



# ITRC STRATEGIC PLAN

2016–2020

*Advancing Environmental Solutions*

## VISION

To achieve healthy and sustainable air, water, land, and ecology through the adoption of innovative solutions

## MISSION

To develop information resources and processes to break down barriers to the use of technically sound innovative solutions for healthy communities, economy and environment

## VALUES

- Facilitate better **DECISION-MAKING** by fostering the acceptance and use of **INNOVATIVE** solutions
- Develop solutions by working as a **STATE-LED ORGANIZATION** in **PARTNERSHIP** with those affected by the guidance we develop
- Produce products that are grounded in **TECHNICAL EXCELLENCE**
- Work with **INTEGRITY** in a culture of **COLLABORATION**
- Strive for **CONSENSUS** in decision-making and development of products

## 2016-2020 ITRC STRATEGIC PLAN

### INTRODUCTION

ITRC is a state led, public-private coalition that produces guidance and training to create understanding and acceptance of environmental innovation. The ITRC partnership brings together teams of state and federal regulators along with private, academic, and stakeholder experts to broaden and deepen technical knowledge and reduce barriers to expedient and widespread regulatory acceptance of innovative solutions.

ITRC is managed by the Environmental Council of States (ECOS), the national, nonpartisan association representing the state and territorial environmental commissioners. ECOS also oversees the Environmental Research Institute of the States, Inc. (ERIS), their wholly owned 501(c)3 education and research organization. All ITRC initiatives including funding, policies and the authority to operate are through ERIS.

This strategic plan provides the foundation for ITRC to thrive and grow in today's changing world. This plan sets forth the principles that guide decision-making, clarifies priorities, and positions ITRC to satisfy our current customers while seizing new opportunities.

### KEY STRATEGIES

- **Look** ahead to future environmental challenges and be ready to focus resources on developing innovative approaches to address those challenges
- **Develop** quality products that meet customer needs
- **Conduct** outreach to understand environmental priorities, demonstrate our value, and increase our visibility to funding sponsors
- **Emphasize** collaboration and cooperation in our work as a way to foster consensus
- **Strive** for consistency in facts and findings amongst all products to ensure their credibility and relevance and to maximize their usability to customers



## WHO ARE ITRC CUSTOMERS?

ITRC defines its customers as those groups to which we dedicate resources, align our structure, and target products. ITRC provides all customers with free or low-cost products, training, and access to information resources.

### State and Federal Regulators

With smaller state and federal environmental budgets, ITRC can help these customers maintain and update 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, ITRC can fill these training needs and educate this customer base on innovative approaches to decision-making at sites.

### Federal and Industry Site/Liability Owners

ITRC advances innovative technologies that directly affect this customer group, educate regulators, consultants and stakeholders and help break down barriers to the use of these new environmental technologies.

These customers are provided with a collaborative environment as well as access to and insights into the concerns of their fellow customers—including regulators, companies and stakeholders—through the ITRC network.

### Local Community Representatives, Local Governments, Native American Tribal Representatives and Academic Researchers

ITRC provides educational opportunities to local stakeholders about innovative solutions that may be applied in their communities. In addition, ITRC provides the opportunity to engage academic experts and identifies research and development needs that can be pursued by researchers.

### Environmental Consultants and Technology Vendors and Developers

Federal- and state-vetted guidance documents and training provide insight into the regulatory requirements that will apply when innovative solutions are used for environmental problems, thus saving technology users tremendous time and money. ITRC also offers these customers an 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.

#### CUSTOMERS

- State Regulators
- Federal Regulators
- Federal Land/Liability Owner
- Local Community Representatives, Local Governments, Native American Tribal Representatives
- Academia
- Industry Land/Liability Owners
- Environmental Consultants
- Technology Vendors



# Goals, Actions, and Performance Metrics for 2016–2020

## 1 Goal #1: **Expand** products and services beyond remediation to other environmental challenges

ACTION 1A	PERFORMANCE METRIC
Prioritize Remediation Plus focus areas and identify at least three Remediation Plus focus areas for the request for proposals for 2016-2019 projects.	Implement at least three Remediation Plus projects during 2016-2020.

ACTION 1B	PERFORMANCE METRIC
Refine necessary changes to the ITRC organization based on experience with the Remediation Plus pilot beginning in mid-2016.	Develop and grow by 20% annually database of state contacts interested in ITRC air and water projects.

## 2 Goal #2: **Develop** products that accelerate smart decision making on remediation sites

ACTION 2A	PERFORMANCE METRIC
Maintain a core group of remediation projects in the ITRC Portfolio.	Each year, a minimum of one-half of the projects in the ITRC portfolio will be remediation projects.

ACTION 2B	PERFORMANCE METRIC
Support effective decision making at remediation sites.	Incorporate a section on developing success stories into every ITRC product.

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## 3 Goal #3: Broaden ITRC membership to maximize marketplace influence

ACTION 3A	PERFORMANCE METRIC
Maintain strong participation among all of our customers.	Maintain existing membership numbers within each sector and add thirty new individuals by 2020 from new programs, agencies, and businesses (2015 baseline).
ACTION 3B	PERFORMANCE METRIC
Increase academic, public, and tribal membership.	At least one academic, public, and tribal stakeholder will be present on every project by 2017 (2015 baseline).
ACTION 3C	PERFORMANCE METRIC
Expand awareness of ITRC through social media outreach.	Increase number of new followers tracking ITRC on social media by 10% annually.

## 4 Goal #4: Diversify funding sources

ACTION 4A	PERFORMANCE METRIC
Obtain new federal funding partners.	Add at least one new federal agency annual funding commitment.
ACTION 4B	PERFORMANCE METRIC
Identify new Remediation Plus IAP members.	Add a minimum of 20 new IAP company members by the end of calendar year 2017 (2015 baseline).
ACTION 4C	PERFORMANCE METRIC
Identify opportunities for increasing training by partnering with other organizations.	Partner with minimum of one new training organization by end of 2018.

# Summary of Goals for 2016–2020

**1 Expand** products and services beyond remediation to other environmental challenges

**2 Develop** products that accelerate smart decision-making on remediation sites

**3 Broaden** ITRC membership to maximize its marketplace influence

**4 Diversify** funding sources

