



Strategic Planning – Core Values

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Know Thyself

- ❑ We can't serve the members if we don't know the values of the members; the environment we work in has changed, the members have evolved.
- ❑ So we did a survey
- ❑ We're asking for core values
- ❑ We're going to work on mission, vision, and strategic objectives over the next few weeks / months

Quick survey review

- ❑ 190 responses
- ❑ 29 states (of 35)
- ❑ 48 locals (of 111)
- ❑ 2 MJOs, a few uncategorizable
- ❑ 31 identified as Directors, 81 identified as staff, 78 anon

Only 2 questions:

- ❑ What is our purpose?
- ❑ What should we be doing?

Political considerations

Impact_{Question} Advocate Dictate Air Quality Believe Think
Technical Perspective Science Local
Political Considerations Positions Important
Rule NACAA Overriding Issues Completely Public Health_{Program}
Environment Focus

- ❑ “We need to have positions that reflect the context that our agencies find themselves in.” (8)
- ❑ We need to be “neutral” or “pragmatic” (9)
- ❑ Positions should be based on “what the science tells us” or “what serves public health”, ignoring politics (32)

“When should we comment” illustrates a dichotomy

▼ When the issue affects my agency's (and others') core air pollution control programmatic responsibilities	96.72%
▼ When the issue affects the core air pollution control programmatic responsibilities of other air agencies, but does not affect mine directly	71.58%
▼ When the issue affects my agency's (and others') authority, jurisdiction, or funding	92.35%
▼ When the issue affects the jurisdiction, authority, or funding of other air agencies, but does not affect mine directly	69.95%
▼ When the issue affects air quality in my jurisdiction (along with other areas) directly	85.79%
▼ When the issue affects air quality in other jurisdictions, but does not affect mine directly	65.57%

What should we do more of?

- ❑ 86 responses, 25 were “you’re good!”
- ❑ Training
- ❑ Webinars
- ❑ Onboarding of new people, a “refresher” on offerings for current members
- ❑ Make meeting issues accessible to those who can’t make the meetings, greater use of “push” orientation
- ❑ Benchmark surveys
- ❑ Issue specifics: SIP strategies, PM 2.5, VW & EVs, climate strategies for locals, issues for rule-writers & planners, enforcement, dust mitigation, smoke information, indoor air

What should we stop doing?

- ❑ Of 50 answers, 41 were “nothing”
- ❑ Meetings in more relevant / convenient locations; more opportunities for non-directors
- ❑ Some logistical things
- ❑ Some things we already don't do (“going overseas for COP meetings”)
- ❑ Things we did NOT hear:
 - ◆ Any of our committees' work

Anything Else?

Membership Limited Washington Update Miles Issues
Technical **Appreciate** Great Job NACAA Communication
Agencies Level Good Work Useful Doing Great Work EPA

- ❑ Overall – the feedback was extremely positive. Some tweaks, some great suggestions.

What key threads and outcomes?

- ❑ A DC presence is really valuable to members.
 - ◆ Our most-valued work is the Washington Update, comments, approps/hill work.
 - ◆ 92% of respondents want us to advocate for funding & protecting jurisdiction & authority.
- ❑ The committee as the main locus of activity is liked. Committees are generally structured right and generally doing the right work
- ❑ Policy work remains important & supported.
- ❑ We don't all agree, but compromise makes us stronger than choosing between unanimity & silence.
- ❑ Politics are real, and members support pragmatism.
- ❑ Very strong support for building on a basis of being experts, following science, being a voice for public health foremost.
- ❑ More democratization of information. If there's a weak spot, it's our meetings.
- ❑ Agencies are overstretched. Whatever we can do to make their day jobs easier will find support.

So, who are we?

- Other ways to ask this question:
 - ◆ What is the association for?
 - ◆ What is our bedrock?
 - ◆ What is our main purpose?



What values to we prioritize?

- Use your stickers!



What should we be working on?

- Other ways to ask this question:
 - ◆ What is it we should be doing?
 - ◆ What do we want to organize around?
 - ◆ What directions do we want to grow towards?

What's most important,
strategically?

Stiiiiickers
2iiiiickers



What does this mean?



Where do we go next?

Suggestion:

- ❑ Get a Mission Statement & a Vision
- ❑ Articulate a few core strategic directions
- ❑ Should involve a core team that consults with, and gets input from, the board. Possibly start with the officers (anyone else?)

In closing: Let's Be Fantastic



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