



AIR & WASTE MANAGEMENT
ASSOCIATION

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SINCE 1907

PACIFIC NORTHWEST
INTERNATIONAL
SECTION

PNWIS STRATEGIC REVIEW AND PLAN

BLUE SKY II

APPENDIX
DOCUMENT

Preamble

The Pacific Northwest International Section (PNWIS) of the Air & Waste Management Association (A&WMA) held a strategic planning session October 1-2, 1999. The session was coined "Blue Sky II".

Blue Sky II was the section's first dedicated strategic planning session since February 1993 when the first Blue Sky planning retreat was held. The purpose of Blue Sky II was to assess progress against the 1993 strategic plan, to revisit and revise the strategy in preparation for the new millennium, to foster greater communication within the PNWIS family and to build a consensus around a vision, mission, and actions for PNWIS.

The main body of this document sets out the vision, mission statement, success measures, core strategies, actions plans, and implementation plan resulting from Blue Sky II. This appendix document summarizes the action items in tabular form to assist with implementation.

Success Measures

Use of success measures is necessary to ensure that PNWIS is continually moving toward achieving its vision, mission, and core strategies. It is important to check progress against these measures so that PNWIS' growth and development stays on track.

SUCCESS MEASURE
Strong and energized chapters in the section where membership characteristics support it.
High attendance of diverse professional interests and chapters at the PNWIS annual meeting.
Ability to attract and sustain new members to A&WMA, PNWIS, and chapters.
Consistent staging of technical functions in the PNWIS region.
Financial viability of PNWIS.
Active participation by members in the PNWIS and chapter Boards, committees, and programs.
Visibility and recognition of A&WMA as a valuable organization within the PNWIS region.

Core Strategies

1. Better communicate the benefits of membership in AMWA, PNWIS, and its Chapters.

Responsibility: PNWIS Communications Subcommittee/All Committees

Action Plan

People in this region who join A&WMA or PNWIS can get a range of valuable membership benefits, however the take-up is not as strong as it should be. This core strategy is intended to better communicate the benefits of membership.

ACTION	ASSIGNED	COMPLETED
Plan and implement the communications program with the “wise elder members” of the section.	Communications Committee	
Conduct an annual member survey at the PNWIS annual meeting (put survey form under the plate).		Nov 2000
Contact senior decision-makers at key organizations, which are not currently involved with PNWIS, but whose involvement is critical, about the value and importance of participation in PNWIS (e.g. EPA).	Terry Nyman	
Revitalize the PNWIS content in the A&WMA membership information kit.	Communications Committee	
Include a membership information kit in the registration package at the PNWIS annual meeting.	Communications Committee	
Increase the A&WMA/PNWIS brand identification through the use of business cards, display panels, banners and tattoos.	Communications Committee	
Continue to produce a strong newsletter, covering both recent activities and future plans and events.	Communications Committee	
Find more opportunities to show the A&WMA slide show and PNWIS sponsored materials (e.g. at PNWIS booth at annual meeting).	All	
Make it easy to contact PNWIS Directors and Officers (e.g. put their names and numbers on the website).	Communications Committee	
Promote A&WMA/PNWIS/Chapters at all PNWIS and chapter meetings; promote each other’s chapters.	Communications Committee	
Work with Tech Council and AWMA toward a higher level of co-operation on conferences and events	Joe Johnson Martha Moore	
Improve transfer of information to AWMA on PNWIS events	Secretary	
Issue more press releases and assist the chapters to issue more press releases about newsworthy events	Communications Committee	

2. Increase member involvement in PNWIS and its Chapters.

Responsibility: PNWIS Membership Committee Chair.

Action Plan:

In general, PNWIS strives for an active, energized section, which together with strong chapters will prove irresistible to existing and potential new members. This path will encourage more members to become involved, helping to prevent volunteer burnout and to create a more vital association.

ACTION	ASSIGNED	COMPLETED
PNWIS directors and members to act as ambassadors to make this happen at the chapter level.	All	
Provide mentoring and advice to chapters on how to increase member involvement – make use of A&WMA resource materials (e.g. Top 10 Secrets; How to Run a Volunteer Organization).	Melissa MacAfee	
Develop and disseminate to the chapters tips on how to increase member involvement; the content.	Melissa MacAfee	
Invite A&WMA members and other environmental professionals moving into the PNWIS region to participate in PNWIS (A&WMA Pittsburgh can provide a list of A&WMA people who have moved into the region).	Melissa MacAfee	
Have an annual meeting of the chapter membership chairs at the PNWIS annual meeting to strategize and share ideas.	Melissa MacAfee	
Make IOT Power Point presentation available for Chapters.	Melissa MacAfee	
Have an ongoing dialogue with members in Idaho and Montana to ensure that PNWIS meets their needs.	Melissa MacAfee	

3. Enhance the Professional Development Program.

Responsibility: PNWIS Technical Committee Chair and Annual PNWIS Meeting Chair.

Action Plan:

Recent member surveys conducted in the region found that professional development ranks high as a reason why people join A&WMA. This core strategy is about continuing and enhancing the section's professional development activities.

ACTION	ASSIGNED	COMPLETED
Continue staging a strong PNWIS annual meeting.	Roylene Cunningham and Denise Newbould	
Continue staging Spring Speciality Conferences like the VOC Ozone Workshop held in Seattle in 1999 and the Air Toxics Conference staged jointly with CPANS in 2000.	Roylene Cunningham and Denise Newbould	
Foster a diversification of the technical content so that it is multi-media (i.e. air, land, water) and multi-disciplinary.	Roylene Cunningham and Denise Newbould	

Table continued

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ACTION	ASSIGNED	COMPLETED
Support the development and staging of technical seminars at the Chapter level.	Roylene Cunningham and Denise Newbould	
Communicate to chapters and members the suite of A&WMA courses and training resources being offered within the PNWIS region.	Roylene Cunningham and Denise Newbould	
Review Manasian Awards Statistics	Roylene Cunningham and Denise Newbould	
<p>1. Offer “Back to Basics” courses in the PNWIS region at the rate of about two courses per year:</p> <ul style="list-style-type: none"> - Include topics like air monitoring, waste characterization, permitting, compliance, and QEP training and testing. - Collaborate with Chapters to organize and stage the courses. - Collaborate with other organizations that wish to deliver courses. - Model new courses after proven popular courses (e.g. California). - Acquire and deliver courses already developed by EPA and other agencies. - Continue to stage courses such as the November 1999 courses on <i>Combustion Theory</i> (with Puget Sound Chapter) and on <i>Characterization of Air Emissions from Area Sources</i>. - Include the PNWIS annual meeting as a venue for the courses. 	Roylene Cunningham and Denise Newbould	

4. Strengthen Implementation of the Education Program with a priority on Post Secondary and K-12.

Responsibility: PNWIS Education and Public Outreach Committee Chair and Environmental Challenge Committee.

Action Plan:

The education program is instrumental for achieving the PNWIS mission and is an effective way to reach out to young people who are exploring their career options and to educate young people about the environment.

Post-Secondary

ACTION	ASSIGNED	COMPLETED
Continue the student presentation awards at the annual meeting.	Bev Williams	
Jump-start the Environmental Challenge Program by working with the chapters to increase funding to make the program a reality	Jim Pfeiffer	
Recruit university/college professors into PNWIS and chapter activities.	All	

K-12 (Kindergarten to grade 12)

ACTION	ASSIGNED	COMPLETED
Replicate the success of the Alaska initiative in other chapter areas where there is a chapter champion to lead it.	Bev Williams	
Continue to promote the Environmental Resource Guide for teacher training in chapter areas where there is an interest.	Bev Williams	
Promote and distribute the CD-ROM sponsored by PNWIS.	All	
Collaborate with other agencies to deliver K-12 education where it makes sense.	Bev Williams	

Public Outreach

ACTION	ASSIGNED	COMPLETED
Conduct public outreach by using the A&WMA slide show, CD-ROM, website and other resource materials available through A&WMA.	All	
Purchase A&WMA public outreach materials for chapters that express an interest and demonstrate a commitment to follow through.	All	

5. Broaden the Participation Base for PNWIS and its chapters.

Responsibility: Everyone

Action Plan:

In recent years, the section and some of the chapters have lost the participation of some of the key actors in the environmental field, especially the participation of regulatory and industrial sectors. PNWIS needs to get these groups involved in the association.

ACTION	ASSIGNED	COMPLETED
Make a personal appeal to senior decision-makers within organizations that should be part of PNWIS (e.g. EPA, provincial/state Departments of Environment, electric utilities, urban planners).	Terry Nyman	
Nominate representatives of key organizations to run for the PNWIS and chapter boards.	All	
Collaborate with chapters that are interested in staging technical events that appeal to the target sectors and organizations.		
Realize the mutual benefits of partnerships between governments and A&WMA to deliver certain initiatives.	All	

6. Improve the Section's business practices.

Responsibility: President

Action Plan:

A major challenge for volunteer organizations is to “institutionalize” sound business practices. Blue Sky II focussed on reinforcing important business practices.

ACTION	ASSIGNED	COMPLETED
Commit to an annual budget cycle (i.e. prepare budget by May 1 every year).		1999
The Vice President is responsible for working with the committee chairs to compile the budget.		1999
The committee chairs should inform the Vice President if they are discontinuing their duties before the expiration of their term.	Committee Chairs	
Separate budget projections for baseline operating needs from discretionary program needs.	Finance Committee	
Allow flexibility to adjust the budget during the year.		1999

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ACTION	ASSIGNED	COMPLETED
Institutionalize the budgeting process (e.g. incorporate the budget policy and procedures into the Incoming Officers Guide, President to reinforce importance).		1999
Make a policy to establish a buffer amount that should be maintained in the bank account.	Finance Committee	
Develop a contingency plan in the event of major financial losses.	Finance Committee	
Complete the development of financial reporting tools (e.g. cash flow reports).	Finance Committee	
Establish a long-term relationship with an outside professional accountant.		2000
Develop and maintain an ongoing computerized list of PNWIS Board policy decisions (Secretary to go back one year to extract from minutes).		1999 and ongoing
Review the status of each of the business practices action items from the 1993 Blue Sky retreat.		2000 and ongoing

Implementation

With a view to creating lasting and positive change, the Strategic Planning Committee focussed on how to have a dialogue about this strategic plan with chapters and members and how to embed the strategic management process into the way PNWIS does business.

Obtaining chapter and member input on this strategic plan:

ACTION	ASSIGNED	COMPLETED
Have the President make a presentation about the strategic plan at PNWIS events.	Terry Nyman	
Put a summary of the strategic plan (i.e. vision, mission, success measures, core strategies) on the PNWIS website and in the PNWIS Newsletter.		2000
Make copies of the strategic plan available to those that request it (e.g. at the PNWIS booth and on the website).		2000
Inform the members and invite chapter and member feedback and comments about the strategic plan at each annual meeting.		2000
Incorporate member feedback into the strategic plan at the Board changeover meeting.		2000 and ongoing

**EMBEDDING STRATEGIC MANAGEMENT INTO HOW
PNWIS DOES BUSINESS:**

ACTION	ONGOING
Recognize that the PNWIS Board is responsible for strategic management of the section's mandate.	Board
Conduct annual strategic reviews.	Board
Continue to use a systematic approach to strategic management, which includes budgeting, implementation of the core strategies and actions, and reporting on progress and financial results.	Board
Evaluate all existing and new programs, initiatives, and proposals using the success measures.	Board
Give the annual officers' changeover meeting a strategic focus – section and chapter officers to discuss activities and plans in the context of PNWIS core strategies and success measures	Board