

Forward, Together SWANA Strategic Plan 2023-2027 Final | June 2022

SWANA's Core Purpose:

To advance the responsible management of solid waste as a resource.

SWANA's Mission:

SWANA is an organization of professionals committed to advancing from solid waste management to resource management through their shared emphasis on education, advocacy, safety, and research.



GOAL 1: GET OFF THE TOP 10 LIST OF MOST DANGEROUS JOBS

OBJECTIVES

Develop SWANA resources
 training to support employer
 safety programs

STRATEGIES

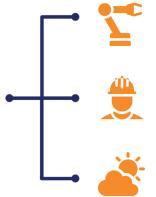
In each SWANA training course, incorporate a workplace safety section focused on the most common types of accidents and injuries and reflecting industry best practices.

Develop training materials/short courses for frontline supervisors, managers, and leaders on best safety practices and how to effectively discuss safety with workers with emphasis on the role of leaders in workforce engagement, communications, and setting metrics.

Develop safety engagement and outreach programs for solid waste facilities and employees that can be widely distributed through SWANA's network of chapters, technical divisions, equipment ROAD-EOs, and other sub groups. The Hauler Safety Outreach program may be used as a model for these programs.

Develop training materials and/or a course on how to establish safety programs related to countering climate-related effects (heat, floods, wind, and storm events).

2. Collaborate & partner with government agencies to develop and support industry-appropriate standards and policies that lead to safer work environments



Explore and evaluate the expanded use of autonomous equipment, robotics, and sensors at landfills, transfer stations, and MRFs.

Identify and promote worker safety as an additional outcome of Extended Producer Responsibility (EPR).

Encourage and participate in the development of temperature standards for employees working in the industry.



GOAL 2: BECOME CLIMATE CHAMPIONS

OBJECTIVES

3. Emphasize Resource
Management in SWANA's
structure and communications

STRATEGIES

Update and expand SWANA's technical policies to address and support resource management.

Develop a technical policy and Association position on Extended Producer Responsibility (EPR).

Position SWANA's Technical Divisions for success by retooling the focus of each division toward support of resource management and Climate Champion initiatives.

Incorporate resource management topics and content as SWANA certification courses are updated.

4. Reframe and prioritize resource management in North American infrastructure to support plans and initiatives for climate mitigation



Collaborate with other associations and organizations to promote the development of balanced and credible resource management infrastructure across North America.

Maintain a high level of organization visibility and relevance through ongoing outreach, comment, and consultation with policymakers, NGOs, media, and others.

Create an OrganicsManagement Emphasis



Collaborate with US Composting Council, US Composting Infrastructure Coalition, the Compost Council of Canada, and other groups to advance the industry implementation of programs to effectively recover organics as valuable resources.

Update the education courses focused on managing organics.

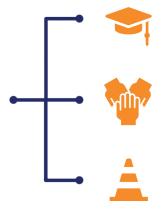


GOAL 3: REFRAME PERCEPTION OF INDUSTRY AS EMPLOYERS OF CHOICE

OBJECTIVES

STRATEGIES

6. Engage Young Professionals and next-generation employees



Implement and refine the Young Professionals Leadership Academy (YPLA).

Collaborate as needed to create and sustain a program to recruit the next generation of individuals to fill skilled positions in the solid waste industry.

Incorporate the Climate Champion, Resource Management, and Safety emphases in order to progress toward established objectives and strategies in promoting the industry.

7. Improve conditions for everyone in the industry through leadership in Diversity, Equity, and Inclusion





Develop and implement the DEI Initiative.



GOAL 4: CONTINUE TO STRENGTHEN SWANA'S INFRASTRUCTURE AND FINANCIAL VIABILITY

OBJECTIVES

STRATEGIES

8. Strengthen working relationships and communications among SWANA HQ and SWANA's sub-units (i.e., chapters and technical divisions)



HQ Listening Campaign.

Revisit the purposes and methods of providing SWANA training to address HQ and chapter needs and financial objectives.



Develop a recurring communication & training program to increase Chapter Leader awareness of SWANA support services and local delivery capabilities.

9. Grow and retain membership



SWANA HQ continues to focus resources on growing and retaining SWANA membership in its current chapter areas through the application of best practices drawn from the association industry.



Strategically partner with international associations and NGOs to expand SWANA's Latin American presence and membership.

10. Determine what "hybrid" will mean to SWANA events, meetings, and services





Offer hybrid events according to an expanded understanding of opportunities and audiences to be served.