

International Bottled Water Association 2016 Annual Business Plan

(Approved by the IBWA Board of Directors on 4/12/2016)

INTRODUCTION

The International Bottled Water Association (IBWA) 2016 Annual Business Plan establishes key priorities and primary goals for the year. It is based on, and consistent with, the 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 2016. 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, natural disasters, contaminated public water supplies, and any time clean drinking water sources are unavailable.
- 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.
- Continuing to identify technical, scientific and regulatory issues that may affect the growth and development of the bottled water industry.
- 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.
- Continuing efforts to ensure the financial viability of IBWA and permit the association to provide the services and benefits its members consider most important.

As set forth in the following pages, the 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 included as an appendix to the 2016 Business Plan.

ENVIRONMENTAL SUSTAINABILITY

- A. Develop and integrate the vision of bottled water as an environmentally sustainable product, through all facets of the association and the industry.
- B. Strategically direct and facilitate the necessary activities by the various committees to 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 business operations.
- C. Identify and map information and data needed to execute the Association's Government Relations, Technical, Communications and Membership activities necessary to achieve prompt, long-lasting, and positive outcomes for the industry on environmental sustainability issues, including communication with bottling companies not yet members of IBWA.
- D. Identify strategic alliances with key stakeholders on the bottled water industry's environmental footprint, progress and stewardship in environmental sustainability in collaboration with, and through, IBWA Committees and staff.
- E. Continue to assist all IBWA members in reaching the IBWA 2020 Sustainability Goals via informational and technical documents, introduction to sustainability programs, and education sessions. Members who are already working to achieve these 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 sustainable natural resource usage, light-weighting, rPET usage and PET 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 in

2016 on final rules published by FDA under the Food Safety Modernization Act (FSMA).

- B. Update key IBWA publications to confirm to the new FSMA rules, with a focus on the Preventive Controls and Intentional Adulteration Rules.
- C. 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.
- D. Maintain communications with FDA, FBI, Department of Homeland Security (DHS), the Food and Agriculture Sector Coordinating Council (FASCC), and the states on food safety and security matters. Assist members in developing and refining their facility food preventive controls (HACCP) and intentional adulteration (food defense) plans as required by FSMA.
- E. Continue outreach to regulatory bodies and other organizations to provide relevant information about bottled water and FSMA.
- F. Prepare information on key technical issues (e.g., BPA, perchlorate, ethylene glycol, hexavalent chromium, and other emerging chemical and microbial contaminants) to IBWA members; prepare position papers for website posting or dissemination via communications committee.

GOVERNMENT RELATIONS

Federal Issues

- A. Advocate congressional and federal agency support for, and promotion of, the bottled water industry on: the health and wellness benefits of bottled water, including the 2015 U.S. Dietary Guidelines for Americans' advice on water consumption; the quality, safety and security of bottled water; environmental sustainability, including efforts to increase recycling rates for all products and packaging; water infrastructure funding and improvements; clear nutrition and content labeling; FDA funding and support; recognition of the essential health role bottled water plays when clean drinking water is unavailable; the value of opposing prohibitions and sales bans on bottled water and the positive economic impacts of the bottled water industry.
- B. Continue to strengthen the bottled water industry's Congressional and federal regulatory relationships through meetings with new and existing Members of Congress throughout 2016 and through meetings by IBWA members and staff with key House, Senate and federal regulatory offices and staff.
- C. Collaborate with Technical and Regulatory Affairs staff and committee to monitor and comment, as appropriate, on federal legislation and regulations that may impact bottled water.
- D. Operate and expand the IBWA Political Action Committee (IBWA PAC) in order to build and strengthen the bottled water industry's relationships with Members of

Congress through active involvement of the IBWA PAC Board, the IBWA Government Relations Committee and the broader IBWA membership.

State and Local Issues

- A. Advocate state and local legislative and regulatory support for and promotion of the bottled water industry on the health and wellness benefits of bottled water; the quality, safety and security of bottled water; environmental sustainability, including the responsible use of groundwater resources; efforts to increase recycling rates for all products and packaging; recognition of the essential health role bottled water plays; importance of bottled water any time clean drinking water sources are unavailable; the positive economic impacts of the bottled water industry.
- B. Continue to strengthen bottled water industry state and local lawmaker and regulator relationships through IBWA State Affairs Task Force and members' commitment to meet with new and existing state and local lawmakers throughout 2016 and through meetings by IBWA staff with key state and local lawmaker and regulatory offices and staff.
- C. Monitor all state and local legislation and regulations that may impact bottled water. Develop and execute plans to address proposals that would require disclosure of bottled water source and quality information to consumers; restrict groundwater withdrawals; implement packaging restrictions and recycling mandates; restrict the sale or purchase of bottled water; tax bottled water; and any other issues that directly impact the bottled water industry that may arise.

Grassroots Outreach

- A. Identify and expand IBWA outreach to bottled water industry, consumers, environmental groups, taxpayer organizations and "non-traditional" allied organizations.
- B. Continue to work with IBWA members, allies and bottled water consumers on additional grassroots contact with federal, state and local elected officials and decision makers. Utilize IBWA member and Bottled Water Matters databases and BIPAC advocacy portal software to activate grassroots contact on priority issues, as well as general support for the bottled water industry.

COMMUNICATIONS

Bottled Water Messaging

- A. Provide 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, and the socially useful role of bottled water as a healthy, safe, convenient consumer beverage of choice.
- B. Both proactively and reactively ensure that our core messages carry through to all of our communications and education efforts, specifically these themes:
 1. Healthy Lifestyle and Hydration

2. Consumer Choice and Availability
 3. Strictly Regulated, Safe, and Reliable
 4. Small Environmental Footprint
- C. Messaging examples: Bottled water is the smart choice for healthy hydration and is a key resource in helping to reduce obesity. 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. IBWA's communications advocacy plan is focused on improving the perception of bottled water overall, and in specific, bottled water's safety, quality, and environmental impact, by the media, social media influencers, consumers, regulators, and politicians. Implementation of these advocacy goals are achieved through our education, communication, on-line, and social media communications and messaging efforts.

Communication and Education

- A. Proactive - Prepare and execute the communications plan and strategy to proactively support bottled water issues through effective communication with the media and clear, understandable messaging, including press releases, letters to editor, op-eds, online and social media outreach and management, media briefings, and position statements. Communicate the importance of regulatory standards and emerging technical issues (e.g., BPA, etc.), bottled water product and container safety, environmental impact and stewardship (e.g., recycling, bottled water restrictions and bans, resource usage, water use, product light-weighting, groundwater, etc.), the Home and Office Delivery segment (HOD), and bottled water taxation and proposed deposit laws.
- B. Reactive – 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.

Efforts to Ban or Restrict Access to Bottled Water

- A. A few national parks, several college campuses, municipalities, and even one town, have restricted or banned access to bottled water. These shortsighted actions will have negative health and fiscal consequences, and are not in the public interest. IBWA's messaging on this issue is clear: people need to drink more water. Through online and social media outreach, working with supportive partners, and educating consumers, and education officials, IBWA is presenting a clear message that the consumption of water, whether from the bottle or the tap, is a good thing and any actions that discourage people from drinking bottled water are not in the public interest.

- B. Through downloadable toolkits, talking points, videos, infographics and direct communication, IBWA is communicating the facts: that banning or restricting access to bottled water on college campuses and elsewhere, directly impacts the right of people to choose the healthiest beverage on the shelf. And for many, bottled water is a critical alternative to other packaged beverages, which are often less healthy. Bottled water must therefore be available wherever packaged beverages are sold.

On-Line Strategy

- A. Continuously maintain and improve IBWA's websites which are our primary online message, information, membership and policy platforms.
- B. IBWA will continue web-based social media outreach to strengthen consumer support for bottled water products in 2016, emphasizing our established social networking channels such as Facebook, Twitter, YouTube, Pinterest, and Instagram. IBWA will continue to improve and expand the content of www.bottledwater.org, our flagship site, and www.bottledwatermatters.com, our advocacy site.
- C. IBWA will continue to develop additional online resources including targeted issue-specific videos, podcasts, and potentially webinars. These educational and communications packages will provide additional content for IBWA's websites, allow for targeted "engaged education" through Twitter and Facebook, increase public awareness, and provide IBWA members with additional content for their own websites and communications efforts.
- D. In conjunction with other IBWA committees, continue to develop relevant and up-to-date material supporting positive and accurate bottled water messages for both online and hard copy dissemination.

MEMBERSHIP

Recruitment

Develop and implement initiatives to market IBWA membership and acquire new members.

- A. Increase base of viable supplier prospect contacts for membership marketing efforts.
- B. Identify key segments of prospects and promote specific aspects of IBWA membership that relate to each segments' business success and growth.
- C. Increase exposure of the value of IBWA membership and association activities to prospective member companies.
- D. Collaborate with the State and Regional Associations Committee to help increase IBWA membership.
- E. In conjunction with the Communications Committee, continue to develop membership recruitment information and make it available on the IBWA website.

Retention

Develop and implement initiatives to retain current IBWA members.

- A. Encourage and remind current members to renew membership in a timely fashion.
- B. Communicate the value of IBWA membership and current member benefits to existing members.
- C. Expand and enhance the association's current member benefit offerings.
- D. Encourage member participation in association activities.

EDUCATION

- A. Build on IBWA's current technical and regulatory education program, in cooperation with government relations and communications staffs, and organize a series of live and web-based seminars to disseminate information to members, non-members, federal and state agencies, and the public. In 2016, special emphasis will again be placed on education for final rules released by FDA under the Food Safety Modernization Act (FSMA).
- B. Update key IBWA education publications for new FSMA rules, with a focus in 2016 on the Preventive Controls and Intentional Adulteration Rules.
- C. 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.
- D. Apply newly acquired FSPCA Lead Instructor status to develop workshops designed to achieve Preventive Controls Qualified Individual (PCQI) status for members in bottling facilities, as required by the FSMA Preventive Controls Rule.
- E. Determine educational needs of the members and develop a comprehensive education program for the annual IBWA convention. Educational presentations will cover technical, regulatory, legislative, business development, and management issues. Planning will coordinate with organizations with which IBWA co-locates.

IBWA Annual Business Conference

- A. Plan and coordinate implementation of the 2016 IBWA Annual Business Conference in conjunction with the National Automatic Merchandising Association (NAMA) CoffeeTeaWater Show. Both events will be held November 7-11, 2016.
- B. Negotiate a Memorandum of Agreement and budget between IBWA and NAMA that specifies how the two organizations will design and implement this event, as well as share expenses and revenue.
- C. Work with NAMA to incorporate programming and events into the 2016 conference that will maximize the experience and value for IBWA and NAMA members. Select ideas that work within the budget and/or add to profitability.
- D. Carefully monitor shared conference and trade show revenue and expenses as specified in the 2016 projected budget and Memorandum of Agreement with NAMA.

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.

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NOTE: The Key Performance Indicators (KPIs) for the 2016 IBWA Annual Business Plan are included in the Appendix to this document, which begins on the next page.

Key Performance Indicators (KPIs) 2016 DRAFT IBWA Annual Business Plan

I. ENVIRONMENTAL SUSTAINABILITY

- Deliver the 2016 Life Cycle Inventory (LCI) Update study for the bottled water industry to IBWA members. This study will give IBWA updated information on the environmental footprint of bottled water, but will also show the industry's strides towards reaching the 2020 IBWA Sustainability Goals.
- Arrange a multi-stop environmental education plant tour. The tour will be a full-day event and will include tours of at least two facilities that can provide attendees with an education on bottled water production, recycling and other sustainability related matters.
- 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 issues and aware of potential issues in industry environmental awareness and practices.
- Increase the promotion of sustainability tools (programs, documents, events) for IBWA supplier members in order to support the sustainability efforts of suppliers as well as bottlers.
- Work with the Government Relations department (State Affairs) to get further involved in regional recycling organizations in order to additionally encourage IBWA members to get involved in local recycling programs and events.

II. TECHNICAL

- Monitor regulatory activities associated with the Food Safety Modernization Act. Participate in external task forces and committees during new rule release and comment periods. Prepare and submit written comments on proposed FSMA rules to FDA. Where possible, coordinate IBWA's written comments with other key food industry organizations. Attend FDA public hearings and meetings on proposed FSMA rules.
- Beginning in 2016 and continuing into 2017, update the IBWA Bottled Water Code of Practice, Plant Technical Reference Manual, and Audit Handbook for FSMA final rules, with a focus on the Preventive Controls Rule and Intentional Adulteration Rule. Amend audit contracts as needed to accommodate the new rules.
- Monitor USEPA progress toward MCLs for perchlorate and hexavalent chromium. 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, Grocery Manufacturers Association, Food Marketing Institute, and Safe Quality Food Institute.
- Attend at least two meetings of the Food and Agriculture Sector Coordinating Council (FASCC). Attend appropriate food protection conferences and report to the Technical Committee.
- 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 inspection's relevance to other organizational and retail food facility inspection programs.
- In conjunction with the IBWA Education Committee, prepare a robust educational program on FSMA topics.
- Continue to manage the IBWA policy regarding failures of annual inspections by IBWA members. Consult with members whose facility(ies) fail annual inspections to return them to compliance with regulations and the facility's(ies') food safety (HACCP) and food defense plans.

III. Government Relations

IBWA Federal Activity: Advance IBWA's Legislative Agenda

Federal Legislative Issues

- **Oppose restrictions on BPA**
 - Coordinate with Citizens Against Government Waste and the American Chemistry Council to monitor and oppose federal legislation that would ban, label or restrict the sale of food packages containing BPA
 - Attend meetings on Capitol Hill when other food industry members participate to support our opposition to restrictions
 - Promote the safety of BPA in congressional briefings, Hill meetings and advocacy material
- **Advance bottled water messages in the Dietary Guidelines for Americans**
 - Host meetings with non-traditional stakeholders to support the association's effort to promote the water messages in the 2015 Dietary Guidelines for Americans
 - Promote water at congressional hearings and in congressional statements

- Utilize congressional debate of nutrition issues to promote the health benefits of consuming bottled water
- Promote the health benefits of bottled water in congressional briefings, Hill meetings and advocacy material
- **Ending the National Park Service (NPS) bottled water sales ban policy**
 - Organize membership letters requesting a NPS meeting with IBWA
 - Organize letters to the NPS expressing concern about the bottled water sales ban from members of the U.S. Senate and the U.S. House of Representatives
 - Have questions at congressional hearings posed or submitted on the sales ban
 - Meet with members of the congressional committees with jurisdiction over the Park Service including oversight and funding committees to discuss the sales ban
 - Have letters sent by IBWA members to Members of Congress urging action on the bottled water sales ban
 - Support appropriations and authorizing language that directs the NPS to halt the bottled water sales bans
- **Support FDA Funding and Oppose FDA User Fees**
 - Support the efforts of the Alliance for a Stronger FDA by attending meetings on Capitol Hill with members of Congress and congressional staff to support robust funding for the food safety work of the FDA, in particular the work of the Center for Food Safety and Applied Nutrition (CSFAN) to implement the Food Safety Modernization Act (FSMA)
 - Participate in food and beverage trade association coalition advocacy efforts to oppose Administration proposed food facility registration user fees to fund the food safety regulatory oversight activities of the FDA

IBWA Federal Activity: Increase Awareness of IBWA

- Host a Capitol Hill briefing for congressional staff on bottled water issues
- Submit oral or written comments and/or testimony on federal legislative and regulatory issues impacting the bottled water industry when such comments would advance our legislative agenda
- Secure public affirmation recognizing the health and wellness benefits of bottled water and/or the essential health role bottled water plays when clean drinking water sources are unavailable by members of the U.S. Senate and members of the U.S. House of Representatives on the floor of each chamber

IBWA Federal Activity: Build Momentum for Issue Management Success through Coalition Building and Grassroots

- Utilize DC metro area location of IBWA's June 2016 annual meeting to host additional meetings with Members of Congress
- Meet with non-traditional allied organizations and work to engage them in a dialog on the importance of consuming bottled water
- Initiate and maintain dialog with national stakeholders to voice support for recognizing the health and wellness benefits of bottled water and/or the essential health role bottled water plays when clean drinking water sources are unavailable
- Arrange meetings for IBWA Government Relations Committee members with Members of Congress and/or their staff
- Arrange meetings for IBWA members with members of Congress and/or their staff
- Further utilize IBWA's websites and BIPAC advocacy portal software to activate grassroots contacts with and action from industry and consumers to legislators on priority federal, state, and local issues, as well as general information about the bottled water industry. Generate BIPAC alerts and calls to action

IBWA State Activity: Advance IBWA's Legislative Agenda

IBWA State Issues

- **BPA**
 - Work with in-state coalitions and develop industry partnerships
 - Communicate with on the ground IBWA members for any needed action
- **Groundwater**
 - Communicate IBWA positions with state regulators
 - Provide lawmakers with facts about water usage, water scarcity and drought
- **Labeling/Regulation**
 - Inform lawmakers of the importance of uniform labeling
 - Build increased relationships with state regulators to serve as a resource on industry information

- **Recycling**
 - Search for opportunities to provide state officials with information on IBWA's Material Recovery Program
 - Work in tandem with NAPCOR and other waste and recycling organizations to provide narrative on the industry's recycling efforts
 - Coordinate with in-state counsel in Oregon regarding pending bottle bill redemption increase
- **Taxes**
 - Develop template for talking points that demonstrate the impact of a bottled water and/or ground water withdrawal taxes
 - Coordinate efforts with state chambers and retailers associations to oppose bottled water taxes
- **Bans**
 - Engage with local members and communities to oppose any bans when possible
 - Work with third-party allies in efforts to pass state legislation to limit local bans and taxes on single use products
 - Use past successes (Arlington, Bloomfield and Framingham, MA), current partnerships (PHA, Drink Up!), and studies (University of Vermont) as examples to illustrate an adverse policy

IBWA State Activity: Increase Awareness of IBWA

- Submit oral or written comments/testimony 10 times on state or local legislation or regulations impacting the bottled water industry. Find opportunities to engage with state and regional associations on these efforts
- Identify and track, via the state forecast document, at least 5 states that are significant to the bottled water industry during 2016
- Conduct targeted outreach to legislators and /or regulators in 5 states with detailed information about the bottled water industry (e.g., industry economics, donations, products, studies, etc.)
- Work with IBWA members and allies to coordinate at least 2 plant tours and/or district meetings with state, and/or local officials
- Provide necessary support (calls, invites, contact information) and materials (economic data, industry fact sheets) for any scheduled plant tours, visits or events in the states
- Choose 1 state capital to visit in 2016 and coordinate with local members for hill visits

- Build relationships with 2 new state legislative groups and 2 new potential third party ally groups
- Support member's efforts to build relationships with 2 state and local recycling and waste management groups. Provide industry information as needed

IBWA State Activity: Build Momentum for Issue Management Success

- Develop a white paper that summarizes IBWA's Material Recovery Program (MRP) that can be shared with state and local officials
- Update IBWA's contact information for state officials with jurisdiction over bottled water regulations and monitoring.
- Develop Get-Out-The-Vote action tools that can be used by members and provide information on voter registration and state voting information

IBWA Political Action Committee

- Drive members to new PAC website for information on the IBWA PAC and an online contributions
- Gain authorizations to solicit for the IBWA PAC from at least 8 additional IBWA member companies
- Raise \$25,000 for the IBWA PAC through direct member solicitation, events, or other means in 2016
- Develop PAC campaign with the intention of increasing contributions from members who regularly give and offer opportunity for automatic monthly contributions
- Host a fundraisers for IBWA PAC champions in Washington, DC and seek opportunities for IBWA members to attend fundraisers in conjunction with IBWA Hill Days

IV. COMMUNICATIONS

- Measure general and social media pickup of specific IBWA bottled water messaging, including, but not limited to: helping reduce obesity, leading a healthy lifestyle, environmental footprint/impact, and providing a critical source of water when tap is compromised.
- Increase by 5 percent annually the number of IBWA-specific mentions in traditional, online and social media bottled water stories compared to 2015.
- Measurable action taken on letters to the editor or opinion letters resulting in correction or updating of an article or post, or publication of our letter. Goal of 10 actions for 2016.

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- Increase social media engagement (Facebook and Twitter) to an average of 10 percent on an annual basis.
- At least 5 Twitter engagements (including conversations, corrections, or re-tweets) each month.
- Produce 3 new YouTube videos aligned with IBWA's key messages and increase view count by 20 percent (501,000 total views).
- Hold at least one Communications Committee conference call per month and provide committee members with email updates highlighting relevant news, information, social media engagement, and projects/programs.

V. MEMBERSHIP

- Identify at least 50 new prospective member companies, of which 25 will be supplier member prospects, throughout the 2016 membership year. The following resources will be used to expand the Prospect Database:
 - Conduct an annual member recruitment contest
 - Lists from state and regional associations, industry related shows, lists using SIC and NAICS codes for bottled water manufacturers, and other lists.
 - Industry trade show registration and/or exhibitor lists
 - Bottler prospects from IBWA Supplier and Distributor Members
 - Supplier prospects from IBWA Bottler Members
- Conduct one major direct mail campaign to all segments promoting the benefits of IBWA membership that are most relevant to these member companies. Segments include:
 - Bottlers
 - Suppliers
 - Distributors
 - Candidate Bottlers
- Launch an annual membership recruitment campaign to promote the features, advantages and benefits of IBWA membership.
 - Distribute copies of the IBWA Membership brochure to current members to use in recruitment efforts at state and regional, and industry related trade shows.
 - Use email marketing as an additional tool to recruit prospective members.
 - Develop a membership recruitment section on the IBWA website where membership forms, benefit sheets, and other membership materials can be obtained by recruitment campaign participants.
- Publish four IBWA member value profiles throughout the 2016 membership year. Each member profile will be displayed and distribute at regional association trade shows and other industry related trade shows.

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- Purchase ad space in at least two state and regional bottled water association publications throughout the 2016 membership year.
- Publish and distribute Bottled Water Update broadcast teaser emails to prospective members as an enticement to join IBWA in 2016. Teaser emails will be sent during the month of April.
- Develop external communications plan to promote local IBWA advocacy to prospective member companies that are being directly impacted by activities that threaten their business (for example: issues e-mail to members in states with pending government relations activities or telemarketing effort to members in neighboring states of plant tour or convention location).
- Develop campaign to market membership to the members of state and regional bottled water associations who are not IBWA members, including exhibiting at all state and regional bottled water association meetings throughout the 2016 membership year.
- Execute Prospect Telephone Campaign of top Bottler and Distributor prospects to personally invite them to join IBWA and explain the benefits of membership that relate to their specific businesses.
- Execute Prospect Telephone Campaign of top Supplier prospects to personally invite them to join IBWA (explain the benefits of membership that relate to their specific businesses, e.g., free tabletop exhibitions and supplier presentations at the Summer Board and Committee meetings) and to exhibit at the IBWA Convention and Tabletop Trade Show.
- Conduct a membership orientation session at the IBWA Annual Business Conference.
- Determine membership recruitment efforts to execute during the IBWA and NAMA Convention and Tabletop Trade Show, including:
 - Send invitation to non-member and new member registrants prior to the meeting to attend the session
 - Encourage IBWA members to present during the session to new members and non-member attendees
- Achieve 95% collective retention rate for all member categories and 95% for the three major member types (Bottler, Supplier and Distributor).
- Acquire 25 new members or greater, half of which should be bottlers, and achieve no net loss in member base.
- Promote the benefits of the Candidate Bottler Program as a pipeline to IBWA Bottler membership:
 - Develop section of the IBWA website where information on program details can be accessed by the general public

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- Online and print testimonials from one or two IBWA members who have successfully completed the Candidate Bottler Program
- Promote the IBWA Mentorship Program and how new member companies can benefit from participating:
 - Develop section of the IBWA website where information on program details can be accessed by the general public
 - Online and print testimonials from one or two IBWA members who have successfully completed the Mentorship Program

VI. EDUCATION

- Senior staff will acquire in 2016 appropriate approvals/certifications for IBWA FSMA educational programs, including personal certification as a FSMA Lead Trainer.
- Develop a FSMA Preventive Controls Qualified Individual (PCQI) workshop program to assist members with compliance with the PC Rule's requirement for PCQIs in food facilities. Schedule at least four (4) regional workshops in 2016 and plan additional workshops for 2017.
- Update the IBWA Plant Technical Reference Manual and 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 sessions, such as Food Safety Modernization Act sessions, to outside organizations and government regulatory agencies.
- Arrange for or write and record five (5) webinars for IBWA members.
- Topics for the annual IBWA business conference education program will be compiled in January and February. The Education Committee and staff will plan for a minimum of 15 hours (15 CEUs) of training during the annual business conference. Seminar offerings will be also obtained from IBWA supplier members and the Drinking Water Research Foundation (DWRF).

VII. IBWA ANNUAL BUSINESS CONFERENCE

- Plan and coordinate implementation of the 2016 IBWA Annual Business Conference in conjunction with the National Automatic Merchandising Association (NAMA) CoffeeTeaWater Show. Both events will be held November 7-11, 2016.
- Negotiate a Memorandum of Agreement and budget between IBWA and NAMA that specifies how the two organizations will design and implement this event, as well as share expenses and revenue.

- Conference budget goals are:

Revenue	\$207,000
Expenses	<u>\$164,950</u>
Net Income	\$ 42,050

VIII. 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.