

INTRODUCTION TO THE LSPA FY 18 – FY 20 STRATEGIC PLAN

Every three years the LSPA reviews and revises its strategic plan. A chronology of this most recent process is below.

Steps in the Strategic Planning Process

- **February 2017:** Small Focus Group meetings were held at the annual Steering Committee meeting involving 25 current LSPA Board members, current LSPA Committee Chairs, and LSPA Past Presidents. Focus Group questions posed were:
 1. The LSPA needs to support future LSPs in their efforts to be licensed, and help ensure their success once they become LSPs. What actions can the LSPA take to accomplish this?
 - Would formalized one-on-one mentoring help?
 - What about creating an LSP emeritus membership status and providing networking opportunities between that group and young professionals?
 - What about the LSPA facilitating focused topical MCP exam study groups?
 2. Should the LSPA reach out to future practitioners, such as high school and college age students?
 - How do you feel about LSPA student chapters at universities and colleges?
 - Should the LSPA outreach to STEM forums at the high school level?
 3. How can the technical and scientific horsepower historically exercised by the LSPA be continued and expanded (e.g. position papers, technical journal, newsletters)?
 4. As you grow in your career, how can the LSPA help you expand your, and your staff and colleagues', capacity for service? How can the LSPA help channel your energy and enthusiasm?
 5. Opportunities for communicating are growing exponentially. How would you like to see the LSPA communicating and promoting itself? How do you see yourself getting information from or sharing information with the LSPA in the future?
- **Spring 2017:** A Strategic Planning Committee was formed (comprised of current LSPA Board members and a Past President); and meetings were held.
- **Spring and Summer 2017:** The LSPA Board and Committees reviewed several versions of the draft strategic plan.
- **September 2017:** The final draft plan was sent to all LSPA members for review and comment.
- **October 26, 2017:** The LSPA Board formally adopted this strategic plan.

Topics for the Strategic Planning Focus

Of the several questions posed to the February 2017 Focus Groups, a major focus was the changing demographics of the practice and the LSPA. Over the past two years the number of LSPs has dropped from 543 (January 2015) to 512 (August 2017). It is our understanding that this is largely due to retirements within the first few groups of LSPs licensed in 1993 and shortly thereafter. More LSP retirements are expected in the next three to five years. And while there have been about 12 new LSPs licensed per year over the past several years, the LSPA recognizes

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that the overall demographics of the practice are changing. And the LSPA must address the implications of these changes.

You will see reflected in the LSPA's strategic plan for FY 18 – FY 20 a focus on identifying and addressing the needs of younger practitioners earlier in their careers as well as people just entering the practice.

Moreover, while the LSPA changed its approach to administering the program in the past year (and reduced our operating costs significantly from \$528,000 in FY 16 to \$421,000 in FY 17), we are still very dependent on educational courses for our revenue. The LSPA will continue to work on diversifying our revenue stream and also diversifying ways in which we offer courses and other member benefits. This new strategic plan calls for more and new ways to offer courses and meetings to our members; we hope to make significant progress in this area in the next three years. We know this is a priority for LSPA members.

Format of the LSPA Strategic Plan

The LSPA Strategic Plan is organized in four parts:

1. The LSPA Vision, Strategic Goals, Desired Outcomes, and Strategies - This is the framework of the plan and describes the LSPA's Vision, and high level goals, desired outcomes, and strategies for achieving the goals.
2. APPENDIX A: The LSPA Strategic Plan, Including Possible Activities for each Strategy – This portion of the plan describes in more detail possible, suggested activities for each strategy that will help the LSPA Board, committees, and the membership advance each strategy as they implement the plan.
3. APPENDIX B: Activities and Contributions Expected of LSPA Committees – In addition to the possible activities presented in Appendix A, this appendix presents the activities and contributions toward the annual operation of the LSPA that are expected of committees.
4. APPENDIX C: Definition of Strategic Planning Terms – Definitions of the planning terms used in the plan are presented in this appendix.

It is also useful to remind readers of the Mission of the LSPA.

The LSPA's mission is to:

- Help members achieve and maintain a standard of practice commensurate with their level of responsibility in overseeing the assessment and remediation of hazardous waste disposal sites
- Serve as the voice of the membership in communicating with MassDEP and the LSP Board of Registration
- Act as the responsible advocate for our membership with respect to regulations, policies, and practices that affect the LSP profession
- Serve as an educational, informational and communications resource for members and the general public
- Provide members with a forum for timely topics and professional issues; education programs; and technical and professional information

**THE LSPA VISION, STRATEGIC GOALS, DESIRED OUTCOMES,
AND STRATEGIES**

This Vision Statement describes the LSP Association (LSPA) in 2023:

The LSPA, recognized nationally for leadership and advocacy, is a vibrant association of professionals who use risk-based approaches for addressing environmental contamination and are innovative stewards for the protection of public health, safety and the environment.

The LSPA has four strategic goal areas for FY 18 – FY 20:

- I. Sustaining the Future of the LSP Practice and the Association
- II. Enhancing Member Benefits
- III. Promoting Advocacy and Awareness
- IV. Advancing Innovation in Science and Technology

Each goal area is described by a Strategic Goal and Desired Outcomes. Several Strategies are associated with each Strategic Goal; examples are provided below. “Possible Activities” for each of the Strategic Goals are presented in Appendix A: The LSPA Strategic Plan, Including Possible Activities for Each Strategy.

I. Sustaining the Future of the LSP Practice and the Association

Strategic Goal: The LSPA actively explores the future of the practice, and works proactively to sustain the practice and the association

Desired Outcomes:

- 100% of LSPs are LSPA members; they and other affiliated professionals turn to the LSPA first as a source of information on and a resource for the future of the practice
- The LSPA, MassDEP, and the LSP Board engage in a continuing dialogue regarding the future of the practice
- There are sufficient numbers of LSPs and other environmental professionals to actively sustain the practice
- The LSPA is a financially healthy organization with a viable business model

Strategy A. Recruit LSPs and affiliated professionals to become LSPA members

Strategy B. Support and expand opportunities for LSPs, given their license and skill set

Strategy C. Nurture and promote upcoming generation of professionals

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Strategy D. Explore “right sizing” the LSPA and develop an updated business model that is sustainable

II. Enhancing Member Benefits

Strategic Goal: The LSPA consistently provides its members with state-of-the-practice information and resources, as well as engaging experiences that support professional development while building and nurturing the LSPA community.

Desired Outcomes:

- LSPA events and experiences provide members with timely content, easy accessibility, and valuable professional networking
- The LSPA is the preferred provider of continuing education for LSPs and other environmental professionals in Massachusetts
- The LSPA leverages technology to deliver diverse and alternative learning formats, as well as to improve the association’s communication

Strategy A. Find ways to more actively engage members in the LSPA and the practice

Strategy B. Offer course topics and networking opportunities that support the current and emerging needs of LSPs and affiliated professionals

Strategy C. Institutionalize and deliver a core curriculum of courses for LSPs, affiliated professions, and upcoming professionals

Strategy D. Deliver diverse and alternative learning and communication formats (on-line, simulcast, etc. courses for the classroom and field; podcasts, meetings)

Strategy E. Move the LSPA toward more of a virtual organization and offer more electronic tools for connecting

Strategy F. Encourage active volunteer participation and engagement in the LSPA

III. Promoting Advocacy and Awareness

Strategic Goal: The LSPA vigorously advocates for and provides information to increase understanding of and support for the practice

Desired Outcomes:

- The LSPA is the primary voice of the practice and provides ongoing advocacy for the practice with regulators, the LSP Board, and the Massachusetts legislature

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- There is increased understanding and appreciation for the skills and services of the practice and LSPA members by a diverse group of environmental, public health, and governmental organizations statewide, as well as the media

Strategy A. Participate in active dialogue and advocate for the practice with regulatory agencies at the state, federal and local levels

Strategy B. Participate in active dialogue with and advocate for the LSP profession with the LSP Board

Strategy C. Advocate on practice issues with the Massachusetts legislature and administration

Strategy D. Collaborate with local, regional, and national groups on topics of shared interests, including participation at pertinent meetings and conferences.

Strategy E: Increase general public visibility and awareness of the practice and its positive impact on human and environmental health and safety, and economic development

IV. Advancing Innovation in Science and Technology

Strategic Goal: The LSPA studies emerging issues and innovations in science and technology, and proactively addresses the impacts these may have on the practice

Desired Outcomes:

- The LSPA exerts influence with government, industry, the public, and practitioners regarding emerging and complex issues, in an attempt to further the practice while protecting public and environmental health and safety

Strategy A. Identify and track issues affecting the practice, both emerging issues and long-unresolved, problematic issues

Strategy B. Develop LSPA recommendations, suggestions, and positions on emerging and complex issues facing the practice and communicate these with appropriate parties

Strategy C. Encourage and support LSPA members and other practitioners as they advance toward a more technologically sophisticated and greener way of practicing the business of MCP assessment and remediation

APPENDIX A:
THE LSPA STRATEGIC PLAN,
INCLUDING POSSIBLE ACTIVITIES FOR EACH STRATEGY

The LSPA has four strategic goal areas for FY 18 – FY 20:

- I. Sustaining the Future of the LSP Practice and the Association
- II. Enhancing Member Benefits
- III. Promoting Advocacy and Awareness
- IV. Advancing Innovation in Science and Technology

Each goal area is described by a Strategic Goal and Desired Outcomes. Several Strategies are associated with each Strategic Goal. In addition, “Possible Activities” have been identified for each Strategic Goal.

On at least an annual basis, the LSPA Board and committees identify specific Actions they will take to help achieve these Strategies. The “Possible Activities” listed below are not exhaustive, prescriptive, or meant to limit LSPA members in any way. Rather, these “Possible Activities” have been discussed by the LSPA in the process of developing this strategic plan and are presented here to illustrate some of the ways in which Strategies might be achieved.

Independent of the “Possible Activities” in the strategic plan, there are certain expectations that the LSPA has of each of its committees. These are presented in Appendix B: Activities and Contributions Expected of LSPA Committees.

I. The Sustainable Future of the LSP Practice and the Association

Strategic Goal: The LSPA actively explores the future of the practice, and works proactively to sustain the practice and the association

Desired Outcomes:

- 100% of LSPs are LSPA members; they and other affiliated professionals turn to the LSPA first as a source of information on and a resource for the future of the practice
- The LSPA, MassDEP, and the LSP Board engage in a continuing dialogue regarding the future of the practice
- There are sufficient numbers of LSPs and other environmental professionals to actively sustain the practice
- The LSPA is a financially healthy organization with a viable business model

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Strategy A. Recruit LSPs and affiliated professionals to become LSPA members

Possible Activities:

- Sell the benefits of joining the LSPA to LSPs and other affiliated professionals
- Better understand why some LSPs are not LSPA members (objective to get 100% of LSPs to be members)
- Initiate a membership drive

Strategy B. Support and expand opportunities for LSPs, given their license and skill set

Possible Activities:

- Explore a more explicit and robust role for LSPs in the areas of
 - Solid waste management- consider a privatized program
 - Soil management – unregulated soils, quarry reclamation -with MassDEP, legislature, and other partners
 - UST inspections

Strategy C. Nurture and promote upcoming generation of professionals

Possible Activities:

Young Professionals

- Facilitate LSP exam study groups for those planning to take the exam
- Hold networking events to promote involvement of Young Professionals in other committees
- Develop an “LSP-in-training” career development track, including core courses
- Promote mentoring to help development of staff-level employees, and to understand the nuances of why we do what we do
- Get the message out that the LSPA can help with career development
- Assist with the creation of course modules for recent graduates to facilitate entry into the profession (i.e. OSHA 40 hr training, sampling experience, equipment training, regulatory process)

Undergraduates and Graduates

- Identify active LSPA members with connections to higher education institutions in the region and facilitate connections between these members and science programs at those institutions.
- Identify and evaluate formal and informal mentoring opportunities to connect students with LSPA members.
- Establish intern program where LSPA is the point of contact for schools and companies to facilitate internships. Could possibly include 40 hour OSHA course

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free to students who participate in program. Could be online or combination of online and classroom time. Maybe partner with one of the collaborating schools to get a free space for classes.

- Sponsor student participation in meetings and conferences.
- Inform educators and students about what an LSP is and what they should know to advance along that career path. Develop a list of select educational institutions and meet with or present on the needs in the field. Roundtable discussions with young professionals/universities
- Connect with existing clubs at universities
- Find more ways to collaborate with the LSPA Scholarship Fund in student outreach efforts

Strategy D. Explore “right sizing” the LSPA and develop an updated business model that is sustainable

Possible Activities:

- Move to more networking events, e.g. summer picnic, night at museum, walking tour, geology hike etc.
- Develop electronic delivery of educational courses to provide on-demand services
- Identify additional sustainable income sources: partnerships (ASTM), fund raising events, conferences, in order to reduce dependence on MassDEP courses
- Expand the audience for courses: other MA professional associations, draw from a more national base of professionals (ITRC, RISEP, Colorado)
- Explore generating income through social media (advertising, fee for publications, other?)
- Create an endowment to relieve the education committee of the burden of creating revenue and allow for a focus on course content
- Explore expanding the association to include other professionals and changing name

II. Member Benefits

Strategic Goal: The LSPA consistently provides its members with state-of-the-practice information and resources, as well as engaging experiences that support professional development while building and nurturing the LSPA community.

Desired Outcomes:

- LSPA events and experiences provide members with timely content, easy accessibility, and valuable professional networking

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- The LSPA is the preferred provider of continuing education for LSPs and other environmental professionals in Massachusetts
- The LSPA leverages technology to deliver diverse and alternative learning formats, as well as to improve the association's communication

Strategy A. Find ways to more actively engage members in the LSPA and the practice

Possible Activities:

- Evaluate the current menu of member benefits to ensure the LSPA provides programming and networking experiences that entice the membership to attend the meetings, virtually or in person.
- Create an LSPA Emeritus status, including related guidelines and policies.
- Explore informal or formal mentoring opportunities across generations.

Strategy B. Offer course topics and networking opportunities that support the current and emerging needs of LSPs and affiliated professionals

Possible Activities:

- Explore collaborations with EBC, NAIOP, BBA, REBA, etc.
- Explore networking events associated with member meetings at satellite locations

Strategy C. Institutionalize and deliver a core curriculum of courses for LSPs, affiliated professions, and upcoming professionals

Strategy D. Deliver diverse and alternative learning and communication formats (on-line, simulcast, etc. courses for the classroom and field; podcasts, meetings)

Possible Activities:

- Enhance delivery of training courses to other regions outside of the greater Boston area
- Promote and advocate alternative learning formats with the LSP Board

Strategy E. Move the LSPA toward more of a virtual organization and offer more electronic tools for connecting

Possible Activities:

- LSPA phone app (e.g. geo-locate LSP, track course credits, etc.)
- Develop an LSPA "gadget"

Strategy F. Encourage active volunteer participation and engagement in the LSPA

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Possible Activities:

- Develop a “signature” annual LSPA community service event – Earth Day?
- Develop on-boarding program for new and returning members
- Re-examine mission and activities of each LSPA committee and refresh as needed
- Explore a new committee for sole and small practitioners
- Develop a “Welcome” page on our website for new LSPs

III. Advocacy and Awareness

Strategic Goal: The LSPA vigorously advocates for and provides information to increase understanding of and support for the practice

Desired Outcomes:

- The LSPA is the primary voice of the practice and provides ongoing advocacy for the practice with regulators, the LSP Board, and the Massachusetts legislature
- There is increased understanding and appreciation for the skills and services of the practice and LSPA members by a diverse group of environmental, public health, and governmental organizations statewide, as well as the media

Strategy A. Participate in active dialogue and advocate for the practice with regulatory agencies at the state, federal and local levels

Possible Activities:

- Meet regularly with MassDEP DRDs – visits to each region by LSPA leadership
- Meet with MassDEP Audit Chiefs annually through the Loss Prevention Committee.

Strategy B. Participate in active dialogue with and advocate for the LSP profession with the LSP Board

Possible Activities:

- Continue to have an LSPA representative attend LSP Board meetings
- Identify and help seat potential new Board members
- Evaluate the strengths and weakness of the licensing process and advocate for change if and where appropriate.

Strategy C. Advocate on practice issues with the Massachusetts legislature and administration

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Possible Activities:

- Spearhead outreach, partnerships, and other avenues for support and advocacy for any LSPA sponsored legislation
- Track and actively follow legislation
- Testify on legislation that impacts the LSP practice

Strategy D. Collaborate with local, regional, and national groups on topics of shared interests, including participation at pertinent meetings and conferences.

Possible Activities:

- Develop tools (fact sheets, resource listings) for municipalities to use/share with residents (home heating oil, indoor air, etc.)
- Explore engaging with Massachusetts associations, including MACC, MMA
- Deliver presentations at MA Association of Health Boards (October) meeting
- Connect with other advocacy organizations, e.g. Union of Concerned Scientists
- Stay in close contact with LSPA “sister” organizations: Connecticut’s Environmental Professionals Organization (EPOC), New Jersey’s Licensed Site Remediation Professional’s Association (NJ LSRPA), and the new registered professionals’ group in Colorado (still unnamed)

Strategy E: Increase general public visibility and awareness of the practice and its positive impact on human and environmental health and safety, and economic development

Possible Activities:

- Explore paid advertising with Boston Globe and other media on specific issues
- Share press releases with media

IV. Advance Innovation in Science and Technology

Strategic Goal: The LSPA studies emerging issues and innovations in science and technology, and proactively addresses the impacts these may have on the practice

Desired Outcomes:

- The LSPA exerts influence with government, industry, the public, and practitioners regarding emerging and complex issues, in an attempt to further the practice while protecting public and environmental health and safety

Strategy A. Identify and track issues affecting the practice, both emerging issues and long-unresolved, problematic issues

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Possible Activities:

- Better understand topical areas such as:
 - TCE
 - Imminent Hazards
 - DNAPL
 - EPCs
 - Historic Fill
 - Asbestos in Soil

Strategy B. Develop LSPA recommendations, suggestions, and positions on emerging and complex issues facing the practice and communicate these with appropriate parties

Possible Activities:

- Develop and deliver LSPA position papers, presentations, white papers, journal articles, media pieces etc.
- Promote the WES Grant as a way to fund efforts
- Speak at and become more involved with UMass Soils conference

Strategy C. Encourage and support LSPA members and other practitioners as they advance toward a more technologically sophisticated and greener way of practicing the business of MCP assessment and remediation

APPENDIX B:
ACTIVITIES AND CONTRIBUTIONS EXPECTED OF LSPA COMMITTEES

Each LSPA committee has tasks that are specific to that committee; for example, the Technical Practices Committee develops questions for the LSP exam; the Loss Prevention Committee meets with the MassDEP Audit Chiefs; and the Regulations Committee writes “Top Ten Things to Know” about MassDEP BWSC Advisory Committee meetings.

However, we encourage and expect that each committee will contribute annually to the larger LSPA organization as follows:

- Recruit potential new LSPA members.
- Arrange for/deliver at least one monthly member meeting presentation each year, preferably for LSP credit. Recruit topic-specific meeting sponsors.
- Suggest course ideas and topics to the LSPA Education Committee, preferably with names of possible instructors. The ideas need not be limited to courses for LSP credit.
- Write at least one article per edition of the quarterly LSPA newsletter. Articles may be on issues of technical or regulatory interest, summaries of member meetings with links to slides, reports on activities (golf tournament, outings, etc.) with photos.
- Provide at least four postings/year for social media, including the LSPA Blog.
- Coordinate as appropriate with other committees to capitalize on overlapping areas of interest, maximize resources, encourage socializing, and other activities as appropriate.
- Develop an annual committee budget proposal.
- Prepare a year-end annual report detailing committee activities.
- Prepare annual benchmarks that further the strategic plan.
- Maintain a committee email list, preferable an e-list from the LSPA website.

APPENDIX C:
STRATEGIC PLANNING TERMS AND DEFINITIONS

Consider the terms defined below as part of a strategic planning pyramid:

- Broadest at the bottom (Mission, Vision, and Strategic Planning Themes)
- Increasingly focused in the middle (Goals and Strategies)
- Detailed and measurable at the tip (Possible Activities)

Mission (Why do we exist? What do you do day-to-day?): A Mission Statement is a consensus statement that describes the overall purpose of the organization. It answers: What do we do? For whom? Why? In what ways?

Vision (What do we want to become?) The Vision Statement describes the organization's preferred future, or what is desired as a long-term result of fulfilling its goals. A Vision is an expression of possibility, based in reality yet far enough of a "stretch" that people are inspired to help the Vision become a reality.

Strategic Goal Areas: These are the major themes of the strategic plan, and the primary organizing framework of the plan.

Strategic Goals: These are major long-term aims, or what is hoped to be achieved in each of the Strategic Goal Areas. A Goal is a statement of a desired situation or state.

Desired Outcomes: Desired Outcomes describe what the preferred outcome is resulting from successful achievement of a Strategic Goal.

Strategies: The specific manner in which a Goal will be approached.

Possible Activities: Specific, concrete activities that help advance and fulfill a Strategy.