



SWANA-WI Badger Chapter Strategic Plan: 2022-2026

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Foundations for Strategic Plan

Mission and Purpose

Our **Mission**, according to bylaws:

The Wisconsin Badger State Chapter of the Solid Waste Association of North America, Inc. (“Chapter”) is an association of professionals dedicated to environmentally sound and economically responsible resource management through planning, education, advocacy, and research.

The **Purpose** of this organization is to provide a forum for resource management discussions through educational and networking opportunities.

Strengths, Opportunities, Aspirations and Results (SOARs)

Strengths

The following strengths were identified by the planning team upon discussing “What is working well?”:

- The current setup with Recycling Connections as an administrative function is great. Susan is great.
- Ability to pull resources together to put on an awesome conference. Collaboration with other waste management organizations. (among the first in the Midwest.)
- Good job working on legislative advocacy. We know what’s going on and participate. Lawmakers will call us for input/industry perspective.
- Active board members.
- Good job building up young professionals (YP) and student groups. Other states are looking to follow our lead on this.
- Good financial situation enables us to provide value to members.
- Social interaction and networking was stronger before COVID.

Opportunities

SWANA-WI Board/committees/leadership/succession

- Opportunities for members with different backgrounds and perspectives to move onto the board and into leadership
- SWANA-WI’s membership (and its board) includes experienced members, and younger members - all participating with hopes to progress the chapter. It is hoped that the knowledge and assets they all bring will be embraced and put to great use.

Career leadership opportunities for members

- Opportunity to provide training and professional development (with social events) to our members.
- YP's and younger experienced professionals moving into leadership roles with pending senior staff retirements (chapter and industry-wide).
- Getting senior members to encourage/enable their junior staff to become engaged
- Mentorship program within the chapter to foster more intergenerational connections, reaching high school students so they learn more about SWANA.
- "Seasoned" leaders in the chapter can continue to encourage and foster leadership among YPs. This creates a great culture and helps build future leaders. We see it happening yet not across the whole state.

Progressing to resource management

- Take advantage of the fact our world is progressing from waste management to resource management. We must shed the stigma that SWANA-WI is only a resource for landfills.

Leadership / Innovation within Wisconsin

- Working together to find positive solutions to problems like PFAS. Leading the way.
- Partnership with non-solid waste management orgs for more intersectoral (inter-system) collaboration: wastewater treatment plants, reuse-retail organizations, repair shops, makerspaces, and specialty recycling.
- Creating a unified message by working with reuse, recycle, and donation services to move towards a circular economy.

Aspirations and Results

A general sense of agreement was found regarding each of the following aspirations (main points). Examples of desired results are also indicated (as sub points). Seeing these results would indicate progress toward an aspiration.

- Camaraderie, building community
 - SWANA-WI "dance party"
 - Camaraderie/genuine sense of connection
 - Building relationships while building programs, those relationships have lasting value
- Engagement - Offering a variety of ways for people to engage
 - Diversifying opportunities for engagement (not the same people always volunteering). Gaining more active members and attendance (probably also relates to succession)
 - More diversity in representation (SWANA-WI make-up should reflect communities it serves)

- More accessibility for people to join; high schoolers are aware of SWANA and career opportunities in waste management
- Officer/leadership succession plan within SWANA
 - Succession, sharing the load
 - To have an intentional program for developing leaders from younger members. Have a Chapter officer/leader succession plan.
- Waste management to resource management. (Rebranding)
- Would love to see more active engagement to carry the leadership load of the chapter/committee, so burdens aren't set on the shoulders of one or a few people.
- Some sort of online knowledge base (whatever it would look like).
 - Discussion: perhaps more the purview of Recycle More Wisconsin? We will have to be specific about what we want from that, or else we might spend time/effort creating stuff that our members might not need.
- Aspire to share and create a passion for resource management in our society. We need to change minds.
- Increase membership and increase involvement of membership in committees.
- More technical trainings for our members
- Aspire to build/continue to build a strong sense of community in a local resource management community.

Stakeholder Analysis

This **Stakeholder Analysis** is focused on the expectations that SWANA-WI and its main partners hold for one another.

| Stakeholders | Notable Expectations |
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| WI Legislators | Good working relationships. Legislators can (and do) reach out to SWANA-WI . |
| Solid Waste and Recycling Industry Workforce | SAFETY of front line workers (not all members of SWANA-WI). Equipment technicians. |
| Sponsors and Supporters. (including consultants w/ gold sponsorship for conference) | Sponsors/supporters expect advantages of service and recognition. SWANA-WI hopes companies encourage employees to engage in and support SWANA-WI. |
| Recycling Connections | Recycling Connections expects SWANA-WI to honor and respect contracts (and vice versa). |
| Members (EP, YP) | Members expect value (educational opportunities, networking, professional development); technology transfer (what works, pros/cons). SWANA-WI expects dues, engagement (help on committees, events, leadership roles). We perform work ethically and professionally. |
| Affected Residents (e.g. those near a facility) | Public support. Preferred procedures. Consistent communication, compliance, cost-effective service. SWANA-WI's role: <ol style="list-style-type: none"> 1. Referral to Recycle More WI 2. Providing direct value to our members |
| SWANA National | National provides training, regional representation and information sharing. SWANA-WI increases membership. |
| Associated Recyclers of Wisconsin (AROW) | Communication and collaboration. |
| Wisconsin Counties Solid Waste Management Association | Communication and collaboration. |


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| (WCSWMA) | |
| Haulers | Engagement and participation in the chapter. |

Goals, Actions, Desired Outcomes

Goal 1 (Effectiveness): Collaborate as committees and make the best use of our volunteer resources.

Summary of Goal 1:

Committees will establish and share goals, so that other committees know where they can collaborate to achieve desired results.

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| | Goal 1 (Effectiveness): |
| | Collaborate as committees and make the best use of our volunteer resources. |
|  | <p>ESTABLISH GOALS Determine if chapter goals are determined by the committees or the chapter. Currently we do not have chapter goals outlined. Committee succinctly establish and share goals so that other committees know where they can collaborate to achieve results that fulfill multiple committee goals</p> <p>ADOPT STRUCTURE FOR EFFECTIVE MEETINGS Committee to provide monthly reports before meeting instead of during meeting. Format agendas to ensure clarity of purpose complete with anticipated actions, outcomes, and qualifiers. Include an action items section in our meeting minutes.</p> <p>ADOPT USEFUL TOOLS Write monthly reports Define metrics for success Develop a page on our website to highlight the work of each committee. Develop a platform for shared documents (such as Google Drive, MS-Teams, or other) Monitor progress (quarterly) on goal-oriented actions in this strategic plan, and desired outcomes. (Board of Directors or other teams as assigned.) Review and update this strategic plan annually. (Board of Directors to consider the continued relevance of broad goals, evaluate the effectiveness of stated actions, and update this plan accordingly.</p> |
| | <p>SWANA-WI has a well-defined collaborative structure showing effective communication strategies between their committees, members, and board of directors. Diverse volunteer groups are actively engaged with our work. SWANA-WI activities are routinely communicated to members. The Board creates a process to create and approve committees' goals.</p> |

Related issues / strategic questions

How can we effectively collaborate as committees and make the best use of our volunteer resources?

How can we ensure that the time that people allocate to SWANA is spent wisely?

It is challenging for YP liaisons to find time to help lead.

As people get saddled with more responsibilities in their positions, their time is limited.

Context

There are limited volunteers / engaged members that work to provide value to our members and they can only allocate so much energy/effort to the organization.

SWANA requires engagement among people with limited time and attention pulled in many directions.

Consequences of inaction


We continue to draw from the same “well” of engaged members, who become burned out and then no longer want to participate.

People will spend their time elsewhere if it is better used elsewhere. Risk of disenfranchising someone.

Goal 2 (Direct Value) - Create and deliver quality training to provide **direct value to our members.**

Summary of Goal 2:

Continue to deliver value to members with an emphasis on training offerings that provide the CEU credits and DNR credits that various members need. Tap into and cross-promote existing resources. Make SWANA National trainings more accessible to members.

| Goal 2 (Direct Value) | |
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| | Create and deliver quality trainings to provide direct value to our members. |
|  | <p>FIND OUT WHAT MEMBERS WANT Survey what members want to learn more about; identify gaps in their knowledge Determine how best to offer training opportunities (e.g. in-person vs. virtual? Any preferred medium?)</p> <p>DELIVERY Continue to deliver value to members with an emphasis on training offerings that provide the CEU credits and DNR credits that various members need. Tap into and cross-promote existing resources (such as HR trainings, ISWA webinars...). AROW, Wisconsin Integrated Resource Management Conference (WIRMC) Check-in periodically with collaborating organizations about training offerings of interest - discuss what our members would like to see, and what is on the horizon. Make SWANA National trainings more accessible to members (“member” vs. “non member” prices are still very expensive and not accessible!) Leverage existing members and their companies as instructors and sponsors</p> |

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| | <p>Members are more engaged and actively participating. We help develop a more skilled and knowledgeable workforce for our industry. A well-defined training schedule with frequent offerings is available to members. SWANA-WI creates and delivers quality trainings to its members. People are better networked. They know what’s going on. They know each other, what’s happening. Members have access to resources to solve real-life problems. Members enjoy interactions with local peers.</p> |
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Related issues / strategic questions

How can we create and deliver quality trainings to provide direct value to our members?

How can we provide value to our members based on the top three reasons for joining SWANA regarding the National Survey, namely:

1. Access to professional information and resources to solve work problems
2. Engage in professional networking with peers
3. Interacting with local peers

Context

CEUs are needed.

SWANA National trainings are too expensive and not convenient for our Chapter members.


Consequences of inaction

Other organizations will provide trainings, and we may lose market share in Wisconsin.

Goal 3 (Involvement) - Create a steady pipeline of leaders and members actively involved in committee work.

Summary of Goal 3:

Craft a fun culture within the leadership/committee team. Create a culture of wellbeing within SWANA that attracts people, and gets more members actively involved. Initial focus on mentorship program, more socials.

| | Goal 3 (Involvement) |
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| | Create a steady pipeline of leaders and members actively involved in committee work. |
|  | <p>STYLE AND CULTURE Craft a fun culture within the leadership/committee team. Create a culture of wellbeing within SWANA-WI that attracts people, and gets more members actively involved. Initial focus on mentorship program, more socials. Consider designating “greeters” to green new people at meetings and events, introduce them to other team members, and shepherd them through several meetings. Committees could instead be called “teams” (or something more engaging). Share member highlights in newsletter or social media.</p> <p>MENTORSHIP PROGRAM Create a mentorship program within the chapter. SWANA National has a program established. We could use their platform and connect our local members.</p> <p>RECRUITMENT Highlight how involvement is meaningful and impactful. Consider collecting stories of those who are involved and create a video to share the take aways Get buy-in from managers to allow staff to be part of the board/committees as part of their job. Consider surveying employers. Ask members if their employers support participation in SWANA (time, dues, etc...).</p> <p>PROMOTE PARTICIPATION IN ROLES, LIAISONS Keep YP liaison, safety ambassador, and consider adding more optional roles (from chapter to national). List members in local chapters that are involved with SWANA National’s technical divisions. Grow our outreach on campuses to increase student and YP involvement. This will also help find new members.</p> |

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| | <p>CONTINUITY Ask past board members to stay involved at committee levels to keep some continuity when shifts happen on board leadership. Share officer roles (and the “how-to”) may be shared within the chapter. Encourage mentorship and consider documenting roles as well.</p> |
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| | <p>There's an increase in the number of members taking on leadership roles More SWANA-WI members are involved with sharing the chapter's workload. A steady pipeline of leaders and members are actively involved with the organization. A training program is developed to help members improve skills and knowledge. A mentoring program is developed to help members help each other gain knowledge and skills. People are better networked. A succession plan to ease leadership changes is developed. Members are better informed about solid waste issues, industry trends and activities Members know each other better and support each others' contributions. Member highlights are shared in newsletter or social media.</p> |
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| <p><u>Related issues / strategic questions</u> How can we create a smooth leadership transition of SWANA-WI Board? (It is anticipated that some board members may be leaving in the next year or so.) How can we create a steady pipeline of leaders and members actively involved in committee work? How do we address decreasing membership engagement? How do we create a program to increase membership engagement and assess outcome? How do we create a culture of well-being within SWANA-WI that attracts people? How do we help people understand/appreciate the value of the connections formed through SWANA (especially engagement in SWANA)? Social interaction and networking was stronger before COVID. How do we get out of this lull safely, and comfortably? Seeing engagement as an opportunity to lead something. Valuable experiences. What have you learned through such service? How have you applied it elsewhere? An initial idea: member highlights: newsletter, social media</p> <p><u>Context</u> So many current board members are leaving We are a volunteer organization. We have good leaders and involved members at the moment, but I feel we are on the cusp of losing some due to other responsibilities. Once we lose these “Champions” the organization will lose a lot of momentum if there are not others ready to step in. Too much strain on active members.</p> | |
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Consequences of inaction

No strong team to steward the chapter forward.


Chapter work in certain areas will become stagnant, especially in the Committees.

Losing active members due to burn-out.

Goal 4 (Resource Management) - Engage stakeholders in the full range of resource management solutions.

Summary of Goal 4:

Collaborate with partner organizations and promote conferences and learning opportunities related to reuse, repair and recycling.

| Goal 4 (Resource Management) | |
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| | Engage stakeholders in the full range of resource management solutions. |
|  | <p>COLLABORATE - TEACH - LEARN Have SWANA provide resources that are meaningful to reuse, repair and recycling organizations. Promote resources and sponsor attendance to conferences focusing on the circular economy, such as Circularity 2021, and Ellen MacArthur Foundation events. Collaborate with AROW and WCSWMA to create additional content and trainings. Consider future prospects of partnership and further integration with AROW and WCSWMA.</p> <p>SEEK EXPERTISE Invite representatives of reuse/repair organizations to our spaces, webinars, etc. (Such as WIRMC).</p> |

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| | <p>SWANA-WI effectively cross promotes diverse training opportunities in partnership with other state organizations. The public and related industries view SWANA-WI as an integrated resource management organization not limited to just landfill issues. SWANA-WI is seen as a more broadly represented organization that is more representative of integrated resource management.</p> |
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| <p><u>Related issues / strategic questions</u> How can we change the misconception that SWANA is the “landfill” organization in our Wisconsin resource management community? We’ve yet to see what form PFAs laws and enforcement may take (big unknowns).</p> <p><u>Context</u> There is a misconception that SWANA’s members are only concerned with landfill operations, and not the full range of resource management solutions.</p> |
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Consequences of inaction

We do not engage the greater resource management industry and potentially lose membership potential and we do not grow (not in numbers necessarily, but in capacity) as an organization.

Plan Implementation: Initial and Periodic Review

In adopting this strategic plan, the SWANA-WI Badger Chapter Board of Directors also commits to implementation and periodic review as follows:

1. **Engage** committees in specifying next steps and taking on responsibilities for implementation.
2. **Monitor** progress quarterly on goal-oriented actions and desired outcomes in this strategic plan. (Board of Directors or other teams as assigned.)
3. **Review and update** this strategic plan annually. (Board of Directors to consider the continued relevance of broad goals, evaluate the effectiveness of stated actions, and update this plan accordingly)
4. **Develop a process** for all members to give feedback on the plan and get involved in implementation.

Appendices

Appendix A Strategic Planning Process Overview

Planning Session 1 (10/12/21)

- SOARs

- Mission Statement

Planning Session 2 (10/19/21)

- Stakeholder Analysis

- Review and select “key” SOARs

- Identify any “big unknowns”

Planning Session 3 (11/2/2021)

- Identify Strategic Issues

Session 4 (11/16/2021)

- Brainstorm Strategies to Address Strategic Issues

Planning Session 4 (11/30/2021)

- Select Strategies and Goals

- Overview of strategies (major alternatives) and intended outcomes (perhaps goals)

- Strategies and Goals Related to Key Issues

- Issue 1 - How can we effectively collaborate as committees and make the best use of our volunteer resources?

- Issue 2 - How can we create and deliver quality training to provide direct value to our members?

- Issue 3 - How can we create a steady pipeline of leaders and members actively involved in committee work?

- Issue 4 - How can we change the misconception that SWANA is the “landfill” organization in our Wisconsin resource management community?

Planning Session 5 (12/14/2021)

- Review questions for members, and select an avenue for gathering stakeholder input

Planning Team Meeting (1/11/2022)

- Review draft survey questionnaire

Planning Team Meeting (2/14/2022)

- Finalize survey instruments and assign tasks for timely preparations

Planning Team Meeting (5/10/2022)

- Review survey results

Planning Team Meeting (6/7/2022)

- Review draft strategic plan

Planning Team Meeting (7/21/2022)

- Plan review, and decision to forward it to the board for consideration/adoption.

Appendix B. Terms and Acronyms

AROW: Associated Recyclers of Wisconsin

BC: Badger Chapter of Wisconsin SWANA

CEU: Continuing Education Units

EP: Experienced Professionals

PFASs: Per- and polyfluoroalkyl substances—a class of man-made fluorinated compounds that have been used in consumer products since the 1940s for their stain- and grease-repelling properties.

RC: Recycling Connections

SWANA: Solid Waste Association of North America

SWANA National: The parent organization as it exists at the national level

SWANA WI Badger Chapter (or SWANA-WI)

WCSWAMA: Wisconsin Counties Solid Waste Management Association

WIRMC: [Wisconsin Integrated Resource Management Conference](#)

YP: Young Professionals

Reference Material:

- SWANA-WI Member Survey Report Summary
 - Companion report with results from newer members (in SWANA up to 10 years)
 - Companion report with a focus on experienced respondents (with >10 years of experience in the field)
- Image of Dot Survey Results

Appendix C. Overview of Goals, Actions, and Desired Outcomes (Summary Table)

| | 1 Effectiveness | 2 Direct Value | 3 Involvement | 4 Resource Management |
|--|---|--|---|--|
| | Collaborate as committees and make the best use of our volunteer resources. | Create and deliver quality trainings to provide direct value to our members. | Create a steady pipeline of leaders and members actively involved in committee work. | Engage stakeholders in the full range of resource management solutions. |
| | <p>ESTABLISH CHAPTER GOALS EACH YEAR To be developed each year by teams for review and approval by Board. Determine if chapter goals are determined by the committees or the chapter. Currently we do not have chapter goals outlined. Committees succinctly establish and share goals so that other committees know where they can collaborate to achieve results that fulfill multiple committees' goals</p> <p>ADOPT STRUCTURE FOR EFFECTIVE MEETINGS Committees to provide monthly reports before meeting instead of during meeting. Format agendas to ensure clarity of purpose complete with anticipated actions, outcomes, and qualifiers. Include an action items section in our meeting minutes.</p> | <p>FIND OUT WHAT MEMBERS WANT, AND HOW? Survey what members want to learn more about; where are gaps in their knowledge? Determine how best to offer training opportunities (e.g. in-person vs. virtual? Any preferred medium?)</p> <p>DELIVERY Continue to deliver value to members with an emphasis on training offerings that provide the CEU credits and DNR credits that various members need. Tap into and cross-promote existing resources (such as HR trainings, ISWA webinars...). Make SWANA National trainings more accessible to members ("member" vs. "non member" prices are still very expensive and not accessible!) Leverage existing members and their companies as instructors and sponsors</p> | <p>STYLE AND CULTURE Craft a fun culture within the leadership/committee team. Create a culture of wellbeing within SWANA that attracts people, and gets more members actively involved. Initial focus on mentorship program, more socials. Committees could instead be called "teams" or "working groups" (something more engaging). Share member highlights in newsletter or social media.</p> <p>MENTORSHIP PROGRAM Create a mentorship program within the chapter. SWANA National has a program established. We could use their platform and connect our local members.</p> <p>RECRUITMENT Highlight how involvement is meaningful and impactful. Consider collecting stories of</p> | <p>COLLABORATE - TEACH - LEARN Have SWANA provide resources that are meaningful to reuse, repair and recycling organizations. Promote resources and sponsor attendance to conferences focusing on the circular economy, such as Circularity 2021, and Ellen MacArthur Foundation events. Collaborate with AROW and WCSWMA to create additional content and trainings. Consider future prospects of partnership and further integration with AROW.</p> <p>SEEK EXPERTISE Invite reuse/repair facilities to our spaces, webinars, etc. (Such as WIRMC, Goodwill, material reuse system).</p> |

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| | <p>ADOPT USEFUL TOOLS Write monthly reports Define metrics for success Develop a page on our website to highlight the work of each committee. Develop a platform for shared documents (such as Google Drive, MS-Teams, or other)</p> | | <p>those who are involves and create a video to share the take aways Get buy-in from managers to allow staff to be part of the board/committees as part of their job. Consider surveying employers. Ask members if their employers support participation in SWANA (time, dues, etc...).</p> <p>PROMOTE PARTICIPATION IN ROLES, LIAISONS Keep YP liaison, safety ambassador, and consider adding more optional roles (from chapter to national). List members in local chapter that are involved with SWANA National's technical divisions. Grow our outreach on campuses to increase student and YP involvement. This will also help find new members.</p> <p>CONTINUITY Ask past board members to stay involved at committee levels to keep some continuity when shifts happen on board leadership. Write a list of officer roles (and how-to) to share within the chapter.</p> | |
| | <p>SWANA-WI has a well-defined collaborative structure showing effective</p> | <p>Members are more engaged and actively participating. We help develop a more skilled</p> | <p>There's an increase in the number of members taking on leadership roles</p> | <p>SWANA-WI effectively cross promotes diverse training opportunities in partnership</p> |

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| | <p>communication strategies between their committees, members, and board of directors.</p> <p>Diverse volunteer groups are actively engaged with our work.</p> <p>SWANA-WI activities are routinely communicated to members.</p> <p>The Board creates a process to create and approve committees' goals.</p> | <p>and knowledgeable workforce for our industry.</p> <p>A well-defined training schedule with frequent offerings is available to members.</p> <p>SWANA-WI creates and delivers quality trainings to its members.</p> <p>People are better networked. They know what's going on. They know each other, what's happening.</p> <p>Members have access to resources to solve real-life problems.</p> <p>Members enjoy interactions with local peers.</p> | <p>More SWANA-WI members are involved with sharing the chapter's workload.</p> <p>A steady pipeline of leaders and members are actively involved with the organization.</p> <p>A training program is developed to help members improve skills and knowledge.</p> <p>A mentoring program is developed to help members help each other gain knowledge and skills. People are better networked.</p> <p>A succession plan to ease leadership changes is developed.</p> <p>Members are better informed about solid waste issues, industry trends and activities</p> <p>Members know each other better and support each others' contributions.</p> <p>Member highlights are shared in newsletter or social media.</p> | <p>with other state organizations.</p> <p>The public and related industries view SWANA-WI as an integrated resource management organization not limited to just landfill issues.</p> <p>SWANA-WI is seen as a more broadly represented organization that is more representative of integrated resource management.</p> |
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