



AIR & WASTE MANAGEMENT
ASSOCIATION

◆
SINCE 1907

A&WMA Strategic Plan

May 8, 2014



Our Visionary Goal: to be recognized as the leading organization for the exchange of global environmental knowledge, ideas, and solutions.

A Letter from the President

Dear Friends,

Every successful organization periodically conducts a self-assessment regarding its vision, mission and purpose of being. To remain successful, those organizations react purposefully and strategically to what they find. Senior Volunteer Leaders of the Air & Waste Management Association recently conducted just such an introspective assessment and the outcome is the attached Strategic Plan. It was approved by the Board of Directors on May 8, 2014 as the articulation of how we plan to achieve our Visionary Goal: to be recognized as the leading organization for the exchange of global environmental knowledge, ideas, and solutions. Since this plan will drive our decisions and direction for the next 3 years (when we will review the Strategic Plan again), I wanted to share our process and the key components of the Strategic Plan with the entire Association membership.

In January 2014 we gathered the Members of the Board, Council Leaders, many Section and Chapter representatives and selected members of Association staff to participate in a facilitated strategic planning workshop. Prior to this workshop, many members representing a cross section of the Association were contacted to obtain their perspectives regarding the future of the Association. The participation of constituent group representatives was essential to ensure the integrity of a balanced, multi-perspective and visionary process. We looked at our current state and at influencing factors, internal and external, that will affect the Association. Each participant's ideas, vision for our future, and unique perspective was recorded and considered. I am confident the resulting Strategic Plan will allow us to remain financially sustainable and strategically sound.

A trained facilitator led us through a deliberate planning process using a series of candid, open-forum discussions and small group exercises. The team discussed influential changes in the economy and regulatory landscape, changes in the workforce, the relationships between regulators and those regulated, and barriers and opportunities for better engagement and exchange between our stakeholders. As we move forward, the Goals and Objectives laid out in this Plan will direct future operational planning and tactic development that ultimately benefits you and the overall Association, keeping it on a sustainable foundation going forward.

This Strategic Plan addresses priorities in three main areas: Association Engagement, Global Knowledge Exchange and Strategic Relationships. It begins with stating our Mission, Core Purpose and Values, which are the underlying principles of any strategy. Each Goal is accompanied by measurable and achievable Objectives that current and future leadership will use to develop financially stable programs, innovative tools and operational tactics necessary to reach our overall Visionary Goal. To be the leading organization for the exchange of environmental information, we must develop the very best tools, programs and relationships that get us there. This is our roadmap to that end.

Underway are next steps: establishing a Tactical Plan for each year, identifying accountability and Goal Champions, and prioritizing a timeline of Objectives. As we meet Plan Objectives and reach Goals, every level and constituency group of our Association will strengthen and become more effective in meeting the needs of you individually and the Association as a whole. It was my privilege to be a part of this planning team, and it's my pleasure to present this Strategic Plan to you. Please contact me with any questions or input as this Strategic Plan is a work in progress. All ideas are welcome.



The A&WMA Strategic Plan

The Mission: to assist in the professional development and critical environmental decision-making of our members to benefit society.

Core Purpose: To improve environmental knowledge and decisions by providing a neutral forum for exchanging information.

Core Values:

- Benefit society and the environment
- Inclusiveness and respect for multiple points of view
- High ethical standards and integrity
- Life-long learning and development

Visionary Goal: To be recognized as the leading organization for the exchange of global environmental knowledge, ideas, and solutions.

Association Engagement

1. Goal: Industry professionals and regulators effectively engage in A&WMA activities.

[Description: The goal is to foster more meaningful and effective engagement of regulated and regulatory stakeholders into the various programs, events and discussions.]

Objectives:

1.1 Improve alignment of industry and regulator needs and content.

[Description: It was observed that the content of programs, courses, and event topics were not fully meeting the needs of our regulated and regulatory stakeholders. This objective is to realign these two better to increase overall engagement.]

1.2 Enhance delivery of content to regulators and industry.

[Description: It was observed that as travel and training budgets become scarce, we need to improve the effectiveness and economy of how we deliver programs and services to stakeholders. This objective is to enhance their access to the exchange of knowledge, ideas and solutions.]

1.3 Improve effectiveness of communications to industry and regulators.

[Description: It was observed that more outreach is needed to better engage regulators and regulated stakeholders in the Association at all levels. This objective is to improve how we effectively communicate to these groups to reach this goal.]

1.4 Increase industry and regulator participation at all levels in the Association.

[Description: It was observed that industry participation has lessened over the years, particularly at ACE. Also observed was the weakening of travel support, especially for regulators. This objective is to increase participation of these two

groups locally, at key events such as ACE, MEGA and IT3, and at specialty conferences and workshops, to reach this goal. This objective also takes focused steps in reaching our BHAG (the leading organization for exchange).]

Global Knowledge Exchange

2. Goal: Interested parties seek out A&WMA for a balanced exchange of global environmental information, knowledge, ideas, and solutions.

[Description: To better achieve our stated BHAG (to be the leader), this goal is to reach the point where environmental stakeholders actively seek us out to serve as a balanced platform for this exchange. This goal must be achieved with the underlying goal of retaining our stated Core Values (inclusive and respect for multiple points of view; high ethical standards and integrity).]

Objectives:

2.1 Increase participation of industry and regulators in A&WMA events and activities to ensure a balanced exchange.

[Description: As regulators/regulated co-participation increases, the value of our events and activities perceived by all stakeholders will improve. Reaching this objective will foster more external interested parties' reliance on A&WMA to be the primary venue for this exchange.]

2.2 Improve balance between the number of theoretical topics and applied solutions at Association events and through other products and services.

[Description: It was observed that papers presented in many of our programs are strong in academic research and specialty innovation, but lacking in application and solution-oriented content beneficial to engineering and scientists. By reaching this objective, we will increase interest in a wider audience, particularly industry and consulting services, thus increasing the overall likelihood this goal is reached.]

2.3 Improve availability and interpretation of global information, knowledge, ideas, and solutions.

[Description: Improving availability (e.g., electronic capture of programming content) will foster interested parties to deliver and receive environmental knowledge and ideas. More analysis and interpretation of emerging regulation, policy and published guidance will also improve value and our ability to reach this goal.]

Strategic Relationships

3. Goal: Professionals, organizations, and industry engage in A&WMA as their gateway for strategic relationships.

[Description: A strength of the Association is connections made between stakeholders sharing differing perspectives. This goal is to improve our ability to assist our members and interested parties in establishing and cultivating relationships with individuals and organizations that ultimately advance our Mission. An underlying goal is to achieve our BHAG (being the lead for this exchange).]

Objectives:

3.1 Improve the effectiveness of tools for developing and enhancing strategic relationships among our members.

[Description: We can explore effective means to foster relationship-building, through proven techniques, opportunities and technologies we could develop. To be the leading organization (BHAG) for this exchange, we should have cutting edge tools in place.]

3.2 Increase the proportion of interactive programming.

[Description: We are strong in pubs/presentation/coursework/lecture format. This objective is to cultivate more programs and events that foster more two-way, interactive exchange, where value is seen in the mutual exchange and debate of ideas.]

3.3 Increase the collaboration with partner organizations.

[Description: By increasing the measure of collaboration between A&WMA and our partnering organizations, we better achieve this goal of being the gateway to other groups who share elements of our Mission. This objective is also a means to share program costs to bring more high quality science and technology information to members of A&WMA, our partners and society at large.]



AIR & WASTE MANAGEMENT
ASSOCIATION
SINCE 1907

awma.org