lists 3 and 4 (CCL3 and CCL4). Update the IBWA Bottled Water Code of Practice, as necessary, for new regulated contaminants and monitoring requirements.
- All subcommittees and task forces will meet by conference call or other means at least once between each Board of Directors meeting.
- Develop and maintain strategic alliances with organizations sharing common issues with IBWA, such as the Water Quality Association, International Association of Food Protection, Food Marketing Institute, Safe Quality Food Institute, and American Logistics Aid Network (ALAN).

- Continue to review the plant inspection program and propose, through the Audit Program Evaluation Team, modifications that will enhance the program's value to members and maintain the relevance of the IBWA inspections to other organizational and retail food facility inspection programs.
- In conjunction with the IBWA Education Committee, prepare a robust educational program on technical/regulatory and business development topics.
- Continue to implement improvements to the new Tier 1 audit program by working with the IBWA Audit Program Evaluation Team (APET), members, and audit contractors.
- Continue to manage the IBWA policy regarding failures of annual inspections by IBWA members. Consult with members whose facilities fail annual inspections to return them to compliance with regulations and the facilities' food safety and food defense plans.

- **GOVERNMENT RELATIONS**

Actions to Help Ensure that IBWA is Leading on all Tier One Issues include the following:

- Develop effective advocacy game plan for each Tier One issue
- Organize visits with policymakers to educate and advocate
- Testify at hearings
- Remain in regular contact with policymakers and their staff
- Provide ample opportunities for IBWA members to engage with policymakers through grassroots outreach
- Lead, or actively engage in, coalition efforts
- Focus PAC resources to ensure success
- When appropriate, lead social media education with consumers and policymakers to further industry education efforts

General

- Establish and maintain issue-related working groups, as needed, to assist in development of messaging and content for public comments on proposed legislation and/or regulations and engaging in advocacy activities.
- Utilize organizational resources available through Fiscal Note to begin building a network of IBWA members who can engage in state and local issues on behalf of the industry, with the goal of having a member in each state who is willing to testify before a state legislative committee or engage in public relations actions.
- Provide IBWA members with information on possible allied groups in their regions that could support IBWA on issues important to the industry.
- Seek more opportunities to bring non-IBWA members and state and regional bottled water associations to the table and engage.

Advocacy and Engagement Activities

Federal

- Strengthen relationships with key Members of Congress on both sides of the aisle through meetings with IBWA members, connecting with key staff, and attending political events in both DC and in their districts.
 - IBWA GR Committee members will meet with Members of Congress in Q1 and Q2.
 - IBWA staff will meet with all new Members of Congress who represent an IBWA member facility in Q1 and Q2.
- Engage with Members of Congress and their staff through positive social media interactions and other communications (e.g., Bottled Water Matters Twitter account and regular newsletters).
- Seek to form strong relationships with key Biden Administration staff. This includes Secretaries and staff at FDA, USDA, HHS, and USTR, as well as policy staff within the White House.
- Host events with policymakers to discuss the industry. This could also include informal listening sessions with the industry and opportunities for policymakers to discuss with IBWA members the importance of advocacy.
- Improve regular communications and reporting to IBWA GR Committee members, and IBWA members as a whole, through utilizing resources available through Fiscal Note and Voter Voice.

State

- Facilitate meetings (virtual or in-person) with state elected officials or administration departments in three high profile states and coordinate participation with local members.
- Build relationships with business and industry associations in states where IBWA does not currently have representation. These could include Florida, Hawaii, Maine, Maryland, Michigan, and Oregon, where Tier 1 issues are likely to be considered in 2021.
- Utilize new monitoring system (Fiscal Note) to coordinate member action at the state level with legislative/regulatory records. Update the system with past and current meetings, communications, outreach efforts with state elected officials and departments.

General

- If the COVID-19 situation will allow, IBWA should seek to have members host policymakers at their plants and facilities. IBWA will seek to assist three different IBWA members in hosting eight plant tours/site visits at their facilities across the U.S.
- Create and implement an advocacy toolkit to help members understand what advocacy actions are available to them and help them take these actions.

IBWA Political Action Committee

- Obtain authorizations to solicit contributions to the IBWA PAC from at least five additional IBWA member companies.
- Work with the PAC Board to expand fundraising goals in 2021.
- Continue with the PAC solicitation campaign with the intention of increasing contributions from members who regularly give and offer opportunity for automatic monthly contributions.
- Raise at least \$4,000 for the IBWA PAC Corporate Sponsor Program.
- Have IBWA members participate in 10 targeted political events using IBWA PAC funds.

• **COMMUNICATIONS**

Seek Balanced coverage

- Include industry POV/statement
 - Share with 100 percent of legitimate media covering the story
 - Secure inclusion 90 percent of time
- Accurate industry facts
 - Ask for corrections from legitimate news organizations 100 percent of time
 - Secure corrections 30 percent of time
 - Post on IBWA website and tweet requests for corrections 100 percent of time (when receive no response)

Increase awareness of key industry messages: water as part of a healthy lifestyle; commitment to the environment – recycling and responsible water use; bottled water is key during disasters; and is strictly regulated, reliable, and safe.

- Garner a 5 percent increase in number of industry key messages/IBWA mentions in traditional and social media than in 2020.
- 10 percent increase in engagement on Facebook and Twitter higher than in 2020.
- Increase YouTube views by 20 percent more than 2020.
- Increase “H2O In the Know” Podcast listens by 20 percent more than 2020.
- Identify possible universe of key industry stakeholders by end of first quarter and determine financial and other resources needed to engage with these key organizations by the end of the second quarter of 2021.
- Create beneficial industry content for use by key stakeholders (e.g., allies, partners, and media) at least 12 times in 2021.

Additional targeted tactics

- Create communications materials to help promote plant siting and permitting.
- Participate in five Twitter engagements (conversations, corrections, re-tweets) per month.

- Produce one new YouTube video aligned with key industry messages.
- Create two social media campaigns, plus monthly toolkits.
- Produce two new podcast episodes for public audiences and two episodes for IBWA members only. Measure analytics to determine efficacy of reaching targeted audiences.
- Hold six Communications Committee conference calls, two in-person committee meetings, as well as share email updates regularly.
- Conduct a consumer survey biennially to measure attitudes about relevant bottled water topics.

- **MEMBERSHIP**

Recruitment

- Look for ways to increase our various member prospect lists by seeking new lists available for purchase from reputable services.
- Seek to host a non-members webinar that invite prospects to engage with the committee and learn more about IBWA.
- Increase membership awareness through engaging in social media advertising.
- Create membership awareness at IBWA and other industry events and tradeshows.
- Engage non-members through invigorating web-site postings and communication publications.
- Recruitment efforts will involve an email blast and old-school flyer by mail to potential IBWA members.
- Membership, with the assistance of the Communications team will send out recruitment information on IBWA's various social media platforms.

Retention

- Keep members engaged by providing services and benefits that are of interest to the membership.
- Continue to send renewal forms via mail and email to provide options for payment.
- Members will receive discounts on dues and other incentives for renewing by Friday, February 12, 2021.
- Invite members to join and become active in an IBWA committee.
- Bring strong and engaging topics to our members possibly via new webinars.
- Find engaging virtual events during COVID-19 to mingle with members.

- **EDUCATION**

- Senior staff will maintain in 2021 appropriate approvals/certifications for IBWA FSMA educational programs, including a personal certificate for FSMA Lead Trainer.

- Promote the use of a FSMA-oriented audit checklist and revised Audit Handbook in 2021 as an educational tool to assist bottler members with preparing for IBWA, FDA and state audits under the auspices of FSMA, more specifically the preventive controls rule, including GMPs.
- Based on need and requests, schedule and conduct FSMA Preventive Controls Qualified Individual (PCQI) workshops in 2021 to assist members with compliance with the PC Rule's requirement for food safety plans in food facilities.
- Continue to update the IBWA Plant Technical Reference Manual. Redevelop the IBWA Certified Plant Operator examination to accommodate the final FSMA rules for preventive controls/CGMPs and intentional adulteration (food defense).
- Offer to present technical/regulatory sessions, such as Food Safety Modernization Act sessions, to outside organizations and government regulatory agencies.
- Continue to develop and draft an introductory guide to the bottled water industry targeted at consumers and others interested in entering the bottled water industry.
- Arrange for, or write and record, five (5) webinars for IBWA members, including recorded sessions at IBWA's annual business meeting. The education program will be expanded to include online offerings from sources outside IBWA. New sources for online education may include audit contractors, IBWA supplier members, and food industry NGOs.
- Staff will monitor online resources and publicize those offerings through IBWA's News Splash newsletter and on the IBWA Education web page.
- Research and direct members to other online resources that may qualify for IBWA continuing Education units (CEUs).
- Topics for the annual IBWA business conference education program will be compiled in January through June. The Education Committee and staff will plan for a minimum of 15 hours (15 CEUs) of programming during the annual business conference. Seminar offerings will be also obtained from IBWA staff, IBWA supplier members and the Drinking Water Research Foundation (DWRf).
- **IBWA ANNUAL BUSINESS CONFERENCE AND TRADE SHOW**
 - Plan and coordinate implementation of the 2021 IBWA Annual Business Conference and Trade Show as a stand-alone event.
 - Revise 2021 budget projections for a stand-alone event. Adjust registration rates and exhibitor fees to ensure a profit.
 - Research and determine which conferences and trade shows IBWA may be interested in having as a co-location partner beginning in 2022. Negotiate a co-location agreement and finalize meeting space and attendee registration rates and exhibitor fees.

- **INTERNATIONAL AFFAIRS**

- Attend and participate in ICBWA, WHO, and other relevant meetings and conference calls.
- Submit comments and make personal contacts concerning any proposed global bottled water standards and take other appropriate actions as needed.
- Report on IBWA international activities in the News Splash, Bottled Water Reporter, and at the IBWA Board and Committee meetings.