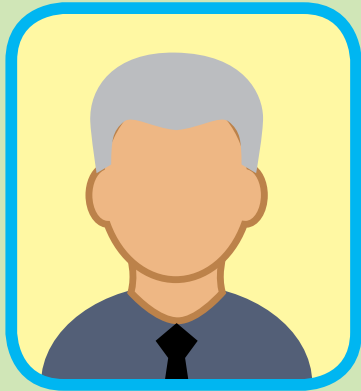




**VOLUNTEER  
EDITION**



# Member Engagement Guide



**American Water Works  
Association**

*Dedicated to the World's Most Important Resource®*



# Table of Contents

<b>Preface–What Is Member Engagement .....</b>	<b>6</b>
<b>Chapter 1–Welcome New Members .....</b>	<b>8</b>
<b>Chapter 2–Make First-Year Member Experience Count .....</b>	<b>10</b>
<b>Chapter 3–Engage Members Through Personal Relationships.....</b>	<b>11</b>
<b>Chapter 4–Engage Members by Involving Them.....</b>	<b>13</b>
<b>Chapter 5–Promote Member Value to Keep Members Engaged .....</b>	<b>15</b>
<b>Chapter 6–Recognize Engaged Members .....</b>	<b>17</b>
<b>Chapter 7–Keep Engaged Members From Becoming Disengaged .....</b>	<b>18</b>
<b>Chapter 8–Start a Member Engagement Committee .....</b>	<b>20</b>
<b>Appendix–Social Media and Members.....</b>	<b>22</b>

# About the Member Engagement Guide

AWWA strives to be the association of choice for water utilities, professionals, and organizations and knows that meaningful engagement for members is the key to making this vision a reality. While involvement might look different for each individual, a variety of opportunities are available to meet the interests of our diverse membership. The Member Engagement Guide is designed to help you welcome, guide, and encourage new and current members to actively participate in AWWA. The guide was developed by the AWWA Member Engagement and Development Committee (MEDC) with special contributions from:

Pat Connelly, MEDC Chair and Project Manager

Kevin Bergschneider, MEDC Vice Chair

Mike Simpson, AWWA Vice President and Committee Member

Audrey Arisman, Committee Member

Ann Baugher, Contributing Volunteer

Amanda Bauner, Contributing Volunteer

Alane Boyd, Committee Member

Mona Cavalcoti, Contributing Volunteer

Lenore Horton, Committee Member

Jenny Ingrao, Committee Member

Dennis Kelleher, Committee Member

Lesia Kostecki, Committee Member

Randy Lusk, Committee Member

Ray Miller, Contributing Volunteer

Iseult Morgan, Committee Member

Kate Nutting, Contributing Volunteer

Cheryl Paulin, Contributing Volunteer

Kay Sanborn, Committee Member


Chuck Van Der Kolk, Committee Member

Nicole Wiley, Contributing Volunteer





**Water and Wastewater Utilities**



**Manufacturers and Distributors**



**General Managers**



**Consulting Engineers and Scientists**



**Technical Professionals**



**Students and Young Professionals**



**Treatment and Distribution Operators**



**Communications and Customer Service Professionals**



**Public Officials and Government Agencies**



**Educators and Universities**

# Preface—What Is Member Engagement?

The word **engagement** conjures up a number of thoughts, doesn't it? A young couple getting serious about getting married. Or maybe you have a dinner engagement this weekend. According to the Merriam-Webster dictionary, various definitions of **engagement** include "to be involved in activity," or "to be greatly interested," or "being in gear."

*Being in gear* seems like a good metaphor for people who engage in their work or volunteer activities. If you've ever driven a car with manual transmission you know the importance of engaging the gears to get going. As employees and volunteers it's not much different. To be effective in what we do it's important to engage with others, with our employers, and with our volunteer associations. Otherwise, we may just spin our wheels!

Unfortunately, according to the *Gallup Management Journal*, less than 30% of employees are actively engaged in their jobs. Those *engaged* employees work with passion and feel a strong connection to their company. On the other hand, slightly more than 50% of employees are reported to be not engaged, meaning they go through each workday putting time, but no passion, into their work. And of those workers who are engaged, more than 80% believe they can positively impact the quality of their organization's products compared with only about 30% of the disengaged. (Reference). Like a car's gears, good things happen when people are engaged with what they do.

It's no different when it comes to volunteer efforts with associations like AWWA. Those who engage gain a sense of passion and purpose and bring about significant results with good traction. One important thing to understand is that there are various levels of engagement that don't necessarily require huge commitments of time and effort, especially with volunteers who may not have a lot of available time. Being engaged as an AWWA member does not have to mean devoting tons of time.

Volunteers and Association leaders understand there are various levels of member engagement. The following list (*Volunteer Engagement Scale*) used by volunteer association New York Cares, captures this understanding (from Guest Post by Nancy E. Schwartz from "A Volunteer Communications Strategy: 13 Steps to Driving Recruitment, Engagement and Leadership," Robert Rosenthal, July 7, 2010):

## Levels of Engagement

1. Shoppers
2. Episodic Contributors
3. Short-term Contributors
4. Reliable Regulars
5. Fully Engaged Volunteers
6. Committed Leaders

**Shoppers** make occasional contact with the Association to obtain useful information or products. This may mean attendance at a conference or buying a book or manual that helps them do their jobs.

With a bit more effort, **Episodic Contributors** may, for example, occasionally make a technical presentation at a conference or write an article for a newsletter.

**Short-term Contributors** go a little deeper with their involvement by volunteering—perhaps by joining a task force that tackles an assignment or helping out at the registration desk at a Section conference. More often than not, these folks respond to an invitation from another member to help out.

“Keep learning. Join AWWA and become active by going to meetings and training seminars. Eventually join a committee so you get to know other AWWA members and learn from your peers as they discuss important matters and interact.” –Gary Logsdon, 2015 Abel Wolman Award for Excellence recipient

**Reliable Regulars** are those who may join a committee or regularly attend conferences and member gatherings. They routinely find value in their association and build relationships with other members. They often began their journey with one or two of the above levels of engagement and found them to be rewarding enough to engage further.

**Fully Engaged Volunteers** are believers in and fans of the Association. They may be part of several committees and then may work their way up to lead various undertakings.

They often find themselves being “go-to” people who understand the Association and become increasingly effective in a variety of ways. They know the greatest value of their membership is found in the many opportunities to volunteer with others in service to the Association and profession.

Finally, fully engaged volunteers become **Committed Leaders**. These members are those who lead all or part of the organization at the Section or Association level. They’ve worked their way up through various volunteer levels and have no hesitation whatsoever to invest their time, skill and energy to lead in significant ways. These folks benefit personally and professionally from their engaged volunteerism and are exceptional role models for other members.

All these levels of engagement are important both to the member and the Association. Each engagement opportunity provides an avenue for members to discover value in the Association, contribute to their profession, learn more about the Association, hone their leadership skills, and find significant reward by investing their volunteer efforts with others. And although each level of engagement is rewarding in and of itself, the levels serve the larger purpose of guiding members into greater impact and significance within the Association and profession.

## The Challenge

The challenge we all have is to provide as many engagement opportunities as possible in all these levels of engagement, and then to find ways to attract the attention and interest of members to engage. This Member Engagement Manual provides guidance for those who are interested in helping AWWA members engage in ways that suit them best.

## The Results of Engagement

Engaged members in any organization are magnets for others to engage in and join that organization. This means that developing more engaged members will result in membership growth and impact. And that’s what this Guide is all about. AWWA is a great association precisely because its engaged volunteers contribute their time, energy, skill and resources in a variety of available opportunities. Our mission is to help you provide opportunities that engage more members so the organization grows and becomes even more impactful. I hope you find it helpful and enjoyable.

Patrick J. Connelly, PE  
Chair, AWWA Member Engagement  
& Development Committee

# Chapter 1—Welcome New Members

## INTRODUCTION

You only have one chance to make a first impression. It is important to greet new members and create the right experience that reinforces their decision to join. Showing personal interest in a new member's professional concerns, job, and career while helping that member navigate Section opportunities, creates a positive introduction to AWWA.

Here is something to tell them when you welcome new members: "Your membership with AWWA is not just a membership; it is a badge of honor. It sets you apart from the rest because you are part of a rich tradition spanning more than 130 years. The American Water Works Association is the largest nonprofit, scientific, and educational association dedicated to managing and treating water, the world's most important resource. You are

“We make a living by what we get, but we make a life by what we give.” —Winston Churchill

part of approximately 50,000 members, who provide solutions to improve public health, protect the environment, strengthen the economy, enhance our quality of life, and more. As a member, you will have exclusive access to technical resources to build and expand your professional knowledge, discounts to professional networks at AWWA conferences and local Section events, and online opportunities. Essentially, AWWA offers the ultimate platform not only to shape your career as a professional, but to deliver safe water to the world.”

## WHY DO WE DO THIS?

Members in their first year are the hardest to retain. Those who engage with the Section during their first year are more likely to renew. Most are not fully aware of the Association's or your Section's products, services, volunteer opportunities, and membership benefits. Welcoming members quickly and personally is the first step to integrating new members.

## SEGMENTED LIST OF ACTIVITIES

### Ideas and Activities for Welcoming New Members

Section contact with new members during the first month of membership is essential. Contact members by phone, email, and mail. Using all three modes of communication will provide multiple touch points and increase the odds of connecting.

- **Email the new member.** Expectations are high in today's technology-driven world. Immediate response is crucial to effective engagement. New members should be greeted the same day they join. Use an email template and personalize it based on upcoming events and/or volunteer opportunities that correlate with the new member's identified areas of interest.
- **Send a welcome packet in the first month of membership.** The packet should include:
  - › A welcome letter from the Section chair (personalized, if possible)
  - › A list of committees, councils, and other new member engagement opportunities
  - › A list of upcoming events with an invitation to attend
- **Call the new member.** A welcome call by a volunteer provides new members with an industry contact outside of association staff. Consider assigning monthly new member calls to the Section's membership committee or Section trustees. During this call:
  - › Thank the member for joining. Listen for interests that will move the member to become involved in Section activities. Guide the member to talk openly about his/her personal needs. Be a good listener and try to pick up clues about what the member is hoping to get out of AWWA membership.
  - › Inform the member of resources and upcoming events that address his/her needs, including training, conferences, online resources, committee involvement, etc. Help bridge activities that will provide local, regional, national, and international opportunities for growth. For instance, managers of small systems may be interested in management topics; you could inform them of the US Environmental Protection Agency training that AWWA and the Sections are jointly presenting in each state. In addition, you could direct them to AWWA's nationally-recognized Utility Management Conference and G-Series Standards for management.
  - › Track how members respond and share feedback in your membership committee meetings.



### At your meetings and conferences:

- **Welcome the member.** Make their new-member status identifiable for the registration desk so that they may be given special attention from the start.
- **Invite committee chairs to talk about activities for the coming year.** Consider creating a PowerPoint presentation highlighting available Section committee opportunities and what's involved in getting involved. Identify both short- and long-term options for various interest levels.
- **"Lead with FREE" to generate future ROI.** Consider giving new members Section gift certificates, a free meeting registration, a \$50-off coupon for your annual conference, or other similar special offers.
- **Identify new members.** Use special badges, ribbons, and/or public recognition to allow established members to engage with new members easily and more readily.
- **Assign new members an event ambassador.** Help the new member connect with others more easily by pairing the member with a seasoned member who can show the new member around. Consider identifying your ambassadors with a special badge or ribbon as well so new members can find them easily.
- **Provide activities that encourage other members to network with new members.** For instance, develop an "ice breaker" type activity where longer-term members can introduce themselves and discuss AWWA with the new members. Consider making a game of it where the longer-term members and new members can win prizes for networking.

### Ideas and Activities for New Utility Members:

- Host a Utility Forum on a regular basis and invite a utility general manager to attend. Promote opportunities for utility involvement at the forum.
- Provide AWWA resources that are specific to utilities, such as sample Government Affairs Advisories; include a discussion of when and why they are sent out and their value to the utility. These activities will benefit the new member by establishing interaction with the Section and personal connections with other water professionals.
- Provide a time at the annual conference when the new utility is publicly announced and thanked. At the same time, the Utility Member Benefits could also be communicated to the group.

### RESOURCES

- Membership talking points
- Welcome letter
- Orientation letter
- Section database
- Membership Directory: view new member lists within specified timeframe
  - Download data: view all member details, including designated Areas of Interest (AOI) codes
- Welcome packet

# Chapter 2—Make First-Year Member Experience Count

## INTRODUCTION

Making new members feel good about themselves will reinforce their decision to join AWWA and encourage involvement. A new member needs to feel wanted, appreciated, and engaged to enhance the member experience and instill feelings of loyalty to the Association and the Section.

This is a perfect opportunity to share personal stories. Offer the story of why you joined, how AWWA has helped shape your career, how your volunteer work has been a wonderful give-back to a great profession that has given you so much. Let a new member understand that as a member he or she is not just a number, but a difference. He or she is someone who will shape our future as a part of something bigger. The organization is only as strong as our members and what they decide to put into it. New members are the lifeblood of our profession, and the value they bring is crucial to the profession as well as to public health.

“The only source of knowledge is experience”  
—Albert Einstein

## WHY DO WE DO THIS?

The first year of membership is critical. The more engaged the new member is, the more he or she will be endeared to the Association. The new member will need to feel welcomed, connected with other members, and that he or she is benefiting from activities and opportunities connected with the Section and the Association. Be extremely inviting and ask, “Are we meeting your needs,” and if so, “How can we do better?” Ask, “Are you willing to get involved to make it better?”

## SEGMENTED LIST OF ACTIVITIES

Call first-year members.

**Ensure the first-year members know someone within the Section.**

**Introduce new members to other members with similar interests.**

### During the first three months of membership:

- Send a welcome package. The welcome package should include
  - Letter from the Section chair.
  - List of committees, councils, and other engagement opportunities for the new member.
  - List of upcoming events, with invitation to new members to attend.
- Recognize members publicly:
  - On your website
  - In your newsletter
  - At an event
- Suggest ways for the new member to get involved and volunteer.
- Encourage new members to get involved.
- Be ready with opportunities for the new member to become involved.
- Assign volunteers with similar interests to reach out to new members and personally invite them to a meeting or conference with a plan to meet up and introduce them to others.
- Provide incentives or giveaways for new members:
  - Discount to attend first educational program, event, or annual conference
  - Section pin and/or logoed item

### During the first year of membership:

Monitor first-year member participation in your Section and consider additional outreach to inactive members.

## RESOURCES

- Welcome packet
- Survey on any committee involvement
- Personal follow-ups (regional)
- Means of contact—email, etc.
- Screening process (identify those who can /will)
- Simple checkbox
- Ask for feedback (ideas and desires)
- Registration lists from Section events to monitor new member involvement
- Enlist Section staff for information regarding new members

# Chapter 3—Engage Members Through Personal Relationships

## INTRODUCTION

Think about what a difference the personal relationships you have with AWWA friends and colleagues makes in your own desire and motivation to stay involved in AWWA. It's important to share this benefit of membership with all members and to engage them in various ways through personal relationships. "No man is an island." Good work-related interaction leads to personal relationships. Organizations depend on the relationships of their members as a resource.

“When spider webs unite,  
they can tie up a lion.”

—Ethiopian Proverb

## WHY DO WE DO THIS?

Members who feel isolated are less likely to retain their membership. It is imperative to engage new members by helping them build lasting personal relationships with one another. Members are more likely to attend meetings and volunteer to help if they feel part of a community, working together to achieve similar goals. Engage members immediately upon their joining the organization and offer opportunities to be involved.

## SEGMENTED LIST OF ACTIVITIES

### Ideas and Activities for Engaging Members Through Personal Relationships

#### Section Level:

- Have a mentoring program for Young Water Professionals and students.
- Engage past chairs to stay involved by serving as mentors.
- Assign membership committee members and Section board members (within the same geographic area, if possible) to personally invite new members to a meeting, conference, or an event, with a plan to meet up and introduce them to others. Discover new members' interests, and introduce them to others with similar interests.
- Host a Utility Managers' event at the annual conference. Allow time for utility managers to engage with each other. Plan for some small-group roundtable discussions.
- Offer opportunities for members to actively participate in AWWA philanthropic endeavors, such as Section Scholarships,

Community Engineering Corps, Water For People, and other causes. Host a regional networking event to encourage face-to-face interaction and relationship building beyond the annual conference and other conferences/meetings. These could be specific to a community of people within the Section who share a common interest or passion (e.g., water conservation, safety, etc.).

- Host a membership appreciation event! Get board leaders to mix and mingle with new faces in the group.
- Host a planning workshop for board members, committee chairs, and Section staff. Include social time to encourage the building of personal relationships.
- Build social networking time into the annual conference. Hold events in conjunction with the exhibits.
- Host open houses.
- After board meetings, host an event so the board and Section staff can interact on a more informal level.
- Set up local chapters or districts in the Section to encourage members to engage with each other locally.
- Establish spouse programs.
- Engage members face-to-face whenever possible. Make them feel valued. At conference and workshop events, have Section leaders serve as greeters at the entrance to an event. Section leadership should greet, thank, and engage exhibitors to ensure the exhibitors feel valued. Do your best to engage exhibitors during a slow time in the exhibit hall during conferences.
- Use committee meetings and other meetings to build relationships. The chairperson should take the initiative to make everyone feel welcome.
- If anyone at the meeting is new to the group, or if there is a guest speaker, this is the time when introductions should be made. The chairperson should introduce the new person, or ask the person to introduce him or herself. All others should introduce themselves as well. Make sure that each person identifies his or her role within the group.
- Assign a host to all first-time attendees.

### **Regional level:**

- Encourage board members and other Section leaders to attend the RMSO and engage with other Sections' leaders to cultivate friendships and exchange ideas.
- Plan annual or biannual Web meetings or in-person meetings with other Sections in your geographic area. This could include Section staff and board members. These meetings are great ways to exchange ideas and develop relationships with other Sections.

### **Association level:**

- Section leaders should budget to send at least one board member and one Section staff person each year to the AWWA Summer Workshop. Members and Section staff have an incredible opportunity to build relationships with each other and with Association staff in this setting.

## **RESOURCES**

- The New England Section AWWA's mentoring program has forms for mentors and mentees to complete at the beginning and end of each year.

# Chapter 4—Engage Members by Involving Them

## INTRODUCTION

Members who participate in AWWA activities tend to stay involved and active longer than those who are passive members. There are many ways for members to be involved that can range from small (attending conferences and events, using AWWA materials, assisting with small tasks) to large (committee, Section or Association leadership). The suggestions in this chapter provide ideas on how to get members involved at all levels.

## WHY DO WE DO THIS?

Involvement is key to retaining members, but not all members are made alike. Different people like to become involved in different ways, so being prepared with a variety of different volunteer opportunities really helps when you approach members for participation. A member who is able to tailor individual participation to the Association to his or her availability and desire could be the difference between a lasting member and a dropped or inactive member.

## SEGMENTED LIST OF ACTIVITIES

- Personal invitations for people to join committees (phone call, or in-person conversation [over lunch works well])
  - a. Be specific about which committees are looking for new members.
  - b. Don't use an email with a general message.
- Provide concise, helpful information on how to get involved.
  - a. Provide committee missions.
  - b. Make available a list of committee members and chairs.
  - c. Make the anticipated time commitments clear.
- Provide incentives to veterans for recruitment of members to committees.

“Everybody can be great.  
Because anybody can serve.  
—Martin Luther King, Jr.

- Encourage participation in conference activities and events, such as
  - a. Networking Receptions
  - b. Luncheons & Banquets
  - c. Meter Madness
  - d. Pipe Tapping
  - e. Operator Bowl
  - f. Water Tasting
  - g. Tank-Building Contest
  - h. Fresh Ideas Poster Contest
  - i. Scavenger Hunt (in exhibit hall)
- Advertise volunteer opportunities in publications, e-blasts, websites, and social media.
- Solicit targeted feedback to ensure the right opportunities are being provided.
  - › Phone call or survey members who are not particularly active to determine the reason and what might encourage them to become more involved.
- Encourage leadership rotation.
  - › Committee chairs should actively solicit volunteers to become co- or vice-chairs to get more people involved and for succession planning.
- Ideas for alternative engagement activities (micro-engagement):
  - a. Ask people to volunteer at the registration booth at events.
  - b. Ask them to participate on a committee via a conference call.
  - c. Solicit volunteers to become a social media poster for a day/ week/month (find water-related facts or articles to post).
  - d. Find people to help with certain event or conference planning tasks.

- e. Ask people to help organize one social or educational event.
- f. Solicit people outside of committee members to contribute an article to the Section newsletter.
- g. Pick an existing member to highlight in the Section newsletter.
- Encourage engaged members to nominate deserving members for Section and Association awards.
- People respond to direct requests for assistance. Make your requests direct and personal:
  - a. Express why they are needed and how their skills apply to the task.
  - b. Let them know how their efforts are contributing.
  - c. Ensure that they know you care about them and their contributions.
  - d. Appeal to their sense of responsibility and ego.
  - e. Foster a sense of belonging within the volunteer team.
- Encourage board members and volunteers to be interactive hosts at member events by giving them specific tasks to complete (e.g., greet five members, introduce two new members, etc.) and providing rewards when they do so (e.g., an additional beverage ticket).
- To make it easy for everyone to interact, color-code name badges to distinguish member types, board members, new members, and non-members.

## RESOURCES

- Committee list/description
- Presentation on engagement categories
- Guidance for mentoring program
- List of Association awards

# Chapter 5—Promote Member Value to Keep Members Engaged

## INTRODUCTION

Promoting member value involves selling Section and Association activities and resources that are of personal benefit to members and/or of benefit to the field. However, promoting member value also involves recognition and appreciation that shows members that they are valued.

People tend to involve themselves in activities they believe are personally valuable and rewarding, so it's very important that opportunities for member engagement are, in fact, valuable and rewarding. It's just as important that member value and rewards are promoted. This chapter provides a variety of ways that member value can be promoted to build confidence, resulting in further engagement.

## WHY DO WE DO THIS?

Highlighting the value of membership promotes involvement to individuals and employers. Promoting member value encourages members to stay engaged and involved, and gains their personal interest. Today's engaged member becomes tomorrow's leader and is rewarded with personal and career development along the way. Engaged members positively affect the water profession, draw other members into engagement, and increase the effectiveness of the Section and Association. Promoting member value helps our members realize how effective it is to engage in Section and Association activities and prompts their desire to get more involved and stay involved. This is the difference between a member joining AWWA and belonging to AWWA.

“I know there is strength in the differences between us. I know there is comfort, where we overlap.” —Ani DiFranco

## SEGMENTED LIST OF ACTIVITIES

There are many areas of member value and many ways to promote it. Pick as many activities and techniques as you like from the list below to promote and highlight member value. It's very helpful to use a strategic and consistent approach to make sure you promote each key area of member value on a regular basis.

### Key areas of member value:

- Cultivation and Awareness:
  - › Education and training
  - › Leadership development and experience
  - › Industry information exchange
- Communication and Connection:
  - › Networking
  - › Mentoring
  - › Social and fun activities
- Recognition and Appreciation:
  - › Career enhancement
  - › Relationship-building

### Cultivation and awareness:

- Publish technical articles in Section newsletters for members to utilize as a resource. Additionally, encourage members to submit articles revolving around their own areas of expertise.
- Present brief speeches at Section meetings updating board Members on recent member value initiatives.
- Provide various forms of training on different subjects but ensure that training is accessible, interesting, and fun so that members will want to attend.
- Provide training that fulfills CEUs. This motivates members to use Section resources rather than seek training elsewhere.
- Make sure Section staff stays current on relevant issues and makes information readily available to members.
- Publish press releases about Section activities and member accomplishments via the Section website, social media, etc.
- Conduct membership surveys to receive valuable member insight, as well as promotions and giveaways to maintain engagement.
- Host a “suggestion box” on the Section website and encourage members to use it to share their ideas on what value means to them. Let them know that the Section values their input.

## Communication and connections

- Use social media, mailings, emails, and e-blasts to frequently communicate with members about events and opportunities for engagement.
- Identify members who are involved and obtain spoken and written testimonials to share with and motivate both new and uninvolved members.
- Hold fun Section events like retreats, ice cream socials, and happy hours to promote networking within the Association and industry.
- Communicate networking success stories to members to showcase the value of using Section resources.
- Create and promote the use of a Section mobile app. This allows members to have constant access to Section information.
- Create and publish a Section calendar of events so members can stay up-to-date with events and opportunities.
- Develop a member mentoring program that links engaged members with newcomers to help the new member navigate their way into the Section and discover value as it pertains to them.

## Recognition and appreciation:

- Recognize, thank, and publish the names of volunteers on social media, in Section publications, and at any and all events.
- Use photos of treatment plants, utilities, waterways, etc., from around the Section in the various Section publications so that members can feel a sense of local pride.
- Make members feel welcome by capitalizing on their individual interests, which can be learned through member interviews, surveys, and feedback.
- Publically recognize members for their accomplishments (including milestone membership anniversaries) via social media, Section publications, and at events. If the accomplishment merits an award, provide one. Additionally, if the accomplishment merits government recognition, ensure that this occurs.
- If members rejoin, let them know they were missed.

## Take a strategic approach:

It's very helpful for Sections to take a strategic approach to regularly promote member value. This could be done by selecting each of the above key areas of member value on a regular and scheduled basis and using a variety of promotions to communicate the value. For example, a Section could decide that January is the month to promote the member value of career enhancement each year and use mailings, emails, e-blasts, a newsletter article, member testimonials, and newspaper press releases to promote it. The next month, that Section could choose to promote the key member value area of social and fun activities, etc. The important thing is that a strategic approach is used to select a key area of member value and promote it, using as many ways as possible on a regular basis.

## RESOURCES

- Welcome letter to new members explaining the valuable opportunities they have to get involved
- Sample Calendar of Events from the New England Water Works Association, a Section of AWWA
- List of member awards from the New England Water Works Association, a Section of AWWA
- Sample message from a Section leader promoting the value of Section events and the efforts the Section is making to provide value to members

Promoting member value reminds our members of the many reasons their Section and the Association are tremendous resources that help their careers and help them make a positive impact in the water sector. The multiple key areas of member value assure members of the importance of their role within the organization.



# Chapter 6—Recognize Engaged Members

## INTRODUCTION

Recognition is the key tool to reward volunteer engagement. Volunteers like recognition. It is within human nature to want recognition and praise and be rewarded for going above and beyond when you volunteer. Take every opportunity to recognize the contributions of members. Develop strategies for specific tasks and micro-engagement opportunities to increase individual involvement.

“Appreciation is a wonderful thing. It makes what is excellent in others belong to us as well.”  
—Voltaire

## WHY DO WE DO THIS?

Recognizing volunteer contributions promotes individual membership value. We need to recognize all of our volunteers on a regular basis—thank them and appreciate them for their service. Recognition ensures they feel appreciated. When their efforts are recognized and appreciated, engagement will continue and increase. This process will draw others into volunteer activities and create a more vibrant Section and Association.

## SEGMENTED LIST OF ACTIVITIES

- Keep track of the total number of volunteers. This creates a volunteer history for the Section.
- Create a list of volunteers. Ensure all volunteers are included.
- These volunteer stats can be used to benchmark activity year after year. This information will help to guide the board when making decisions. This will help develop a strategic approach to recognizing volunteers and how vital they are to the success of the Section and Association.
- Participate in Member Appreciation week.
- Attend the Membership Summit.
- Place on website and e-bulletins a “Thank You” to our members and volunteers.
- Create competitions to engage volunteers and future volunteers.
- Get back to basics with a personal call versus email.
- Send a handwritten thank you note.

- Poll other nonprofits to see what they do so that experience is rewarded, and for ideas.
- Recognition in your newsletter/magazine, e.g., spotlight article highlighting a volunteer. Tell the volunteer’s story of what he or she likes about the volunteer experience.
- Create micro-engagement activities. These small tasks draw in prospective volunteers and create easy ways to recognize the volunteer. Volunteers will then feel good about themselves and the organization. Future leaders will emerge from the micro-engagement activities.
- Create a strategy for micro-engagement. Look at every seminar, conference, and networking event to draw in volunteers for short specific tasks. Act to help volunteers feel good about their efforts.

Encourage employers, utilities, and service providers to recommend employees for short specific tasks.

## RESOURCES

Membership appreciation calendar

Welcome letters (to newly engaged, or a phone call)

# Chapter 7—Keep Engaged Members From Becoming Disengaged

## INTRODUCTION

Keeping members engaged is an ongoing challenge to all for-profit and not-for-profit volunteer groups across the globe. The key lies in communication. Humans wish to have self-worth, and, when someone is excluded from the loop of the happenings, they become discouraged—and that excellent engaged member could be lost in a heartbeat. To avoid this from happening, it is important to build a firm foundation, and frame a structure around organizational credibility to lessen the chance of a communications breakdown.

Active member engagement is “K E Y” to the success of AWWA. What the Association and Sections engage in is dependent on “strength in numbers,” with that strength being our active membership and our continual outreach as the organization “Dedicated to the World’s Most Important Resource.”

- “K” is for keeping the best interests of volunteers in the forefront. Listen to why they became involved in the first place. Show respect.
- “E” is for enjoyment along the way. If the pleasure of volunteering is taken away, involvement will dwindle. Be considerate.
- “Y” is for Young Professionals. Involve Young Professionals, as they are our leaders of tomorrow.

## Exercise Mentoring

## WHY DO WE DO THIS?

Engaged members want to be involved. The Section’s responsibility is to offer guidance along the way so committed volunteers can, as the US Army slogan says, “Be All You Can Be.”

Retaining engaged members needs to include those interacting with engaged members. Be friendly and welcoming.

## SEGMENTED LIST OF ACTIVITIES

### Provide leadership training:

- Training should be provided for future leaders. Participate in training provided by the Association.
  - a. Train the Trainer—Send Section staff, officers, and board members to the Association Summer Workshop, RMSO, Membership Summit, and ACE to maximize resources available.
  - b. Return to your Section and put this valuable knowledge to use within the board and Section membership, including outreach.
- Participate in every opportunity to network with other Sections—put into action ideas that are proven to work in retaining engaged members and showing them Section appreciation.
- Be persistent—To succeed, it takes commitment, hard work, and dedication.

“You must be the change you wish to see in the world.”

—Mahatma Ghandi

### Learn to know your members:

- Listen attentively to what motivated the member to become engaged in the first place. Make mental notes of what is said—so you can continue to engage them long term.
- Be sure that recently engaged members do not feel like outsiders. People want to feel part of the team.
- Remember to continually project positive body language and actions, especially when speaking. Body language will either project a positive or negative image and may unintentionally disengage an active member. (Be more aware of body language.)
- Ask yourself before assigning a task, “Will this mission be fair, beneficial to all involved, and build goodwill? Or will it break down all that has been previously built?”
  - › Reflect on the era of Dale Carnegie—memorize important information about your engaged members—what they like to do and why, using this to build on their strengths. Be available for questions and guidance.
  - › George Burns once said, “If you love your job, you will never work a day in your life.” Engage members with something they enjoy.

### Why members become engaged in the first place:

- “What is in it for me” (ranked high as a motivator)
- To give back
- Becoming involved to make a difference
- Get out of the house, lonely or bored
- Power, passion, and fulfillment—driving forces of volunteers
- To network
- Satisfy the marketing goals of employer
- Gain recognition
- Desire rewards—praise, token gifts, public recognition
- Enjoy being a team player
- Recent life-changing event
- Self-pride (unspoken)
- Self-satisfaction

### Build teams, not “lone rangers”:

- Engage members in valuable tasks, not mundane busy work.
- Encourage team brainstorming to develop action plans through completion.
- Value through praise; recognize efforts of entire team, large or small.

### Keeping members engaged:

- Motivate engaged members to keep reaching toward their goals.
- Initiate an incentive with a prize, a great motivator in goal achievement.
- Track and analyze—review so the next task takes less effort because of experience.
- Include engaged members in solving challenges and in decision making.
- Engage members with limited time with an opportunity to serve on an ad hoc committee or special task.
- Protect overachievers from burnout by avoiding a few doing everything—share the task equally.

- Be sure those working alongside engaged members are equally fair and team players. Someone has to be the boss, but everyone can’t be. Pull together to get the job done. Remember one person’s weaknesses are another person’s strengths!
- If you are the leader, show your willingness to “get down in the trenches” alongside engaged members.
- Analyze team composition when assigning duties for competent results.
- Make sure each member is sitting in the right seat on the bus.
- Stay focused on what is really important to the Section, the Association and the industry, and don’t get sidetracked into self-serving.
- Periodically review set goals, procedures, timelines, and guidelines to assure they remain feasible.
- Lay out financial boundaries at the start of the project.
- Look out for each other. If you see a normally active member who has not recently been involved, call or email that member.
- Determine why people are currently saying “no” when they’ve said “yes” in the past. It is the difference between long-term engagement and becoming disengaged.

### Write thank you letters—Initiate tasks and follow up with gratitude to employers supporting engaged members. Copy the members.

Recognize volunteers—CELEBRATE—extremely important!

Express gratitude by:

- Phone call
- Letter
- Recognize in a group setting by calling them to the front
- Recognize at an annual event
- Token of appreciation—plaque, certificate, gift, applause

# Chapter 8—Start a Member Engagement and Development Committee

## INTRODUCTION

Membership Engagement Committees (MEC) can support both the Association and the Section by promoting new member involvement and keeping current members engaged. This committee is not only essential for new and current member involvement, but to be there to hear what members have to say, to make sure members are receiving what they need, and to ensure members know what both the Association and the Section has to offer to promote member value.

History shows that most members do not always understand how to participate or get involved in ways that could enhance their interests and careers. As a result, they do nothing. This is where an MEC can step in and make a difference by reaching out to members to ask them what they want to get out of their membership.

## GUIDANCE

This chapter is meant to provide guidance to those Sections wishing to establish a Member Engagement Committee. A few points to keep in mind:

- A mix of leaders and volunteers dedicated to the cause will create a strong committee
- A term of two to three years on the committee keeps volunteers fresh and gives them a chance to experience other volunteer opportunities
- Committees should meet at least three times per year; and always ask for recommendations from the member volunteers—this is where you can get some of the best ideas
- Remember that those on the committee are your members; listen to them and make sure to thank them, too!

## PROS AND CONS

### Pros –

- Helps to keep members in touch with the Section
- Establishes a “main” contact to assist new members to feel welcome at events or meetings
- Promotes engagement with members to understand what they are looking to get out of their membership with AWWA
- Helps members make meaningful connections

### Cons –

- If an MEC replaces a Membership Committee, there could be instances where the committee loses sight of recruitment. However, engagement of current members can help to recruit new members.
- Assigning volunteers to positions where they are uncomfortable. If an introvert is asked to call members to chat about their interests, etc., it is not likely to happen.

## ESTABLISHING A MEMBER ENGAGEMENT COMMITTEE

A Member Engagement Committee should comprise a staff associate and volunteers from the Section. Volunteers are an essential part of the committee and should be appointed based on their interests, engaging qualities, and sector of membership. A cross section of volunteers from all of the member types is recommended. Also, committee members should be enthusiastic about their own membership or they are not going to be very effective in promoting membership and member value. Depending on the size of the Section, ideally the committee would have at least five or six people to pursue the goals and objectives of the MEC.

An effective MEC would have a clear mission and goals outlining not only the goals and objectives of the Association, but those of the local Section, as well. There should be a clear outline of prioritizing goals and aspirations, tracking member involvement, and following up with those involved members with a thank you. Responsibilities of the committee could include the following:

- Welcoming new members—First impressions matter!
- Calling new members by a defined schedule. Contacting new members by phone is a great way to welcome and to identify interests and needs of members. For example, a committee member from a utility should call a new utility member to let them know what is available for them.
- Introducing interactive websites, upcoming events, and suggest ways for new members to be involved.
- Recognizing key anniversary dates; i.e. 5, 10' years with Association.
- Monitoring involvement of members and follow up to ensure members are receiving what they want/need.
- Reaching out to those inactive members to make sure they know what we have to offer.
- Taking a year-end survey of members.
- Thanking members via social media, website, and a thank you card.

## RESOURCES

- Section Database
- Monthly Section Membership Dashboard
- Tools and resources to aid in your success are available at [www.awwa.org/membershiptools](http://www.awwa.org/membershiptools).

“Those who can, do. Those who can do more, volunteer.”  
—*Author Unknown*

# Appendix—Social Media and Members

## GETTING STARTED/BEST PRACTICE

### Security

Social media is a valuable resource but there can be some risks of using them. These tips will help protect yourself when you use social networks.

1. **Password.** Experts suggest that it is at least eight characters in length and uses lower- and upper-case letters, numbers, and keyboard symbols. Avoid use of personal names, numbers, common phrases or combinations thereof and do not use the same password for multiple accounts. Change your password every 30–90 days. Never share your password with anyone other than your security administrator.
2. **Use caution when you click links that you receive in messages from your friends on your social website.** If you click a link and it asks you to enter your username and/or password, DON'T DO IT! This is a common phishing technique used to obtain access to your account. Treat links in messages on these sites as you would links in email messages.
3. **Know what you've posted about yourself.** A common way that hackers break into accounts is by clicking the "Forgot your password?" link on the account login page. To break into your account, they search for the answers to your security questions, such as your birthday, home town, high school class, or mother's maiden name. If the site allows, make up your own password questions and answers, and don't draw them from material anyone could find with a quick search.
4. **Don't trust that a message is really from whom it says it's from.** Hackers can break into accounts and send messages that look like they're from your friends, but aren't. If you suspect that a message is fraudulent, use an alternative method to contact your friend to find out. This includes invitations to join new social networks.
5. **To avoid giving away email addresses of your friends, do not allow social networking services to scan your email address book.** When you join a new social network, you might receive an offer to enter your email address and password to find out if your contacts are on the network. The site might use this information to send email messages to everyone in your contact list or even everyone you've ever sent an email message to with that email address. Social networking sites should explain that they're going to do this, but some do not.
6. **Type the address of your social networking site directly into your browser or use your personal bookmarks.** If you click a link to your site through email or another website, you might be entering your account name and password into a fake site where your personal information could be stolen.

7. **Be selective about who you accept as a friend on a social network.** Identity thieves might create fake profiles in order to get information from you.
8. **Choose your social network carefully.** Evaluate the site that you plan to use and make sure you understand the privacy policy. You will be providing personal information to this website, so use the same criteria that you would to select a site where you enter your credit card.

“The goal of social media is to turn customers into a volunteer marketing army.” –Jay Baer

9. **Assume that everything you put on a social networking site is permanent and public.** Even if you can delete your account, anyone on the Internet can easily print photos or text, or save images and videos to a computer.
10. **Be careful about installing extras on your site.** Many social networking sites allow you to download third-party applications that let you do more with your personal page. Hackers sometimes use these applications to steal your personal information. To download and use third-party applications safely, take the same safety precautions that you take with any other program or file you download from the Web.

### TWITTER

Create an Account: The same process is followed for accounts for individuals and organizations.

Go to <http://twitter.com/>

1. Fill in the Sign-up window under New to Twitter.
  - a. Best practice is to use the shortest, common name for your business or brand as your username, keep it simple. This name will be a part of your Twitter URL and is not easily changed, i.e.: [twitter.com/YOURNAME](http://twitter.com/YOURNAME)
  - b. Enter your unique, secure password.
  - c. Click the button "create account."
  - d. Enter the CAPTCHA word and enter.
  - e. Twitter will send you a verification message to the email account you entered in your sign-up.
  - f. Select the link which confirms you as the account user; this is your final step. Now you have successfully created your Twitter account.



2. Add your profile details.
  - a. Click on the top-right corner of your twitter homepage and you will see a drop-down menu.
  - b. Select option titles "settings"; customize your information.
3. In the "profile tab": Here you can upload a photo, you are able to use a larger image, and twitter will shrink the photo. Fill in your location and bio; Twitter will allow up to 140 characters.
4. The "Design" tab will allow you to load a background. You can use any of the defaults, or upload your own. This can be changed at any time and can be a good way for you to promote your work.
5. Making your first connection. Search by interest, such as "water" and other associated key words; look for colleagues and friends. When you find a friend, look at their friends lists (who they are Following and who Follow them) and find more friends.
6. Sending your first tweet.
  - a. In the homepage, the top-right of the tool bar, click "Compose new Tweet."
  - b. Compose your Message.
  - c. Notice that you will see the number of characters you have left in your tweet.
  - d. Max length is 140, including URL, photo or video links, or #hashtags.
  - e. If you mention a person, place, or business that has a Twitter account, you can call it to their attention using the syntax "@USERNAME" in your tweet. This will improve the visibility of your message.
7. Re-tweeting.
  - a. There are two ways to Re-tweet a message:
    - i. Easy, fast way: If you see a tweet that you find interesting and you want to share it with your Followers, simply mouse down to the end of the tweet and you will see the re-tweet icon. This will send the exact same message out to your followers.
    - ii. More personalized way: Click the Reply button on a message you want to Re-tweet. A new message will open with the source of the message listed in the new message as well as anyone mentioned in the original message. Type the characters "RT" which stand for Re-tweet and then copy the original message into your new message. This method gives credit to the original source and provides you the opportunity to add to the message. If you are going to add something, put your comment BEFORE the "RT." If you run out of space, use the abbreviation "MT" for Modified Re-tweet, and then you can shorten the original message.

Just remember to always put your statement before the RT/ MT and the original message after.

## FACEBOOK

### Facebook Group vs. Facebook Page—What is the difference?

Depending on your needs, you can easily create either a Facebook Page or Group.

**Pages** are for businesses, organizations, artists and public figures to share their work and communicate with a broader public. They are administrated through an individual account, so you will need to have a personal Facebook account before you can create a page. When creating a page, be sure to create it from an account that belongs to an official representative of the organization as this account will always retain access to the page.

**Groups** provide a closed space for small groups of people to communicate about shared interests. Groups can be created by anyone with an individual Facebook account.

**Privacy:** In addition to an open setting, more privacy settings are available for groups. In secret and closed groups, posts are only visible to group members.

**Audience:** Group members must be approved or added by other members. The most useful groups tend to be the ones you create with small groups of people you know.

**Communication:** In groups, members receive notifications by default when any member posts in the group. Group members can participate in chats, upload photos to shared albums, collaborate on group docs, and invite members who are friends to group events.

**Basic Set-up:** Click on "Create Group" in the list on the left side of your Facebook homepage or newsfeed.

## LINKEDIN

Setting up a LinkedIn profile can be one of the lengthiest of your Social Media accounts, so be prepared to spend a minimum of 30 minutes to properly establish your account. However, LinkedIn functions very similarly to Facebook and you can apply much of your Facebook expertise to LinkedIn.

**Create an Account:** <http://www.linkedin.com/>

- Make sure your profile has detailed information about your professional life that you want to share online (remember: anything published online should be treated as if it is public information and available to anyone).
- Be sure to upload a professional photo so followers can "put a face with the name."

- Get recommendations and endorsements on your profile that includes positive comments about your skills and accomplishments.

Pay attention to LinkedIn updates. This is the same as Facebook's news feed.

Promote events through the "events" section of LinkedIn. This will increase visibility and encourage sharing.

Join relevant LinkedIn Groups and participate in discussions to increase your visibility and grow your connections.

### **Create a New Group:**

From your own account you are able to create and manage your group. Note: you will be the group's owner, but you will be able to change the roles of a LinkedIn member to manager or moderator to share the duties for the group.

[http://help.linkedin.com/app/answers/detail/a\\_id/2736](http://help.linkedin.com/app/answers/detail/a_id/2736)

To create a group:

1. Move your cursor over Interests at the top of your homepage and select Groups.
2. Click "Create a group" link near the top right of the page.
3. Complete the fields. A red asterisk means the information is required.
4. As the final step, choose whether you want to create an open group or a members-only group.

To manage your group:

1. Move your cursor over Interests at the top of your homepage and select Groups.
2. Click your group's name.
3. Click the "Manage" button.
4. Use the links on the left to manage your group.

Invite new members to your group: If you're a group manager, you can invite others from the "Send Invitations" page within the group.

1. Move your cursor over Interests at the top of your homepage and select "Groups."
2. Click the group's name.
3. Click the "Manage" tab.

4. Click Send Invitations on the left and then do any of the following:

- a. Type a connection's first or last name in the "Connections" field, and select the connection's name from the list.
- b. Click the address book icon to choose connections.
- c. Click the "Add other email addresses" link and enter email addresses of contacts.
- d. Click the "Upload a file" link to upload a file after exporting a CSV file.
- e. Click "Send Invitations."

### **Starting a Discussion:**

Forum discussions are public.

- DO NOT write anything you don't want the world to see, such as passwords, phone numbers, and email addresses.
- Before you post, search for similar existing discussions that might help.
- Include any details that will help others respond to your question.

### **Promoting Your Event:**

The quickest way to promote your event is to simply update your LinkedIn personal profile and organizations page with a link to your events registration on the information page.

## **SOCIAL MEDIA SIMPLIFIED**

Social networking such as Facebook, Twitter, and LinkedIn allows you to share information, grow your personal and professional connections and expand your organization's profile. These powerful platforms can also increase and promote ideas, events, and brands while educating your network and effectively increasing membership.

### **Twitter**

Twitter is an online social networking service that enables its users to send and read messages.

1. Keep it short and to the point. Max length for a "tweet" including any links to articles, videos, or images, and any hashtags is 140 characters, but best results come from using 80 characters or less. Best to keep it short to capture the reader's attention.



2. #hashtags are generally used at the end of your tweet and allow a user to find and follow a conversation. The best #hashtag is one word or acronym that best describes your message; i.e., #goBroncos or #NYSE. If you want a unique hashtag, search in Twitter and through Google for the hashtag, and see if others are already using it. No one “owns” a hashtag. But if you and your friends are posting 5-10 messages per day using the hashtag, and the broader community is posting 100-1000’s of messages each day with the same tag, your messages will be drowned out and not seen when people search using the hashtag.
3. If posting a URL, DO NOT use a link-shortening service like bit.ly or tinyurl. This was once a best practice and then spammers began using it, too. Twitter responded and now automatically shortens all URLs to 20 characters in length.
4. Share relevant content, and ask engaging questions to encourage a reply and create an ongoing conversation.
5. Photos: you will get up to 55% better response when posting a quality photo. Edit photos if possible before posting. DO NOT Tag any images without consent. If it is OK to tag people/organizations in a photo, include their username using the syntax @USERNAME anywhere in your tweet.
6. If you are re-tweeted, or someone compliments your work, be sure to reply with a thank you.

### Facebook

Facebook is a global social networking website that allows a user to share through personal accounts, or Facebook Pages for organizations.

1. From your own Facebook account, Like the associated page or join the group, then you will be able to share and make comments on the site(s). This also allows others who follow you to more easily find the pages and further promote the Facebook Page.
2. Unlike Twitter, you can post as lengthy a comment as you like, but keep it short just the same to capture the reader’s attention.
3. If posting a URL, DO NOT use a link shortening service like bit.ly or tinyurl. This was once a best practice and then spammers began using it, too.
4. If you are posting a photo or video, uploading it to Facebook will boost engagement and exposure. However, Facebook’s Terms of Use will claim some rights to the content.
5. Ask followers key questions to encourage a reply and create an ongoing conversation.

### LinkedIn

LinkedIn is a professional version of Facebook and is an ideal platform to showcase education, work history, company, and professional interests and make business connections.

1. Create a profile that showcases your abilities and accomplishments and demonstrates value for others to be connected with you. Ask yourself why you joined LinkedIn and design the profile to accomplish those professional goals.
2. Get engaged with connections and groups. There are many interest groups that bring people together and help them connect. Participate in groups by contributing interesting content in a polite, professional manner.
3. Be a good friend and endorse your connections and recommend them for their professional services. Comment on, like and share their posts and help them get more positive visibility. They should reciprocate in turn.
4. Control your privacy settings and make sure only the information you desire to be visible is accessible to the right people. But always keep in mind the most basic principle of online interactions: once it is online, it should be considered to be public and out of your control forever.

There are many other social networks beyond these three. Many of the same principles apply. If you know nothing about the network, know that one basic principle applies: the etiquette you would exhibit at a formal dinner works extremely well on social networks. Be respectful of others and show interest in their work. Speak in turn and do not dominate a conversation. Initiate conversations that have value for all parties involved, not just yourself. Have fun, show some personality and make friends!

# Are you dedicated to the world's most important resource?

Wherever you intersect with water, AWWA provides opportunities for you to learn and grow as a water professional. Consider ways you can get involved and make a difference. We guarantee that your experience will be rewarding and you'll make connections to help overcome challenges and enhance your career along the way.



## Connect

Learn more about AWWA.



## Use Resources

Access resources and events designed for you by other water professionals.



## Share

Share your knowledge or show your support in ways that don't require a huge time commitment.



## Contribute

Dive deeper on teams designated to tackle an assignment or problem in a specific time frame.



## Volunteer

Contribute on a regular basis.



## Give Back

Become a "go-to" person within the water community.



## Lead

Invest your time and energy to lead in significant ways.

## Here is how you can get involved.

Visit [awwa.org](http://awwa.org).

Read *Journal AWWA* and *Opflow* online.

Complete your profile in "My Account."

Connect with your Section. Follow AWWA on social media:



Participate in a webinar.

Buy a manual or technical resource.

Advertise in publications.

Search and download resources.

Attend a conference or training event.

Write an article for a newsletter.

Make a technical presentation.

Nominate someone for an award.

Monitor a session or provide registration assistance.

Participate in raffles and fundraisers.

Help develop a new technical resource for members.

Sponsor or exhibit.

Compete in industry competitions.

Help organize a fundraising or social event.

Recruit a member or tell others to attend events.

Join a committee or council.

Participate in public outreach.

Organize a conference.

Teach a class.

Regularly attend conferences and member gatherings.

Review the list of volunteer openings with your Section and the Association.

Chair a committee or council.

Motivate others to complete important committee goal.

Mentor a new member.

Thank others for their contributions.

Ask others to join or volunteer.

Run for the Board of Directors.

Provide vision for the future.

Mentor up-and-coming leaders.

Reward engaged members.

Make decisions to improve AWWA.

## What's in it for you? Fun, recognition, and...

Current information on water-sector issues.

CEUs and information to make your job easier.

Perspective outside your daily work.

Introductions to known water-sector leaders.

Opportunities to refine your personal leadership skills.

Connections to become more known within the industry.

A personal sense of accomplishment in shaping the future of water.





**American Water Works  
Association**

*Dedicated to the World's Most Important Resource®*

6666 West Quincy Avenue  
Denver, CO 80235-3098  
T 800.926.7337  
[www.awwa.org](http://www.awwa.org)

2468/June 2015