

State of AWWA

Annual Webinar
February 17, 2026

David LaFrance, Chief Executive Officer

Agenda

2025

- 2025 In Review
- Budget, Membership and Business Plan
- Community Engineering Corps: Next Steps
- Water 2050 Update

2026

- Wildly Important Goal
- A Shift with Members in Mind
- Business Plan
- State of the Water Industry
- Director Takeaways

2025 in Review






January 2025

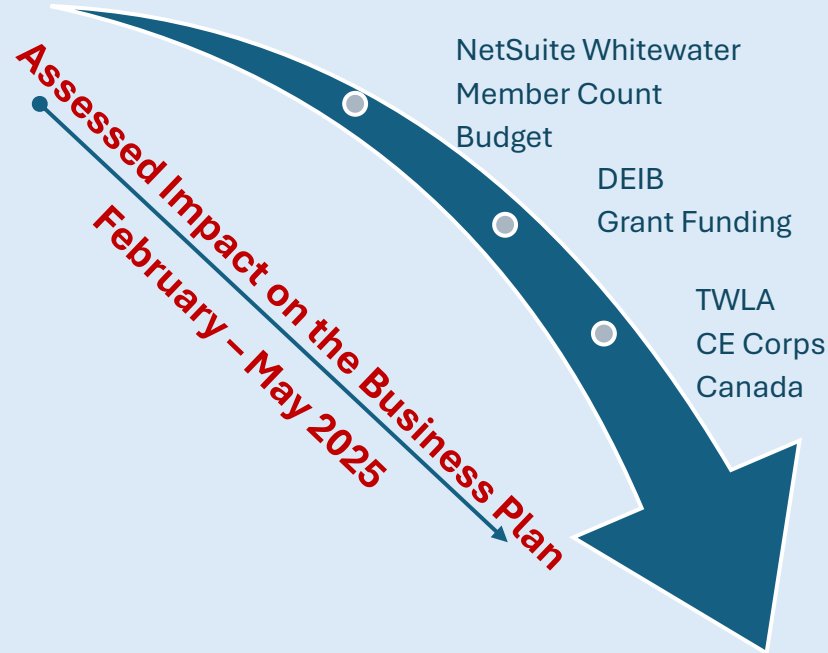
- ✓ New Strategic Plan
- ✓ New Budget
- ✓ New Business Plan

January Budget	
Revenue	\$41.3 M
Expenses	\$40.0 M
Net Income	\$1.3 M
Net Return	3.1%
Member Count	
49,115	




2025 In Review

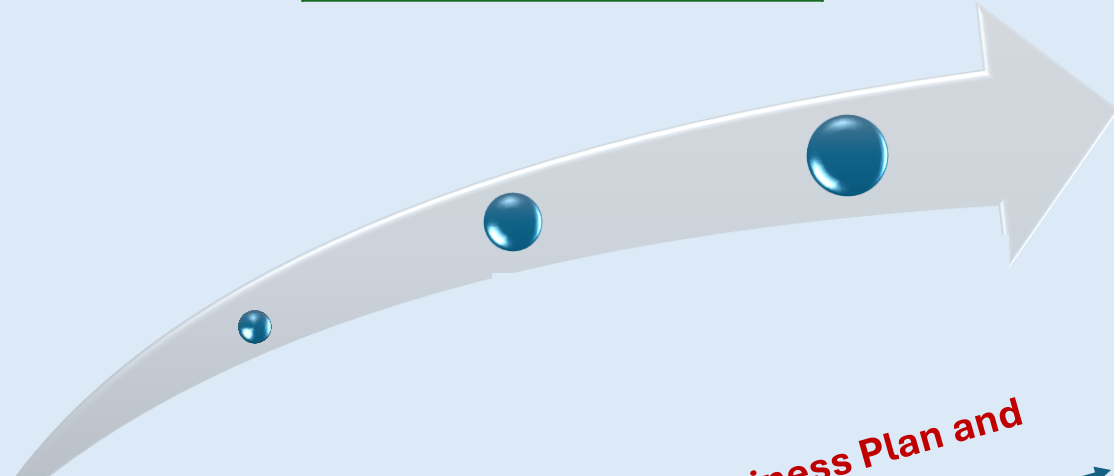
December Budget (est.)	
Revenue	\$39.8 M
Expenses	\$38.8 M
Net Income	\$1.0 M
Net Return	2.5%
Member Count	
48,905	

 \$0.7 M
 \$0.2 M
 \$0.9 M
 2.2 % Points
Flat; <0.3%



June Budget Forecast	
Revenue	\$39.1 M
Expenses	\$39.0 M
Net Income	\$0.1 M
Net Return	0.3%
Member Count	
49,085	

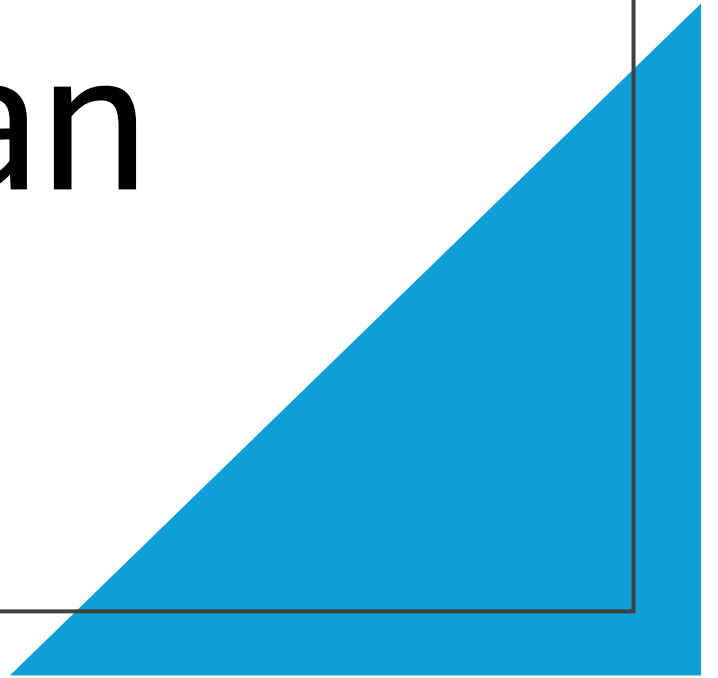
 \$2.2 M
 \$1.0 M
 \$1.2 M
 2.8 % Points
Flat; <0.1%



**Reset the Business Plan and
a Healthy Budget
July - Dec 2025**

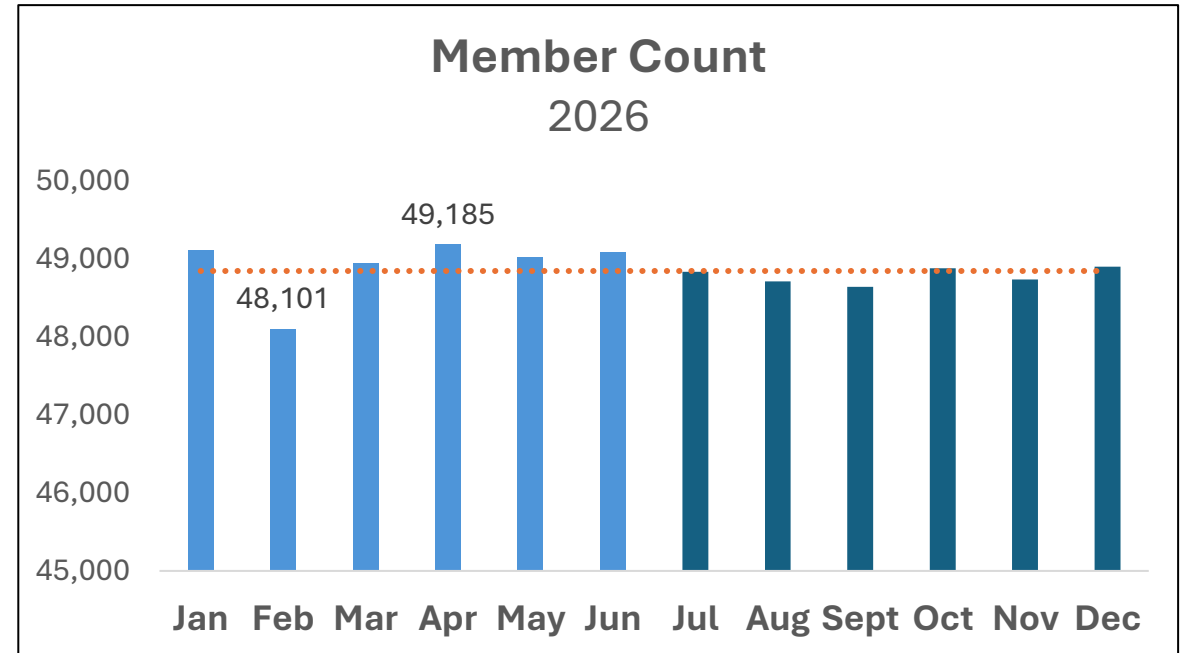
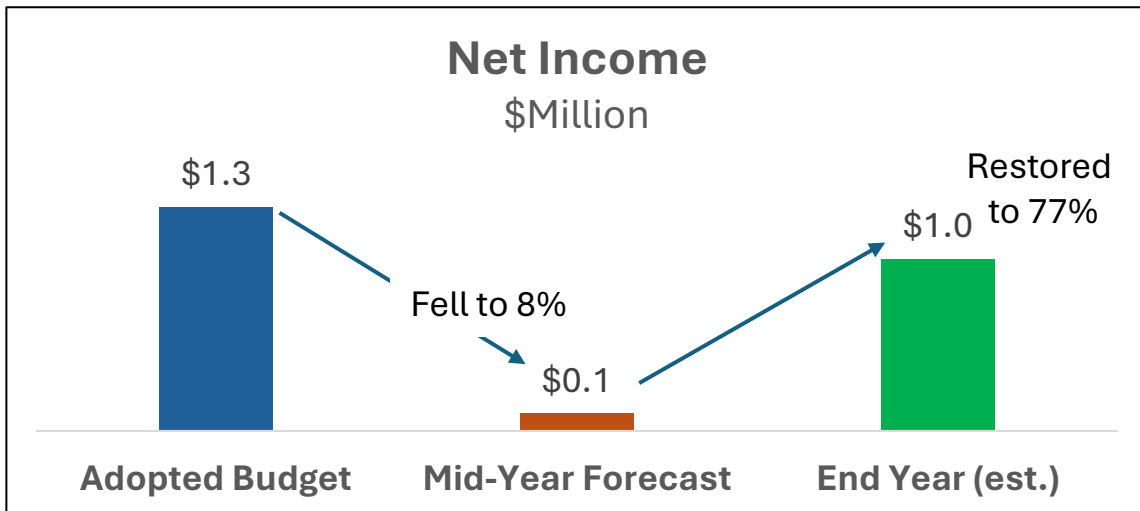
2025

**Budget, Membership
& Business Plan**



2025 Budget Performance and Member Count






	Adopted Budget	ACE Forecast	Year End (est)	Adopted vs. YE
Revenue	\$41.3 M	\$39.1 M	\$39.8 M	-\$1.5 M
Expenses	\$40.0 M	\$39.0 M	\$38.8 M	-\$1.2 M
Net Income	\$1.3 M	\$0.1 M	\$1.0 M	-\$0.3
Net Return	3%	0.3%	2.5%	-0.5%



Key Takeaways:

- Overall:** Flat--Low: 48,100; Avg: 48,848; High: 49,185
- First half of year:** NetSuite “whitewater”
- Second half of Year:** Improved data quality, building reports, section data, etc.

2025 Business Plan (Revised Plan)

46 Actions End of Year Status	Key					Total
						
Strategic Goals	Completed	On Track	Caution	Below Target	Not started	
Member Experience (6 Goals; 11 Actions)	11					11
Organizational Stewardship (10 Goals; 20 Actions)	19				1 (Revenue Growth Modeling)	20
Knowledge Creation & Exch. (6 Goals; 6 Actions)	2	1 (DEI Standard)	2 (Conf. compare & Digital content platform)	1 (pubs Speed to market)		6
Water Policy Leadership (9 Goals; 9 Actions)	9					9
Total (31 Goals; 46 Actions)	41 (89%)	1 (2%)	2 (4%)	1 (2%)	1 (2%)	46

Business Plan Summary

As modified mid-year:

- ✓ 4 strategic goals
- ✓ 31 actions
- ✓ 46 evaluation metrics



Status of Actions

- ✓ 91% of actions are successfully completed or on track
- ✓ 9% are in-progress with caution, completed below target; or not started

Removed Actions

- ✓ DEIB-Related advertising
- ✓ International service provider growth
- ✓ Section affinity insurance program

KPI

1. Member count: 97.3% of goal
 2. Oper. Revenue: 96.4% of goal
 3. Net Income: 80% of goal
 4. Event Attendance: 102% of goal
 5. Knowledge Contrib.: 147% of goal
- 
- 



Community Engineering Corps



American Water Works
Association



AWWA & CECorps: Legacy of Impact

Background and Timeline

- **2014 Partnership:**
CECorps is founded by AWWA, EWB and ASCE
- **Goal:**
Provide engineering consulting services to underserved communities
- **2025 Separation:**
In October 2025, the founding partners agreed to turn over the initiative to EWB-USA
- **Why Separate:**
Ongoing challenges with managing one initiative across three organizations

Accomplishments

- **250 AWWA members:**
Helped 92 communities in need of water/wastewater services
- Supported CECorps completed projects serving 55,000+ beneficiaries

AWWA Sections and volunteer members were the key

Why AWWA Remains Committed to Communities in Need

- **Advances AWWA Mission & Vision**
- **AWWA Members & Sections are a strategic advantage**



In Partnership
With



+



+





American
Water Works
Association





**The Water 2050 Strategic
Implementation Teams
support this vision of the
world in 2050**



2026 DELIVERABLE STATUS

SIT	Recommendations & Deliverables	Deliverable Status
Sustainability & Resilience	Cyber security: deliverable folds into AWWA workstream	🕒 Research and exploration
	“Net zero” water community: White paper on net zero definition, benchmarks & metrics ID	🕒 Scoping (Restarting In '26)
	Real-time monitoring and predictive analytics: Technology opportunity assessment	🕒 Assigned Sections to Authors
Innovation & Circular Economy	Technology for equity and sustainability: JAWWA Article Series on Technology Implementation within the Water Sector	🕒 Drafting Articles
	Circular water economy: Presentation on Circular Water Economy Definition and Opportunities	🕒 Draft
Finance & Affordability	Full-Cost pricing model: Assessment on Current Barriers to M1 Recommendations Adoption	🕒 Draft Guide
	Financially Sustainable Utilities: 2050-prepared utility certificate program	🕒 Pilot Phase
One Water Governance & Policy	National governance structures & Economies of Scale: Ecosystem mapping & assessment, Implementation plan & flowchart	🕒 Interviews Completed, Draft
Equity Access & Community Engagement	Community engagement: Research insights and partnership outreach plan	🕒 Potential Partners ID'd
	Savvy water workforce: Water workforce opportunity assessment & visioning	🕒 Research and exploration

Legend: 🕒 Scoping 🕒 – Research/Exploration 🕒 – Production ● – Completed

Water 2050 Webinars

(session dates and registration information forthcoming)

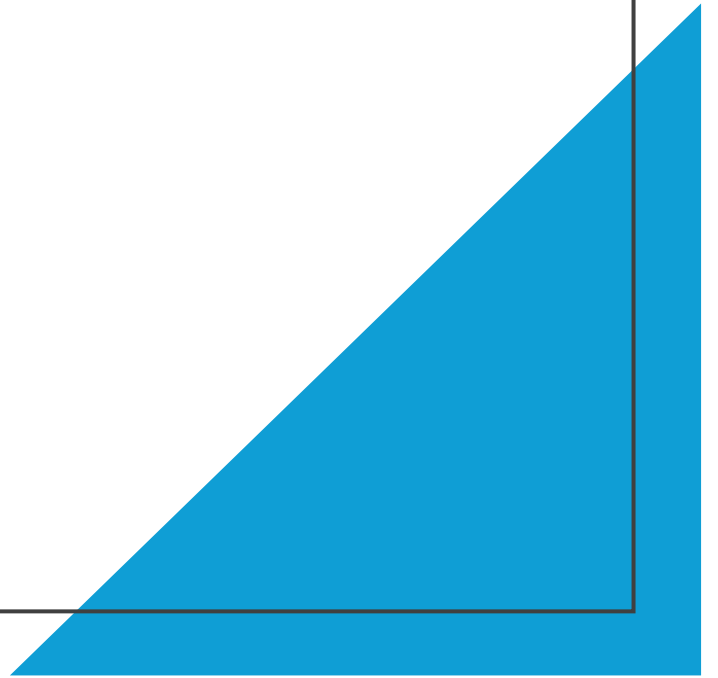
Innovation & Circular Economy	Water 2050 Technology Roadmap: Five technology Pathways for Resiliency and Equity
Finance & Affordability	Water2050: Creating Financially Sustainable Water Utilities
Sustainability and Resilience	Real-time Monitoring: Where are we and where are we going?
One Water Governance & Policy	Panel Discussion – Sustaining the Digital Age Through Shared Water Stewardship
Equity Access & Community Engagement	A Water 2050 Playbook: Building a Community-Centered Utility



- ACE26 will have a Water 2050 Track
- Session details are forthcoming
- Insert 2050 URL

2026

- Wildly Important Goal
- Business Plan
- State of the Water Industry
- Director Take Aways



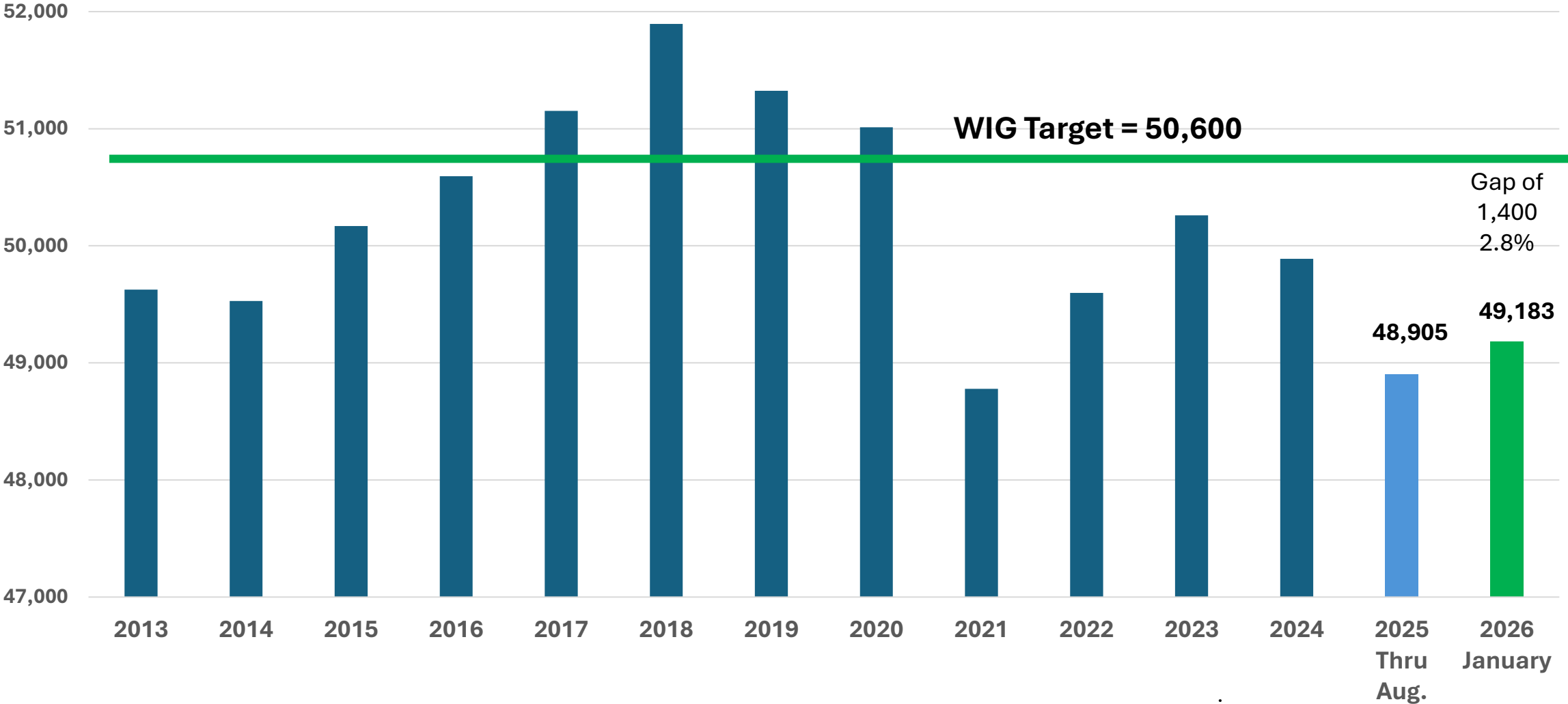
AWWA's Wildly Important Goal (WIG)

Increase membership count from 49,000 to 50,600 and membership revenue from \$15.4 million to \$16.1 million by December 31, 2026.



Membership Count

(Average Month Count)





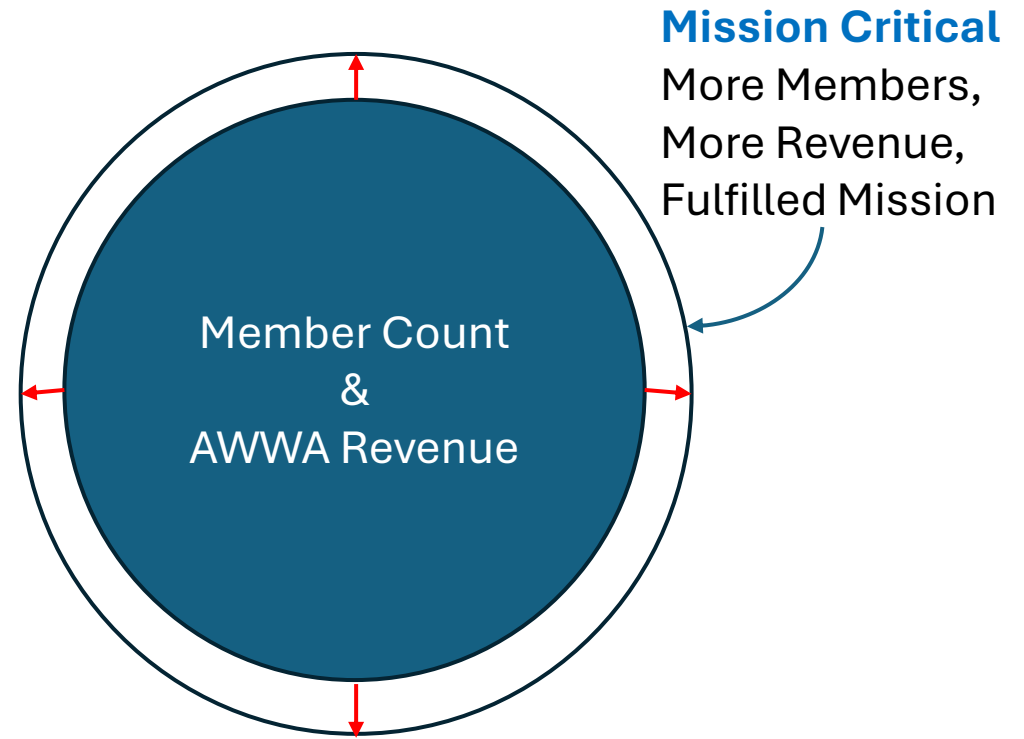
NO MEMBERS
NO MISSION™

 **American Water Works Association**

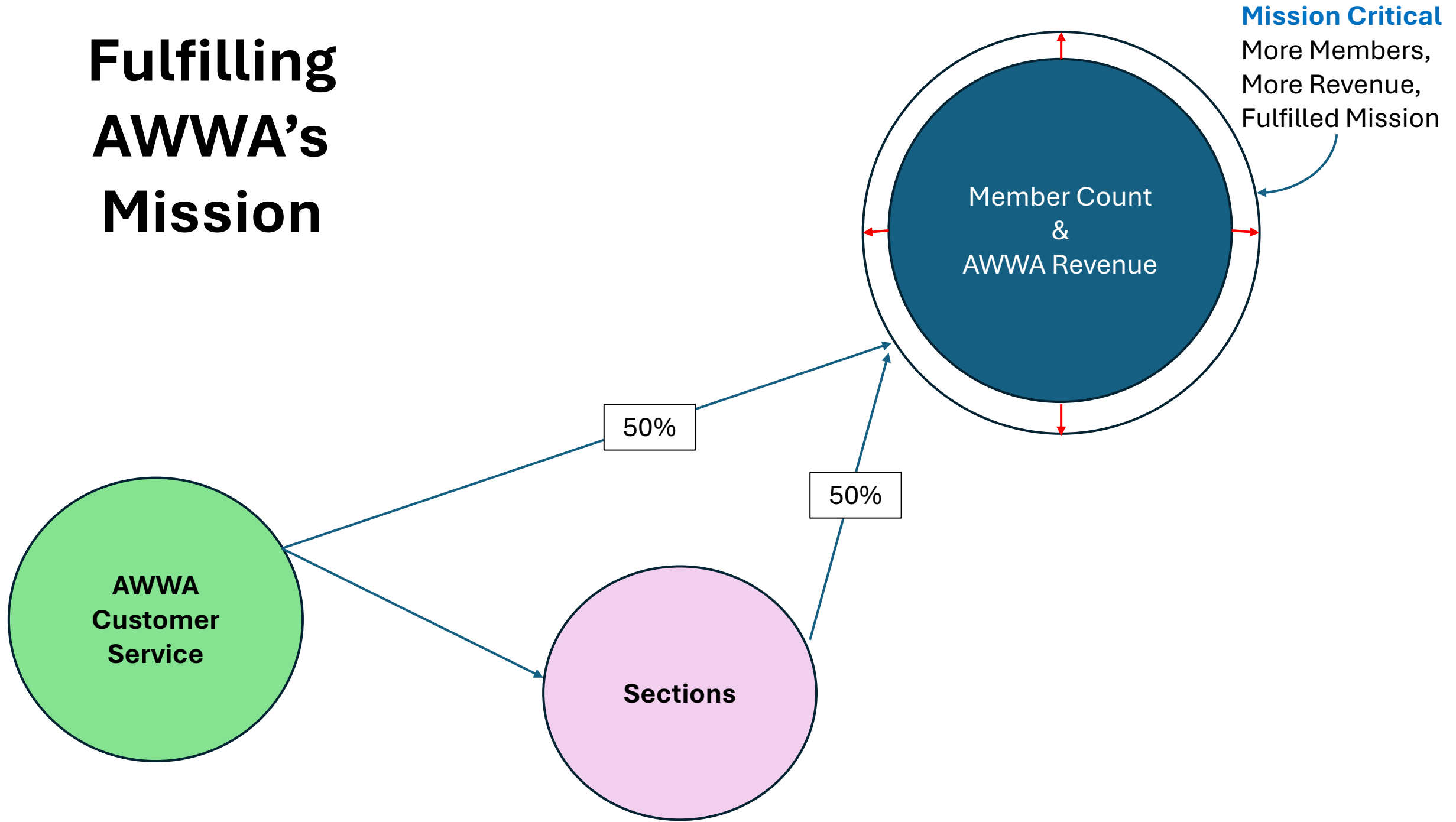
AWWA's Mission:

Providing solutions to effectively manage
water, the world's most vital resource

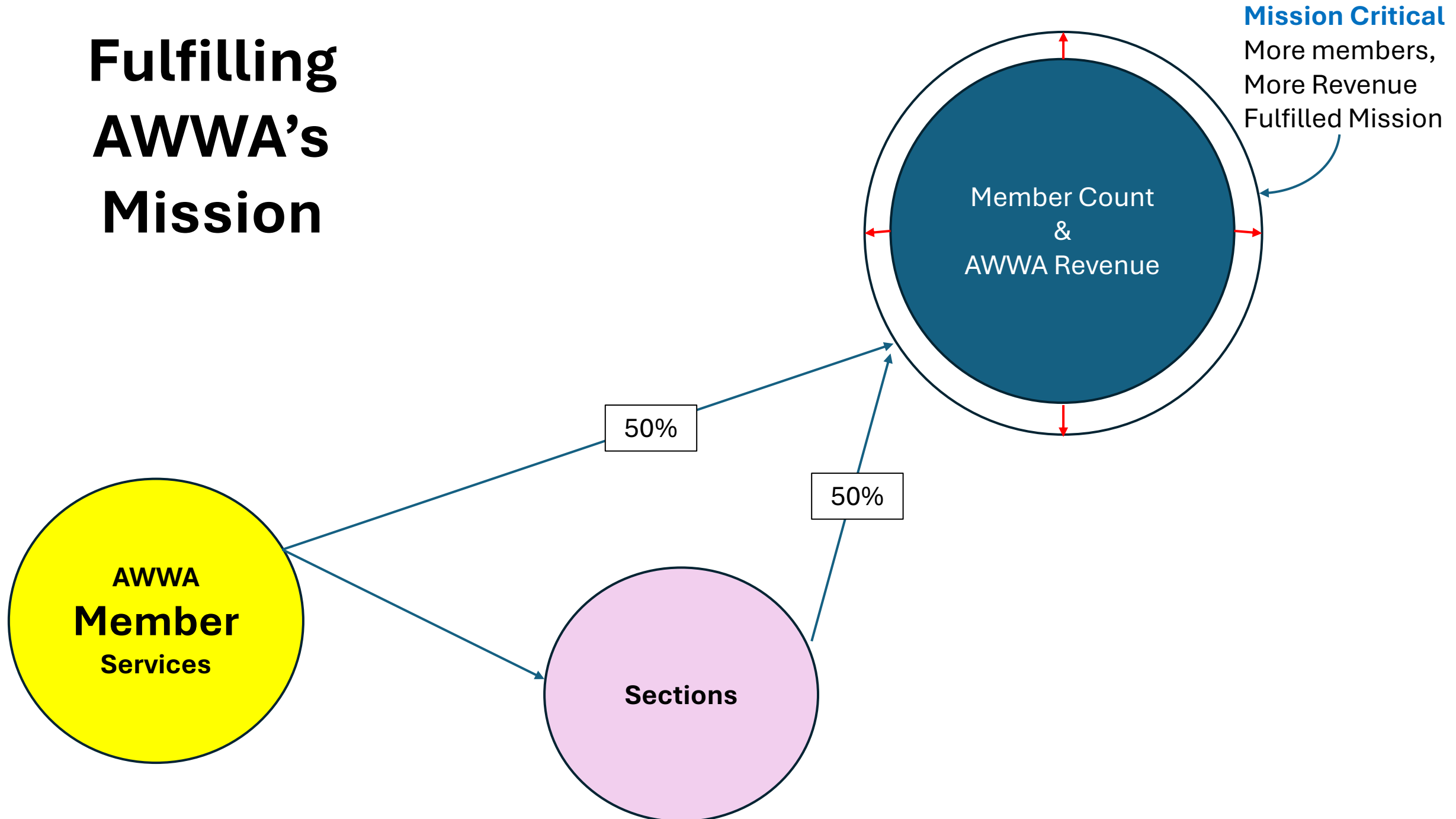
Fulfilling AWWA's Mission



Fulfilling AWWA's Mission



Fulfilling AWWA's Mission



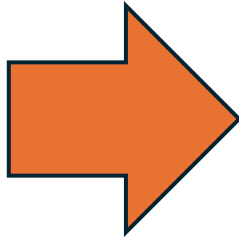
A Shift...

2025: AWWA will be the association of choice for the water community

2030: AWWA will be the association of choice in the water community for member experience and professional growth

Member Engagement & Development

Member Experience



Section Services

Membership

Sales, Marketing, Donor Development

Section Services & Member Programs

Member Services (Formerly Customer Service)

Membership

Sales, Marketing, Donor Development

With Members in Mind

2026 Business Plan

Traditional Actions

	Traditional Actions
Member Experience	<ul style="list-style-type: none"> YP Survey TWLA Korea Tour
Organizational Stewardship	<ul style="list-style-type: none"> Section Governance Manager / Leadership Academy
Knowledge Creation & Exchange	<ul style="list-style-type: none"> WSO Textbook Series Conference evaluation AI Strategy Advance Water2050
Water Policy Leadership	<ul style="list-style-type: none"> PFAS Microbial/Disinfection Byproducts Lead in water Farm Bill Infrastructure funding Cybersecurity readiness

WIG Related Actions

Themes	
<ul style="list-style-type: none"> Member Services (rather than Customer Service) Broaden membership 	<ul style="list-style-type: none"> Better data for Sections & AWWA Staff
WIG Related Actions	
<p>Member Experience</p> <ul style="list-style-type: none"> Improved Section Data Quality and Access Enterprise Membership Model Revised Membership Messaging Refreshed Onboarding and Renewal Program 	<p>Organizational Stewardship</p> <ul style="list-style-type: none"> Membership Analytics Service Provider memberships Executive Outreach
<p>Knowledge Creation Exchange</p> <ul style="list-style-type: none"> Website Enhancements Small Systems Standards Partnership / Membership Analysis 	<p>Water Policy Leadership</p> <ul style="list-style-type: none"> Public Officials Membership

2026 Business Plan—by the numbers

	Number of Actions	WIG Related Actions	Traditional Actions
Member Experience	7	4	3
Organizational Stewardship	5	3	2
Knowledge Creation & Exchange	7	3	4
Water Policy Leadership	7	1	6
Total	26	11	15

Key Performance Indicators		
KPI	Indicator	Goal
Sector Value	Member Count	50,600
Financial Growth	Operating Revenue	\$39.2 million
Financial Health	Operating Income	Breakeven
Sector Engagement	Attendance at Events	29,500

2026 State of the Water Industry

- Survey concluded at end of October 2025
- Updated report will be released soon.



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Director Takeaways

2025

1. Successful recovery from early surprises
2. Net positive budget, flat membership growth, 91% success in business plan
3. Successful steps taken to keep Canadian members
4. Sunset CE Corp relationship; looking for similar opportunities
5. Creation of Membership Services to stress the importance of members to our mission

2026

1. Staff Business Plan: 45% focuses on the Wildly Important Goal (WIG)
 - Better member services
 - Sections are the Association's best business partner
 - No members, No mission
2. Staff succession planning including a manager academy and a leadership academy
3. Water2050 is implementing the Strategic Implementation Team strategies
4. Government Affairs is focused on PFAS, Microbial/Disinfection Byproducts, lead in water, and cybersecurity readiness
5. Preparing for ACE26, Washington DC

**Thank You and
Discussion**

