

FINAL DRAFT 2024 – 2026 LSPA Strategic Plan

FINAL DRAFT September 20, 2023

INTRODUCTION TO THE LSPA FY 2024 – 2026 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

- July – August 2023: A Strategic Planning Committee was formed (comprised of the LSPA President, LSPA President Elect, several LSPA Board members, EPC current Chair, EPC former Chair, and a Past President); and meetings were held to review the FY 21 – FY 23 plan and draft a revised plan.
- September 2023: The LSPA Board and Committee Chairs reviewed and edited the proposed new Mission Statement and the draft strategic plan.
- October 2023: The final draft Mission Statement and Strategic Plan are sent to all LSPA members for review and comment.
- November 2023: The final draft Mission Statement and Strategic Plan will be finalized, and submitted for approval at the LSPA Board meeting.

Format of the LSPA Strategic Plan

The LSPA Strategic Plan is organized in two 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: Strategic Planning Terms and Other Definitions – Definitions of the terms used in this plan are presented in this appendix.

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 our collective 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; educational courses; and technical and professional information.

The current mission statement (above) was revised.

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Revised Final Draft LSPA Mission Statement

The LSP Association (LSPA) is the non-profit association created to support our membership in achieving and maintaining a high standard of practice in the assessment and remediation of sites in Massachusetts contaminated with oil and/or hazardous materials. The LSPA provides technical, informational, educational, and communications resources to our membership, from early career professionals to experienced Licensed Site Professionals (LSPs). The LSPA also serves as an advocate in communicating with MassDEP, the LSP Board of Registration, and the state legislature, and as a resource to the general public.

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

This Vision Statement describes the LSP Association (LSPA) in 2026:

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

The LSPA has four strategic goal areas for FY 24 – FY 26:

- I. Sustaining the Future of the LSP Practice and the Association**
- II. Enhancing Member Benefits**
- III. Promoting Advocacy and Awareness**
- IV. Advancing the Practice of Waste Site Cleanup**

Each goal area is described by a Strategic Goal and Desired Outcomes. Several Strategies to achieve each Strategic Goal are provided below.

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

Strategic Goal: The LSPA works proactively to ensure a strong Association and Waste Site Cleanup practice.

Desired Outcomes: LSPs and affiliated professionals recognize the LSPA as a primary source of information and a trusted resource for the future of the practice.

- The LSPA, MassDEP, and LSP Board engage in a cooperative exchange of information regarding the future of the practice.

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- The LSPA membership remains active and engaged, and reflects diverse disciplines.
- The skills of emerging professionals are broadened and enhanced through LSPA educational offerings and other opportunities.
- The LSPA is a financially secure organization with the resources to support an engaged membership, professional staff, and a nimble, future-oriented business model.

Strategy A. Maintain an open dialogue with MassDEP and the LSP Board to foster continued cooperation in advancing the state of the practice.

Strategy B. Recruit waste site cleanup professionals, regulators, and industry partners to become LSPA members.

Strategy C. Nurture and promote the development of emerging waste site cleanup practitioners with educational and professional personal opportunities.

Strategy D: Explore collaborative opportunities with professionals in related fields and organizations.

Strategy E: Monitor and proactively address the administrative, financial, and personnel needs of the association.

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, information, and experiences provide members with timely content and valuable professional networking.
- The LSPA is the preferred provider of continuing education for LSPs and other environmental professionals in Massachusetts.
- Our organizational reach allows us to connect with regulatory leaders and industry professionals with expertise in the practice.

Strategy A. Encourage and support volunteer participation and active engagement in the LSPA and the practice.

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Strategy B. Offer educational events, informational materials, and networking opportunities that support the current and emerging needs of LSPs and affiliated professionals.

Strategy C: Leverage technology and other tools to deliver diverse learning formats, improve the association's communication, and achieve a broader audience.

Strategy D. Continue to develop and deliver a core curriculum of courses for LSPs, affiliated professionals, and emerging professionals.

III. Promoting Advocacy and Awareness

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

Desired Outcomes:

- The LSPA is the primary voice of the Waste Site Cleanup 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 media organizations.

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.

Strategy E: Increase general public visibility and awareness of the practice, in particular with outreach to high school and college students, and its positive impact on human and environmental health and safety, and economic development.

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IV. Advancing the Practice of Waste Site Cleanup

Strategic Goal: The LSPA proactively addresses the impacts on the practice from emerging issues and innovations in a variety of areas including science, technology, economics, and public health.

Desired Outcomes:

- The LSPA applies our 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: Further develop awareness of and opportunities for funding via the LSPA's WES Professional Practice Grant.

Strategy D. Leverage Climate Change and other appropriate resilience and sustainability regulations, policies, and practices to encourage and support LSPA members and others toward a more sustainable practice of waste site cleanup.

APPENDIX A: **STRATEGIC PLANNING TERMS AND OTHER 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

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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.

Other Definitions

Membership: LSPA membership refers to those individuals who have joined and are members of the LSP Association. LSPA members may be LSPs; non-LSPs who are engaged in hazardous waste site evaluation and remediation or related field; those whose primary employment is with a public agency involved in the regulation of oil and hazardous materials, or anyone whose primary employment is with an allied not-for-profit organization; teachers and students of subjects related to oil and hazardous materials and pollution abatement; individuals who are currently seeking employment in the environmental industry; or any of the above-listed professionals as they enter their last three years of LSP licensure or after they retire and step back from full-time work.

The practice of Waste Site Cleanup: The practice of Waste Site Cleanup refers broadly to the work of professionals involved with the assessment and remediation (or clean up) of properties that have been contaminated by oil or hazardous materials. This work is carried out by professionals including LSPs, engineers, scientists, public health specialists, attorneys, laboratory personnel, drillers, soil movers, and a wide range of others. Waste Site Cleanup activities take place at all types of locations: active and abandoned commercial and industrial properties, residences, wetlands, recreational property, and undeveloped land.