

## Advancing the interests of large metropolitan drinking water utilities,

the Association of Metropolitan Water Agencies (AMWA) brings together the senior leaders of the nation's largest publicly owned drinking water systems. With a programmatic focus on advocacy, as well as comprehensive knowledge and information sharing among and between its members, AMWA leads municipally owned drinking water utilities serving populations of over 100,000 in coordinated industry efforts to ensure safe, secure, and affordable drinking water for all. As part of this mission, AMWA regularly engages with the federal government, regulators, other industry associations, and associated stakeholders. AMWA members value the role we play: AMWA member research indicates that over three-fourths of members feel that membership is a very good or excellent value, and [nearly] all of our members renewed their membership in 2023.

The nation's scarce drinking water supply is increasingly under threat from a variety of environmental factors. The magnitude of such threats are compounded both by larger demographic trends as well as by the aging treatment, transmission, and distribution infrastructure that is prevalent in our urban centers.

In response to member feedback, AMWA's efforts will remain narrowly focused during the upcoming strategic plan window. While we will continue to broadly advocate on behalf of the drinking water industry, we will continue to focus our membership and programmatic offerings on our large, municipally owned member base. Our member research and member-leaders have stressed that they value AMWA's advocacy & policy making and knowledge & information sharing offerings (including our highly targeted conferences, resources, website, and communications), and our goal is to enhance and improve the value that members derive from these offerings.

While we will continue to be responsive to the ever-increasing number of environmental, legal, technological, and regulatory issues that our members face, AMWA will strive to be **better** in meeting members' needs as opposed to being bigger. As such, AMWA does not seek to be the largest organization serving the drinking water industry, but rather the **most effective** at advancing its members' unique interests.

At our record attendance setting 2023 Executive Management Conference in San Diego, the AMWA Board approved AMWA's strategic plan for 2023-2025 with the following Mission, Objectives, Strategies & Tactics, and execution of the Plan has commenced.

### MISSION

The Association of Metropolitan Water Agencies (AMWA) serves as the voice of large, publicly owned drinking water systems on federal water policy issues, and its programs foster sustainable, innovative utility management. Through advocacy and knowledge sharing initiatives, AMWA supports its members efforts to ensure that the nation's urban drinking water supply is safe, secure, and affordable for all.

## Objectives, Strategies & Tactics

### Enhance Advocacy

Solidify AMWA’s market position as the most efficient and effective legislative and regulatory drinking water advocacy organization

STRATEGY	TACTICS
Leverage modest, strategic investments to enhance advocacy effectiveness	<ol style="list-style-type: none"> <li>1. Engage third-party lobbying support to increase exposure and access to elected officials, congressional leadership and select executive agencies.</li> <li>2. Fund AMWA-policy relevant white papers and analysis</li> </ol>
Increase resources to support advocacy efforts	<ol style="list-style-type: none"> <li>3. Implement technology systems that support grassroots efforts</li> <li>4. Contract PR capabilities to effectively communicate and inform stakeholders</li> </ol>

### Upgrade Knowledge Sharing

Upgrade and enhance knowledge sharing offerings to augment and support overall value proposition; strive to ensure all knowledge sharing offerings are high engagement, strong performing offerings

STRATEGY	TACTICS
Develop select role specific AMWA member “communities”	<ol style="list-style-type: none"> <li>1. Hire staff to manage/oversee AMWA Communities</li> <li>2. Identify pilot community</li> <li>3. Engage dedicated resource(s) to lead/moderate community; launch virtual community hub</li> <li>4. Develop community member driven, topical content (blog, webinars, presentations, virtual &amp; live events) to facilitate member-to-member interaction</li> </ol>
Engage subscriber members and other sponsors	<ol style="list-style-type: none"> <li>5. Increase sponsorships, with an initial focus on EMC and WPC.</li> <li>6. Create a Subscriber Task Force to engage subscribers in providing content</li> </ol>
Upgrade website/technological capabilities	<ol style="list-style-type: none"> <li>7. Enhance multimedia capabilities</li> <li>8. Add hub for virtual communities/member forums</li> <li>9. Refresh website</li> </ol>

### Dues Strategy & Organizational Capabilities

Optimize dues strategy and realign organizational capabilities to ensure sustained member satisfaction & organizational financial strength

STRATEGY	TACTICS
Reevaluate dues strategy	<ol style="list-style-type: none"> <li>1. Undertake competitive dues evaluation</li> <li>2. Identify alternatives to current approach</li> <li>3. Develop financial projections based on alternative approaches</li> <li>4. Seek Board approval (if applicable).</li> </ol>
Streamline membership approval process	<ol style="list-style-type: none"> <li>5. Delegate board authority to approve qualified member and subscriber applicants to CEO</li> <li>6. Develop process for rapid adjudication for applicants who do not fully meet membership criteria</li> <li>7. Seek Board approval and document process changes in bylaws and/or policies, as merited.</li> </ol>
Enhance organizational member service capabilities and capacity	<ol style="list-style-type: none"> <li>8. Augment administrative support staff</li> <li>9. Implement an Association Management System</li> </ol>