



ITRC Strategic Plan

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The Second Decade

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IIRC Strategic Plan

Introduction

This Strategic Plan will help set the foundation for IIRC to thrive and grow in today's changing world. It sets forth the principles that guide decision-making and the solutions that are developed every day by IIRC, and helps clarify priorities and position IIRC to seize new opportunities and satisfy the needs of its customers—State and Federal Environmental Regulatory Agencies, Federal and Industry Site Owners, the Environmental Industry, and Local Communities and Tribal Organizations.

IIRC Values

Our values represent enduring beliefs that are at the core of IIRC and serve to guide and shape decisions at all levels of the IIRC organization.

We believe that **change** creates opportunities to implement innovative solutions resulting in protection of human health and the environment. Our approach to developing these solutions is to work as a **state-led organization** in **collaboration** with all those affected by the solutions we recommend. This is necessary to create effective results; and the network we build through collaboration is critical to our success.

We believe in taking the path less traveled—one that may not be popular, but the one that brings **innovation** to the environmental marketplace. We believe our solutions must be grounded in **technical excellence** that will lead to more capable customers.

We expect all in the IIRC to approach our work with **integrity** so that we may operate in a culture of openness and **partnership** with our customers and funding sponsors.

We strive for **consensus** in decision making and development of products.

IIRC Purpose

Our purpose represents why we are in business. IIRC's purpose is:

**To Advance Innovative
Environmental Decision-Making**

IIRC Mission

Our mission represents what we seek to achieve. The mission is to:

Develop information resources and help break down barriers to the acceptance and use of technically sound innovative solutions to environmental challenges through an active network of diverse professionals.

IIRC Strategy

Our Strategy represents our plan of action for the future. These are the most important actions that must be undertaken over the next several years in order to fulfill the IIRC mission. These are long-term objectives that will not necessarily be fully realized in the short-term but will guide the decisions we make on projects and budget priorities.

- We will be the market recognized “go-to” environmental solution provider in the realm of applying innovative solutions to protect human health and the environment.
- We will look ahead to future environmental challenges and be ready to focus our resources on developing innovative solutions to address those challenges.
- As we expand our influence to other environmental challenges, we will ensure that these new environmental focus areas that meet the needs of our customers.
- We will continue to develop products that accelerate smart decision-making on remediation sites.
- We will expand our membership network in order to maximize our influence in the marketplace and continue to provide products and contacts that are useful to our customers.

IIRC Strategic Plan

- We will increase outreach to customers, users, and potential members so that all may know the value of IIRC and to increase IIRC's visibility to future potential funding sponsors.

IIRC Customers

Customers served by IIRC are those groups to which IIRC will dedicate resources, align structure, and target products. IIRC serves four customer groups:

State and Federal Regulators

- With smaller State and Federal environmental budgets, IIRC can help this customer group maintain and update its technical skills by providing information resources, access to innovative environmental research products, and access to an extensive network of environmental professionals.
- As training dollars are reduced for states, federal agencies, and private organizations, IIRC can provide an innovative method to educate this customer base on innovative approaches to decision making at sites.

Federal and Industry Site Owners

- IIRC advances innovative technologies that directly impact this customer group, educates the regulators and customers, and helps break down barriers to the use of these new environmental technologies.
- IIRC provides these customers with close and easy access to regulators through its network.

Environmental Consultants and Technology Vendors and Developers

- IIRC provides insight into what regulatory requirements will apply to the application of innovative solutions to environmental problems.
- IIRC provides free or low cost training and access to information resources.
- IIRC provides the opportunity to network with leading experts in the field of environmental technologies, and with state regulators responsible for the review and approval of use of the technologies.

Local community representatives geographically adjacent to sites, local governments, Native American Tribal representatives

- The IIRC provides educational opportunities to local communities about innovative solutions that may be applied in their communities.

IIRC's Core Competencies

Core competencies are the knowledge, skills, and technical know-how or business processes unique to IIRC, and that distinguish IIRC in serving its customers and pursuing its mission. It is these unique competencies that IIRC offers that differentiates IIRC from other organizations that provide similar products and/or services. Below is a list of current IIRC core competencies and those that IIRC must develop in the future to implement this strategy.

Existing IIRC Core Competencies

- The IIRC network that develops innovative solutions is comprised of the very customers that need the products (e.g., state environmental regulators, site owners, consultants, the public, etc.), therefore, forwarding ownership of the solutions that IIRC provides.
- IIRC provides regulators opportunities to be proactively knowledgeable about innovative environmental solutions.
- IIRC has expertise in the application of remediation technologies.
- IIRC is an unbiased forum in which its large group of customers can discuss and debate potentially controversial environmental issues in a non-adversarial setting.
- IIRC is state led.
- IIRC is able to communicate across political and partisan boundaries.
- IIRC provides return on investment for funding sponsors.
- IIRC's documents and training are easily accessible and are written in a way that provides value to end users of all levels of technical competency.

ITRC Strategic Plan

Core Competencies Needed for the Future:

- Gain technical expertise beyond remediation.
- Develop and expand ITRC's ability to address emerging environmental issues including new pollutants.
- Develop new product delivery mechanisms/formats/platforms for cost efficiency and effective communication.
- Expand use of information technology for communications and product availability.
- Develop and expand ITRC's ability to track market trends and expand product focus areas, diversify and develop skills beyond remediation, and develop a formal process to respond to new and emerging environmental issues.

Market Context/Trends

As state and federal budgets have decreased, there is more competition for fewer environmental dollars. Therefore, it is becoming increasingly difficult to fund environmental projects necessitating the development and application of new and innovative tools and decision making to protect the environment. New environmental issues also continually surface that must be addressed.

With the political, economic, scientific, and public opinion climate constantly changing, ITRC must be aware of its market in order to stay current and relevant. As part of the planning process, ITRC has identified the following current and potential future market trends that directly affect the organization and the market context within which ITRC must focus.

Political climate

- Legislation
 - ▼ Water quality legislation
 - ▼ Increased emphasis on air quality
 - ▼ Increased emphasis on indoor air quality
 - ▼ Pollution prevention
- World climate
 - ▼ War, unrest, terrorist events
 - ▼ Global environmental issues

- Energy policy decisions
 - ▼ Energy crises/shortage
 - ▼ Increased need for sustainable energy
- Natural resource use and availability
 - ▼ Lack of water in southwest US
 - ▼ Coal/oil/gas use and shortages
- Decreases in funding to states for environment
- Increase in funding to states for homeland security

Economic Climate

- Economic health of the country
- Approaches to environmental issues becoming increasingly business/consumer driven (including economic development and a push to re-use industrial lands).

Scientific Climate

- New and emerging contaminants
- Development of techniques to analyze, characterize and monitor contaminated sites
- Assessment of new technologies for contaminated sites
- Growing need for real-time analytical based technologies (i.e.: lab on a chip, homeland security monitoring, remote sensing, etc.)
- Research institutions receiving funding for nanotechnology research and development
- Need for landfill technologies

Public opinion

- Citizens views on and awareness of environmental issues
- Business/consumer views on and awareness of environmental issues
- Need to expand/enhance/and make environmental education more available for citizens.

These trends can present significant opportunities for ITRC. For example, ITRC has an established infrastructure and network that can rapidly respond to changes in market trends allowing it to quickly provide services that will be needed to address these trends. Conversely, the trends may also present challenges to ITRC. If ITRC is not able to stay current and respond to a changing market, the organization could become obsolete and no longer useful to its customers.