

International Bottled Water Association 2018 Annual Business Plan and Key Performance Indicators

(Approved by the IBWA Board of Directors, 06/07/2018)

INTRODUCTION

The International Bottled Water Association (IBWA) 2018 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 2018. 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.
- 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.
- 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.
- Revise the current IBWA Strategic Plan. This will involve assessing the current situation facing both the bottled water industry and the association, identifying what our mission should be for the next three years and beyond, defining our objectives, and determining the best strategies and actions to help us achieve those goals

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 2018 Business Plan.

ENVIRONMENTAL SUSTAINABILITY

- A. Continue efforts to increase the environmental sustainability of bottled water products.
- 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 the 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 all IBWA members in reaching the IBWA 2020 Sustainability Goals via informational and technical documents, introduction to sustainability programs, and educational programs. 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 2018 on implementing final rules published by FDA under the Food Safety Modernization Act (FSMA).
- B. Continue to update key IBWA publications to harmonize them with the new FSMA rules, with a focus on the Preventive Controls Rule.
- 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 safety plans as required by the FSMA preventive controls rule.
- 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, PFAs, hexavalent chromium, lead, pathogens (Legionella), 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:
 - 1. The health and wellness benefits of bottled water, including the promotion of healthy hydration messaging in the 2020 U.S. Dietary Guidelines for Americans, the inclusion of water on the MyPlate nutritional graphic, and the continued inclusion of bottled water in the Supplemental Nutrition Assistance Program
 - 2. The quality, safety and security of bottled water, including the recognition of the essential health role bottled water plays when clean drinking water is unavailable

3. Environmental sustainability, including efforts to increase recycling rates for all products and packaging
 4. Water infrastructure funding and improvements
 5. Beneficial nutrition and content labeling
 6. FDA funding and support
 7. The value of opposing prohibitions and sales bans on bottled water
 8. The benefits of increasing truck weight limits
 9. 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 2018 and through meetings with federal regulatory offices and staff.
- C. Collaborate with Technical and Regulatory Affairs and Communications Committees to monitor and comment, as appropriate, on federal legislation and regulations that may impact bottled water.
- D. Work with the Membership Committee to welcome and onboard new IBWA members to help them engage in IBWA advocacy efforts.
- E. 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, the IBWA Board of Directors, other IBWA Committees, 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:
1. The health and wellness benefits of bottled water
 2. The quality, safety and security of bottled water
 3. Environmental sustainability, including the responsible use of groundwater resources
 4. Efforts to increase recycling rates for all products and packaging
 5. Recognition of the essential health role bottled water plays
 6. Importance of bottled water any time clean drinking water sources are unavailable
 7. 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 2018 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's partnership opportunities with consumers, environmental groups, taxpayer organizations and "non-traditional" allied organizations with whom we have a common interest on the benefits of water consumption and/or other general business matters impacting the industry.
- 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 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 No.1 healthy, safe, convenient, and environmentally friendly packaged beverage product for consumers.
- 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, 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. IBWA's communications advocacy plan is focused on raising awareness of bottled water's attributes generally—by specifically 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 environmental impact. These advocacy goals 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.
- B. Support IBWA members in siting and permitting their bottled water plants. This includes assisting in the development of a comprehensive plan 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.

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 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 forward IBWA's pro-bottled water messages. Messaging will 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, plant siting and permitting issues, etc.); the Home and Office Delivery (HOD) segment; 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 the sale of 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, and working with supportive new and established partners, IBWA will educate consumers and legislative officials on the ineffectiveness of banning or restricting access to bottled water. IBWA's pro-water consumption message will promote the consumption of all water, whether from the bottle or the tap, stating that consumers choosing healthy hydration 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 presents 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.

Online Strategy

- A. IBWA will continuously maintain, improve, and drive traffic to IBWA’s websites—www.bottledwater.org, our flagship site, and www.bottledwatermatters.com, our advocacy site—which are our primary online messaging, information, membership, and policy platforms.
- B. IBWA will continue to grow its web-based social media outreach to strengthen consumer support for bottled water products in 2018, emphasizing our established social networking channels, such as Facebook, Twitter, YouTube, Pinterest, and Instagram.
- C. IBWA will continue to develop and widely promote additional online resources, including targeted issue-specific videos, 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 seek and develop relevant and up-to-date materials supporting positive and accurate bottled water messages for promotion both online and in printed media.

Recycling Partnerships and Third-party Outreach

- A. IBWA leverages its 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. IBWA will use these relationships to expand the reach of its social media efforts, thereby strengthening consumer education on the fact that all bottled water containers are 100 percent recyclable – even the caps.

IBWA’s coalition website, PutItInTheBin.org, will house materials for a social media digital poster campaign that both IBWA members and third-party partners will use to educate consumers on recycling issues.

MEMBERSHIP

- A. Membership will focus on recruiting more suppliers and bottlers in 2018. The goal will be accomplished by continuing to provide a robust prospecting list and expand our database of prospects by utilizing the following:
1. The membership committee has set goal of getting at least 20 new IBWA members, with a minimum of seven bottlers and seven suppliers
 2. Identify 5 top HOT company prospects for each quarter
 3. Identify potential new bottler members by requesting a list of bottled water companies from those state agencies that require companies selling bottled water to register to do business in the state
 4. Non-Members attending the IBWA tradeshow will have names extracted from the exhibitor and attendee show listing to be incorporated in the prospecting database
- B. Email Blast will be sent to all non-member categories to promote the benefits of IBWA and membership. Segments include:
1. Bottlers
 2. Suppliers
 3. Distributors
 4. Candidate Bottlers
 5. International Bottlers
 6. Affiliate Program
- C. Email Blast will be sent prior to November conference. Membership recruitment efforts will take place during the IBWA/NAMA Trade Show.
- D. Visit non-member exhibiting companies with IBWA membership information
- E. Continue efforts to make sure that we are providing all current IBWA members with the benefits and services that they want and need. The Membership Committee has set a member retention goal of at least 95%.
- F. Bottler and Supplier industry flyer will be on-going member benefit allowing members to display and showcase their company and logos. Conduct new member's orientation at the IBWA Annual Business Conference. Mid-Year Campaign offer a one (1) time Christmas in July promotion. Advertise through email blast, IBWA web-site and postcard for mailing. Offer will allow those sitting on the fence to experience IBWA membership at 50% off their actual dues from July – December only. Non-member candidates can only join in July promotion will not be extended beyond July.
- G. IBWA Membership Recognition: Bright mats will be ordered and displayed in front of every IBWA member booth in New Orleans. This will create recognition and a push for non-members to be a part of this elite group.

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 2018, special emphasis will again be placed on education for implementation of 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 2018 on the Preventive Controls Rule.
- 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. Maintain a FSPCA Lead Trainer certificate for the Association that will enhance the credibility and stature of IBWA's FSMA education programs.
- 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..

BWA Annual Business Conference

- A. Plan and coordinate implementation of the 2018 IBWA Annual Business Conference in conjunction with the National Automatic Merchandising Association (NAMA) CoffeeTeaWater Show. Both events will be held November 12-15, 2018 at the Hyatt Regency, New Orleans, Louisiana.
- 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 2018 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 2018 projected budget and Memorandum of Agreement with NAMA.
- E. Discuss and determine the future of the co-location of the IBWA and NAMA conferences beyond 2019. If it is agreed to continue the relationship, negotiate hotel contracts for future years.
- F. A Task Force, consisting of an equal number of bottlers and suppliers will be created in early 2018 to conduct a strategic review of the conference and trade show to determine what factors influence member's decision-making for attending the these events and what is required for the association to grow attendance and expand the number of exhibitors.

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 2018 IBWA Annual Business Plan are included in the Appendix to this document, which begins on the next page.

Key Performance Indicators (KPIs) 2018 IBWA Annual Business Plan

• **ENVIRONMENTAL SUSTAINABILITY**

- Support the Association's efforts to assist IBWA members in siting and permitting their plants through development of a Bottled Water Code of Practice for Water Stewardship and a Bottled Water Code of Practice for Plant Siting for the industry.
- Deliver an update to the 2014 Water and Energy Use Benchmarking Study to IBWA members. This study will evaluate industry-wide water and energy use ratio trends. The study will provide IBWA updated information to show the industry's strides towards reaching the 2020 IBWA Sustainability Goals.
- Deliver an update to the 2014 rPET study. This study will calculate the number of packages utilizing rPET and the average rPET content per bottle for 2015, 2016 and 2017.
- Arrange an environmental education plant tour. This will be a tour of a facility 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 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.
- Continuing in 2018, update the IBWA Bottled Water Code of Practice, Plant Technical Reference Manual, Audit Handbook, and Tier 1 audit checklists for FSMA final rules, with a focus on the Preventive Controls Rule. Amend audit contracts as needed to accommodate the new rules.
- Monitor USEPA progress toward MCLs for perchlorate, hexavalent chromium, PFOA/PFOS, and other emerging contaminants. 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 and other technical/regulatory and business 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 and food defense plans.
- **Government Relations**

Federal Legislative Issues

- **Advance healthy hydration messages in the Dietary Guidelines for Americans and promote the addition of water to MyPlate**
 - Coordinate with the National Drinking Water Alliance and other stakeholders to support the association's efforts to seek additional healthy hydration messages in the 2020 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
- **Promote Beneficial Nutrition and Content Labeling**
 - Continue to be an active member of the coalition working to amend the Fair Packaging and Labeling Act with language to improve scientific substantiation

- required for state and local labeling requirements and to give food producers greater ability to challenge them.
 - Work with Members of Congress to introduce this legislation in 2018, with the expectation to seek some action on the bill during the 116th Congress.
- **Seek to increase truck weight limits in times of emergencies and on federal highways**
 - Be an active member of the Safer Hauling and Infrastructure Protection (SHIP) Coalition to support efforts to increase truck weight limits on federal roads and highways
 - Work with the Federal Emergency Management Agency and other interested parties to improve reaction time needed to increase truck weight limits when states of emergency are declared
- **Prevent the imposition of a bottled water sales ban policy in our nation's national parks**
 - Work with Congress to address concerns with HR 3768, the Reducing Waste in National Parks Act, a bill that would impose by law the 2011 NPS policy banning bottled water sales
 - Partner with Citizens Against Government Waste and other organizations opposed to the ban to push back on attempts to reinstate the policy
- **Support Free Trade Issues Impacting Bottled Water**
 - Work with other industry partners to support renewing the Generalized System of Preferences Program, which allows some products to enter the U.S. duty free
 - Track and engage appropriately with Congress and the Administration during free trade negotiations occurring in 2018, including NAFTA.
 - Support efforts to remove tariffs on bottled water exported to other countries
 - Continue to oppose petitions to the US Trade International Trade Commission and the US Department of Commerce that seek to impose antidumping tariffs on PET resin from other countries.
- **Oppose Efforts to Remove Bottled Water from the Supplemental Nutrition Assistance Program (SNAP)**
 - Educate Members of Congress on the need to ensure that the SNAP program continues to offer bottled water as an eligible product
 - Work with congressional supporters to strengthen opportunities to improve bottled water expenditures within SNAP for communities impacted by unhealthy water

- **Oppose restrictions on BPA**
 - Coordinate with Citizens Against Government Waste and the American Chemistry Council to monitor and oppose federal legislation that would ban, require special labeling, 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
 - Work with allies to make every attempt to try and prevent introduction of legislation detrimental to the use of BPA
- **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 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 any proposed food facility registration user fees to fund the food safety regulatory oversight activities of the FDA

IBWA Federal Activity: Increase Awareness of IBWA

- Participate in a Capitol Hill briefing for congressional staff on healthy hydration 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
- Strengthen relationships with Congress through finalizing the potential bottled water champions House and Senate list and meet with each office in 2018
- Assist IBWA members in hosting 15 site visits at their facilities across the U.S.

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

- Utilize DC metro area location of IBWA's June 2017 annual meeting to host additional meetings with Members of Congress
- 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 Issues

- **BPA**
 - Work with in-state coalitions and develop industry partnerships
 - Communicate with on the ground IBWA members for any needed action
 - Work with members to address BPA issues in California and monitor any action on the pending legal action concerning California Proposition 65.
- **Groundwater**
 - Communicate IBWA positions with state regulators
 - Provide lawmakers with facts about water usage, water scarcity and drought
 - Continue to assist members that face opposition to siting and permitting their plants at the state and local level
- **Labeling/Regulation**
 - Inform lawmakers of the importance of uniform labeling throughout the US
 - Build increased relationships with state regulators to serve as a resource on industry information
 - Continue work with counsel on California Public Utilities Commission (CPUC) effort to impose a tax on bottled water; attend meetings with counsel to provide insight on industry perspective to CPUC members and staff
- **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
 - Use state networks to establish discussions on establishing state recycling partnerships, similar to Florida and Michigan
- **Taxes**
 - Finalize template for talking points that demonstrate the impact of a bottled water and/or ground water withdrawal taxes

- Coordinate efforts with state chambers and retail associations to oppose bottled water taxes
- **Bans on the Sale of Bottled Water**
 - Engage with local members and communities to oppose any sales bans, when possible
 - Work with third-party allies in efforts to pass state legislation to limit local sales 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 the adverse impacts of these proposals
- **IBWA State Activity: Increase Awareness of IBWA**
 - Submit oral or written comments/testimony 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 2018
 - 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.)
 - 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 2018 and coordinate with local members for hill visits
 - Build relationships with 2 new state legislative groups
 - Utilize work of IBWA's Healthy Hydration Task Force to promote in states the positive messages of water and bottled water consumption
 - Support member's efforts to build relationships with 2 state and local recycling and waste management groups. Provide industry information as needed

IBWA Political Action Committee

- Build out PAC website with all PAC-related news and information
- Gain authorizations to solicit for the IBWA PAC from at least 5 additional IBWA member companies
- Raise \$50,000 for the IBWA PAC through direct member solicitation, events, or other means in 2018

Appendix
2018 Annual IBWA Business Plan

- Develop PAC solicitation campaign in Q1 2018 with the intention of increasing contributions from members who regularly give and offer opportunity for automatic monthly contributions
- Develop an annual PAC budget
- Build out IBWA's PAC Program Sponsorship plan and reach out to members for potential corporate donations to support PAC events
- Seek opportunities for IBWA members to attend fundraisers in conjunction with IBWA Hill Days

- **COMMUNICATIONS**

- 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 5 percent increase in number of industry key messages/IBWA mentions in traditional and social media than in 2017
- 10 percent increase in engagement on Facebook and Twitter higher than in 2017
- Increase YouTube views by 20 percent more than 2017

- Additional targeted tactics

- Create communications materials to help promote plant siting and permitting
 - 5 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 seven-episode pilot podcast – measure analytics to determine efficacy of reaching millennial audience (millennials aren't using Facebook – but are some of our biggest fans)

- Hold eight Communications Committee conference calls, two in-person Committee Meetings, as well as share email updates regularly.

- **MEMBERSHIP**

Recruitment

- Provide a fresh listing of prospects for membership recruitment.
- Increase membership awareness through engaging in additional social media
- Create membership awareness at IBWA and other industry events and tradeshow
- Engage non-members through invigorating web-site postings and communication publications

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 on time.
- Invite members to join and become active in an IBWA committee

- **EDUCATION**

- Senior staff will maintain in 2018 appropriate approvals/certifications for IBWA FSMA educational programs, including a personal certificate for FSMA Lead Trainer.
- Promote the use of a draft FSMA-oriented audit checklist in 2018 as an educational tool to assist bottler members with preparing for FDA and state audits under the auspices of FSMA, more specifically the preventive controls rule, including GMPs.
- Schedule and conduct at least two (2) FSMA Preventive Controls Qualified Individual (PCQI) regional workshops in 2018 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 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/regulatory 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 staff, IBWA supplier members and the Drinking Water Research Foundation (DWRF).

- **IBWA ANNUAL BUSINESS CONFERENCE**

- Plan and coordinate implementation of the 2018 IBWA Annual Business Conference in conjunction with the National Automatic Merchandising Association (NAMA) CoffeeTeaWater Show. Both events will be held November 12-15, 2018.
- 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.
- 2018 Conference budget goals are:

Revenue	\$202,000
Expenses	<u>\$171,250</u>
Net Income	\$ 30,750

- Discuss and determine the future of the co-location of the IBWA and NAMA conferences beyond 2019. If the organizations agree to continue the partnership, negotiate hotel contracts for future years.
- A Task Force, consisting of an equal number of bottlers and suppliers will be created in early 2018 to conduct a strategic review of the conference to determine what factors influence member's decision-making for attending the conference and what is required for the association to grow attendance and expand the number of exhibitors. The report of results and recommendations will be presented to the Board of Directors at the November 2018 meeting.

- **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.