



**MICHIGAN SECTION**

American Water Works Association

# 2025 Business Plan

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**Submitted: July 18, 2025**

Prepared by the MI AWWA Executive Committee and Staff, the 2025 MI AWWA Business Plan is organized by the strategic objectives found in the MI AWWA 2024-2029 Strategic Plan. The 2025 Business Plan supports each of the six strategic goals, X of the 18 strategic objectives, includes X actions with X evaluation metrics and due dates, and includes 5 key performance metrics.

MI AWWA Director, Chair, Secretary/Treasurer and Executive Director  
Submitted July 18, 2025

# 2025 Business Plan

## 2025 PUBLIC ENGAGEMENT AND EDUCATION

Strategic Objective	Action	Due/Status	Comments
<i>Value of Water Campaign</i>	<b>Launch statewide campaign to educate the public about the value of water and the importance of infrastructure investments.</b>		
	1) Create or identify two engaging, accessible materials (infographics, videos, and brochures) highlighting the value of water and the need for infrastructure investments that can be shared with members.	12/31/25	
	2) Partner with 12 local governments, water utilities, and community organizations to share campaign messaging highlighting the value of water and the need for infrastructure investments through their channels	12/31/25	
	3) Implement a targeted statewide media strategy, including social media, press releases, and local news interviews, to raise public awareness and drive engagement	HOLD 2026	
<i>Community Involvement</i>	<b>Build relationships with organizations and communities, with shared interests .</b>		
	1) Create a list of organizations and communities with aligned goals and shared interests	12/31/25	
	2) Schedule 2 introductory meetings or attend events to connect with potential partners and explore opportunities for collaboration	12/31/25	
	3) Co-develop at least one joint initiative or program with a partner organization or community to advance shared objective	HOLD for 2026	

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## 2025 PUBLIC ENGAGEMENT AND EDUCATION (continued)

Strategic Objective	Action	Due/Status	Comments
Visibility	<b>Increase visibility for utility operations and decision-making processes to build public trust.</b>		
	1) Publish regular updates on utility projects, operations, and decision-making processes through easily accessible platforms such as social media and WWN. Providing updates in format communities can easily reshare on social media and in publications.	Quarterly Ongoing	
	2) Organize community forums or open dialogue at events to showcase utility operations and gather public feedback	HOLD 2026	
	3) Begin to develop a member library to share educational resources (e.g., videos, infographics, or FAQs) that explain how utility decisions are made and their impact on the community	12/31/25	

## 2025 Advocacy

Strategic Objective	Action	Due/Status	Comments
Policy Development	<b>Advocate for policies at the federal, state, and local levels that support water as a vital resource and as a service.</b>		
	1) Work with Midwest Strategies to identify and document key policy objectives that align with the recognition of water as a vital resource and service	12/31/25	
	2) Schedule meetings with federal, state, and local policymakers to present policy priorities and provide supporting data and testimonials at AWWA Fly In and MI AWWA State Legislator event.	Ongoing	Annual events

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	3) Collaborate with industry groups, nonprofits, and community organizations to amplify advocacy efforts and mobilize support for water-related policies	Ongoing	
<i>Legislative Engagement</i>	<b>Improve engagement with legislators to elevate water issues as a priority.</b>		
	1) Establish a recurring 2026 schedule to meet with key legislators and their staff to discuss water issues and share updates	12/31/25	
	2) Develop customized briefing materials highlighting water issues' local and regional impacts to present during legislative sessions or events	12/31/25 then Ongoing	
	3) Organize a tour of a water facility or followed by a community forum to give legislators firsthand insight into water challenges and successes	12/31/25	

Strategic Objective	Action	Due/Status	Comments
<i>Data Collaboration</i>	<b>Support development and sharing of data to inform policy and community infrastructure management</b>		
	1) Collaborate with stakeholders to define standardized metrics and formats for collecting and reporting water-related data	HOLD for 2026	
	2) Support the creation or enhancement of digital tools that enable easy sharing and access to water infrastructure and policy-related data among members	HOLD for 2026	
	3) Host workshops or training sessions to educate policymakers and community leaders on leveraging shared data for informed infrastructure and policy decisions	HOLD for 2026	

## 2025 Infrastructure Resilience

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Strategic Objective	Action	Due/Status	Comments
<i>Project Implementation</i>	<b>Support communities in their development and implementation of asset management.</b>		
	1) Support and encourage the development and delivery of workshops or online training sessions to educate community leaders on asset management best practices	HOLD for 2026	
	3) Create a network or forum for communities to share experiences, tools, and success stories related to asset management implementation	HOLD for 2026	
<i>Leverage Technology</i>	<b>Promote knowledge creation and information exchange to advance technology adoption</b>		
	1) Host 2 webinars, conferences, or workshops to showcase emerging technologies and share best practices for adoption	HOLD for 2026	
	2) Establish partnerships with academic institutions, tech providers, and industry leaders to drive innovation and exchange ideas on technology implementation	HOLD for 2026	

## 2025 Infrastructure Resilience (Continued)

Strategic Objective	Action	Due/Status	Comments
<i>Preparedness and Response</i>	<b>Serve as a forum for sharing best practices regarding water sector readiness.</b>		
	1) Schedule recurring webinars, panel discussions, or in-person meetings to facilitate the exchange of best practices in water sector readiness	12/31/25	Reestablish MI WARN

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3) Collect and distribute shared resources, success stories and case studies highlighting effective readiness strategies and lessons learned from water sector organizations

12/31/25

Do quick –10-15 minutes shared success stories at Fall Regionals and UPCC

## 2025 WORKFORCE DEVELOPMENT

Strategic Objective	Action	Due/Status	Comments
<i>Attract and Retain Talent</i>	<b>Develop programs and partnerships to attract new talent and retain existing employees.</b>		
	1) Partner with educational institutions, NGOs, and industry organizations to support the creation of internships, apprenticeships, and career awareness programs for attracting new talent	HOLD for 2026	
	2) Collaborate with workforce development agencies and peer organizations that address skills gaps and promote career growth within the water sector	HOLD for 2026	
<i>Knowledge Transfer</i>	<b>Facilitate knowledge transfer through mentorship and educational programs to preserve institutional expertise.</b>		
	1) Develop a program to pair experienced professionals with newer professionals to foster one-on-one knowledge transfer and skill development	HOLD for 2026	
	2) Create and deliver 2 training sessions or webinars focusing on key institutional knowledge areas, such as historical decisions, operational best practices, and policy development	HOLD for 2026	

## 2025 WORKFORCE DEVELOPMENT (continued)

Strategic Objective	Action	Due/Status	Comments
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<i>Comprehensive Training</i>	<b>Develop and implement training programs tailored to current and future industry needs.</b>		
	1) Collaborate with industry experts and members to identify current skills gaps and emerging trends to inform training program development	12/31/25	We could host a discovery pop up event at MI AWWA ACE
	2) Create a flexible, competency-based training module that addresses an immediate or anticipated future industry requirement and/or challenge	12/31/25	
	3) Create a feedback mechanism to regularly assess the effectiveness of training programs and update content to reflect evolving industry needs	12/31/25	

**2025 INNOVATION**

Strategic Objective	Action	Due/Status	Comments
<i>Research and Development</i>	<b>Support initiatives and cross-industry partnerships with a focus on advancing the water sector.</b>		
	1) Map out 5 initiatives and industries (e.g., energy, agriculture, technology) that align with advancing water sector goals	12/31/25	
	2) Host roundtable discussions or networking events to connect stakeholders across industries and identify shared objectives for joint projects	HOLD for 2026	
	3) Promote pilot programs or research collaborations that leverage cross-industry expertise to develop innovative solutions for water sector challenges	HOLD for 2026	

**2025 INNOVATION (continued)**

Strategic Objective	Action	Due/Status	Comments
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<i>Knowledge Sharing</i>	<b>Facilitate forums, conferences, and workshops to share innovative practices and solutions.</b>		
	1) Begin planning and organizing at least one 2026 major forum or conference to bring together industry leaders and stakeholders to exchange innovative practices and solutions such as sustainability, technology integration, or policy updates	12/31/25	
	2) Include 3 dedicated sessions during 2025 forums and conferences to facilitate peer-to-peer learning, partnerships, and collaboration among participants	12/31/25	This could occur at regional meetings. For example : MI WARN opportunities, challenges, and participation

## 2025 Innovation (continued)

Strategic Objective	Action	Due/Status	Comments
<i>Regulator Collaboration</i>	<b>Work with regulators to build relationships and approach issues as partnered stakeholders.</b>		
	1) Schedule 4 recurring 2026 meetings or forums joining regulatory agencies and industry stakeholders to discuss shared goals, challenges, and opportunities	12/31/25	

## 2025 FINANCIAL SUSTAINABILITY

Strategic Objective	Action	Due/Status	Comments
<i>Rate Structures</i>	<b>Advocate for best management practices for sustainable and equitable water rate structures.</b>		
	1) Create a public education resource about water costs and rates	12/31/25	
	2) MI AWWA Board representatives hold an initial meeting with 3 representatives of water affordability advocacy groups to find common ground in support of water infrastructure sustainability.	12/31/25	

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## 2025 Financial Sustainability (continued)

Strategic Objective	Action	Due/Status	Comments
Funding	<b>Influence and promote new funding strategies.</b>		
	1) Plan one informational session or roundtable with policymakers, financial institutions, and industry leaders to discuss and promote the adoption of new funding approaches	12/31/25	

## 2025 FINANCIAL SUSTAINABILITY (continued)

Strategic Objective	Action	Due/Status	Comments
Financial Planning	<b>Provide education, resources, and a forum to help utilities with long-term financial planning.</b>		
	1) Organize two workshops or webinars focused on key financial planning topics, such as rate setting, capital investment strategies, and revenue forecasting to be held in 2026	12/31/25	

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# Key Performance Indicators

NO.	KPI	Description	Year-end Target	Status	Comment
1	Section Membership Retention KPI	The percentage of members retained is a good indicator of Section health.	98% Percentage Retained		
	Section Membership Growth KPI	The number of new members is a good indicator of Section Health	2% growth		
2					
3	Net Income KPI	Indicates overall financial health. Operating Income (i.e., contribution margin) serves as a proxy for recurring activities and planned changes in financial reserves and cash flow.	\$XX		
4	Sector Engagement KPI	Percent of membership that engage in MIAWWA offerings	Percent unique members who engage		
5	Stakeholder Collaborations KPI	Collaborations with other stakeholders indicate MI AWWA's value to the water sector. This can be measured through the creation of new relationships/partnerships or by delivering water sector information in new and innovative ways.	Two Collaborations		