

MEMORANDUM

TO: ICBWA Board of Directors
FROM: Strategic Planning Working Group
DATE: November 18, 2019
RE: Recommendations on the Future of ICBWA

Background

On September 3, 2019, during a regularly scheduled conference call, the ICBWA Board of Directors established a Strategic Planning Working Group (“Working Group” or “WG”). The purpose of the WG is to begin preparing for a one-day Strategic Planning meeting that is scheduled for June 2020.

All ICBWA Members were invited to join the Working Group. The following people (in alphabetical order) volunteered to serve on the WG:

Jacki Allen (ICBWA Secretariat)
Stew Allen (ICBWA Chairman)
Joe Doss (IBWA)
Chris Dunn (ICBWA Treasurer)
Patricia Fosselard (EFBW)
Betsy Griswold (CBWA)
Bob Hidell (Supplier Members)
Jack West (IBWA)

Working Group Meeting

The Working Group met by conference call on October 22, 2019. All WG members except Betsy Griswold participated in the call. Provided below is a summary of the WG’s discussions.

1. The WG reviewed ICBWA’s current Strategic Plan, which was adopted in January 2016, and our current mission, which is to share information among the members and represent the interests of the bottled water industry before international organizations. While noting that refinements can always be made, there is a consensus among the WG members that we have been generally successful in implementing the current Strategic Plan and mission.
2. The WG then discussed the future of ICBWA. We noted that some ICBWA members would like the association to expand its current activities and become more actively engaged on the many issues facing the global bottled water industry. However, it was also mentioned that other ICBWA members are very satisfied with staying focused on our current mission and not seeking to expand our level of activity.

3. After considerable discussion, the WG concluded that it would be difficult to fund an increased level of activity by ICBWA. The two ICBWA members who were on the WG call, IBWA and EFBW, stated that they would not be able to convince their members to increase the amount of dues they currently pay to ICBWA. It was also noted that a few other ICBWA members had previously indicated that it would be very difficult for them to increase their dues contributions.

Working Group Recommendations

The WG then considered a possible restructuring of ICBWA. Based on that discussion, the WG recommends the following new, scaled-down way for ICBWA to operate.

1. ICBWA would continue to focus on its current mission of sharing information among members and representing the interests of the bottled water industry before international organizations.
2. We would operate without a Secretariat. Our current Secretariat, Jacki Allen, said that she would be glad to assist us on an as-needed basis to handle certain administrative tasks, such as working with the accountant, filing our taxes, etc. We estimate that we would need Jacki to work approximately 40 hours per year.
3. We would need to determine what it would cost to operate ICBWA under this new structure. Our expenses would be minimal and would include things like website maintenance, directors' insurance, banking fees, etc.
4. Once we determine the total cost to run ICBWA, we would then divide that amount equally among all ICBWA members. We estimate that the dues for each ICBWA member would be approximately \$ 2,000 (USD) per year, which is a substantial decrease from what everyone is currently paying.
5. The WG thinks that it is essential for ICBWA to continue to have one in-person meeting each year, which should be held in conjunction with a meeting of an ICBWA member. Building personal relationships among the members is very important and helps facilitate close cooperation on bottled water issues that arise throughout the year.
6. The ICBWA member hosting our in-person meeting would be responsible for arranging for a meeting room and other related matters. As is currently the case, the ICBWA member hosting the meeting will likely be able to get a meeting room and other amenities at no extra charge. The costs of any meals or other related expenses can be paid for by the individual ICBWA members attending the meetings.
7. Under the new structure, the committee chairs would be responsible for scheduling their meetings and conference calls, preparing agendas, and writing the minutes.
8. We will continue to monitor Codex closely for any issues that would impact bottled water products. If we need to hire experts to work on a WHO or Codex matter, that cost can be shared by all ICBWA members.

9. ICBWA currently contributes \$5,000 to the Drinking Water Research Foundation (DWRF) each year. The WG thinks that the work done by DWRF is helpful to the global bottled water industry and would recommend that we continue to support that organization. We would, of course, welcome any thoughts from ICBWA members on this issue.
10. The WG noted that there are several national bottled water associations who are not currently ICBWA members. We believe that substantially decreasing the ICBWA annual dues could cause these non-member organizations to join us. In fact, EFBW mentioned this possibility to WaterCoolers Europe (WE) and they said that they would seriously consider rejoining the restructured ICBWA. WE also mentioned the possibility of hosting a future ICBWA in-person meeting in conjunction with one of their annual meetings. It is also possible that the Japan Delivery and Service Association (which represents the HOD bottlers) and the Asia Bottled Water Association would join ICBWA under the new structure with reduced dues.
11. Attached for your review is a proposed budget for the newly structured ICBWA. As mentioned earlier, the annual dues for each ICBWA member would be \$2,000. We included the DWRF contribution as an expense item. If ICBWA decides not to contribute to DWRF, our total expenses would be reduced, and each member's annual dues would also be reduced.
12. There is currently approximately \$15,000 in the ICBWA reserve fund. We would need to determine what to do with those funds. Some portion, or all, of the money could be returned to the current ICBWA members on a pro-rata basis or we could just keep it all in reserve in case there are unexpected costs during the first year of operation under the restructured ICBWA.

Next Steps

Please review the information in this memorandum and let us know if you have any questions or comments. We can discuss this matter during our December 3, 2019 ICBWA conference call.