

Environmental Industry Associations

President/Chief Executive Officer Position Profile December 2011

This profile provides information about the Environmental Industry Associations (EIA), the position of EIA President/Chief Executive Officer, and EIA's two sub-associations – the National Solid Wastes Management Association (NSWMA) and the Waste Equipment Technology Association (WASTEC). The profile is designed to assist individuals in assessing their interest in and qualifications for the position.

The search for the President/Chief Executive Officer of EIA is being conducted by Association Strategies, Inc., 1111 North Fairfax Street, Alexandria, VA 22314. Applicants should submit a cover letter and resume to the Association Strategies, Inc., website:

www.assnstrategies.com/current_searches.php. To learn more about EIA, go to www.environmentalistseveryday.org. The deadline for applications is February 1, 2012.

President/Chief Executive Officer Position Profile **for the Environmental Industry Associations**

Profile Methodology

The profile for the position of President/Chief Executive Officer of the Environmental Industry Associations (EIA) was developed using organizational data; discussions with EIA stakeholders and staff; and responses to an online survey of the leadership of EIA's two sub-associations. The survey was conducted to identify and prioritize the skills, knowledge, experience, qualifications and qualities required and desired in order for the President/CEO to be successful. Information regarding programs and services, organizational and cultural factors, and challenges and opportunities for EIA was also developed from the survey responses and discussions.

About the Organization

EIA, headquartered in Washington, D.C., is the professional trade association that represents the private-sector solid waste and recycling industry through its two sub-associations, the National Solid Waste Management Association (NSWMA) and the Waste Equipment Technology Association (WASTEC). EIA is dedicated to advancing, informing, educating and assisting the private environmental services industry in the safe, cost-effective and environmentally responsible management of solid wastes, recyclables and discarded or residual materials. EIA is the information source for the industry relative to solid and medical waste management trends and developments, recycling rates and markets; landfill design, operation and maintenance; federal and state developments on interstate waste and flow control; equipment and technology; and safety standards and practices.

NSWMA: NSWMA was established in 1962 to advocate on behalf of its members and to provide networking opportunities and information. Its membership comprises approximately 400 private-sector companies in North America that provide solid, hazardous and medical waste collection, recycling and waste disposal services, and companies that provide professional services to the waste industry. NSWMA consists of 23 state chapters but its members operate in all 50 states and the District of Columbia; its members – both large publicly-traded companies and small and large privately-owned companies – share its mission of promoting the management of waste in a manner that is environmentally responsible, efficient, profitable and ethical, while benefiting the public and protecting employees.

NSWMA's primary purposes include:

- Representing the industry before state and local governments and legislators, Congress and federal regulatory agencies, such as the Environmental Protection Agency, the U.S. Department of Transportation and the Occupational Safety and Health Administration;
- Creating and fostering a positive image for the industry and its significant impact on the health and well-being of the environment;

- Planning and administering events that provide a forum for industry leaders to network with their peers and discuss business and industry issues;
- Providing members with a variety of complimentary publications and resources concerning industry trends and issues; and
- Providing members assistance and information to improve their safety, efficiency and profitability.

WASTEC: WASTEC was formed in 1972 as the Waste Equipment Manufacturers Institute and in 1993 restructured as a quasi-independent trade association under the EIA umbrella. It represents approximately 280 companies that design, build, distribute, service and consult with respect to the equipment and technology systems used to collect, contain, transport, store, process, recycle, treat and dispose of solid waste, recyclables and discarded or residual materials. As an organization, it is dedicated to the development and utilization of equipment technologies in the safe and environmentally responsible management of wastes.

WASTEC's primary purposes include:

- Developing standards, policies and programs that promote the proper development, design, manufacture, application, maintenance, marketing and use of waste services equipment technology;
- Developing and sponsoring programs to inform, educate and assist the waste services industry;
- Planning and hosting events that provide a forum for WASTEC members to network with their peers and customers;
- Developing and providing a system of organized, reliable and accessible data, statistics and information regarding equipment technologies; and
- Fostering a positive image of the technology sector before government entities, industry, media and the public.

Structure, Governance and Staff: The President/CEO of EIA reports to an 11-member Board of Trustees and serves as a non-voting member of the Board, which comprises representatives from both NSWMA and WASTEC. Under the direction of the President/CEO, the 23-member EIA professional staff administers the programs, services and activities of the organizations within a \$4.7 million annual operating budget. The staff includes three regional managers, responsible for state chapters within their respective regions; their purpose is to advocate for waste companies under the NSWMA banner through lobbying, education, coalition-building and industry surveillance activities. NSWMA and WASTEC are governed by their 38- and eight-member voting Boards of Governors, respectively.

Key External Interactions: In addition to the EIA membership, Board of Trustees, staff and the Boards of Governors of NSWMA and WASTEC, the President/CEO works closely with the following individuals and entities:

- Chapter chairs and leaders;
- Federal, state and local elected officials and legislators;
- Federal agencies and regulatory groups;
- Solid Waste Association of North America;
- Environmental Research and Education Foundation;
- National Association of Counties;
- National League of Cities;
- National Conference of State Legislators;
- U.S. and local Chambers of Commerce;
- National Association of Manufacturers;
- The transportation, trucking, manufacturing and construction industries, and environmental groups; and
- National Federation of Independent Business.

Programs and Services

The following are the key programs, services and activities under the EIA umbrella:

1. Advocacy, public policy and legislative activity: EIA represents the interests of its members by monitoring local, state and federal issues affecting the industry and by advocating on its members' behalf. Much of this activity takes place at the state and local levels and is supported by the three regional managers.
2. WasteExpo: WasteExpo is the solid waste industry's premier trade show and educational event. For more than 40 years, WasteExpo has been North America's largest solid waste and recycling trade show serving both the private and public sectors and small, medium and large companies. It includes more than 550 exhibiting companies, 40 conference sessions and workshops, and more than 11,000 participants. The 2012 WasteExpo will be held April 30-May 3 in Las Vegas, NV. WasteExpo is not owned by EIA, but the EIA staff is responsible for the educational sessions and other events, for which the association receives compensation.
3. Environmentalists. Every Day: This educational program was created to promote the environmental services provided daily by the solid waste industry and individual EIA members. It offers resources to inform the public about the solid waste industry and includes a communications toolkit and resources; posters that provide a detailed explanation of what happens to waste from collection through processing; a YouTube video contest through which college students can compete for scholarships by filming or creating animation and

uploading video clips that demonstrate the practical ways that the solid waste industry protects the environment; and an active presence on Facebook, Twitter, LinkedIn and other social networking sites.

4. *NSWMA Chairman's Council*: This group provides an opportunity for owners and senior managers at privately-held companies to visit various waste facilities in order to share ideas about the industry, and to network and socialize with colleagues. Its spring tour provides a forum to find innovative and effective ways to address operational and management issues; observe how other companies in the industry perform their day-to-day activities; and learn how colleagues deal with issues of training, disciplining and motivating employees.
5. *EIA Women's Council*: The Women's Council works for the professional advancement of women through meaningful and useful education, assistance, support and mentoring. The Council fosters the professional development of women in the waste industry while striving to increase their business, financial and leadership skills through education, workshops, mentoring and networking. In addition, the Council offers scholarships to students in pursuit of a career in the environmental industry.
6. *Healthcare Waste Institute*: The mission of this institute is to facilitate responsible healthcare waste management from all types of generators; to be the resource network for technical and regulatory assistance; and to create high value for membership. HWI members interact with state and federal regulators and legislators on company-specific or industry-wide advocacy issues; educate policy makers; provide networking opportunities; and provide educational programs that are especially important to companies that do not have full-time employees to monitor regulations, legislation and new technology.
7. *The Landfill Institute*: This institute is a policy-making group within NSWMA; its activities include advocacy and lobbying before Congress and federal regulatory agencies to ensure that proposed rules and studies impacting landfills are protective of members' interests and the environment; educating political leaders, the public and the industry; and providing networking and information-sharing opportunities at a Global Waste Management Symposium.
8. *Future Industry Leaders Alliance (FILA)*: FILA fosters the career advancement of its members and prepares them for the challenges ahead through networking and mentoring. Its activities include opportunities to improve and learn new business, financial and management skills; learn new leadership skills; tour other members' facilities and gain operational insight; network and socialize with peers; and raise issues and problems for group consideration.

9. *Executive Roundtable*: The annual NSWMA/WASTEC Executive Roundtable provides a venue for senior managers, business owners, presidents and CEOs to meet in a relaxed, congenial atmosphere. It includes a variety of education and recreational events, Board meetings, golf outings, business sessions and receptions that provide members an opportunity to connect with colleagues and strengthen business ties.
10. *Safety programs*: NSWMA and WASTEC and their members promote industry safety as a core value by providing safety videos, training materials and programs to help employees and employers reduce facilities, injuries and accidents. The series of videos called *Be Safe, Be Proud* focuses on workplace hazards on residential collection routes and at landfills and transfer stations, and provides training for supervisors on how to coach maintenance workers to safety. NSWMA's *Slow Down to Get Around* is a public awareness program to remind motorists to drive more carefully near solid waste collection vehicles. EIA also produces a weekly safety newsletter for all members.
11. *American National Standards Institute (ANSI) standards*: EIA provides members the opportunity to participate in the development of national industry safety standards (ANSI standards) for waste equipment and operations.
12. *Training materials and sessions*: NSWMA and WASTEC offers a wide variety of training programs available to the industry, including but not limited to webinars on diverse business and communication skills, in the form of regional safety seminars, driver training, safe driving practices, other educational sessions and publication of an extensive safety manual and electronic advisories.
13. *Awards programs*: EIA, NSWMA and WASTEC conduct a number of robust awards programs to recognize and honor its members and their accomplishments. These include the EIA Driver of the Year; the EIA Hall of Fame; the EIA Women's Council Scholarships; NSWMA and WASTEC Distinguished Service, Member of the Year, Special Governor's and Employee of the Year Awards.
14. *Publications and resources*: EIA offers a large number of publications and resources for members, the industry at large, the general public, educators and students, including research, statistics, healthcare information, equipment, directories and videos.

Organizational Culture

The significant longevity and tenure of EIA staff members is testimony to their dedication to the organizations and their enjoyment of their work. They are a highly collegial group with a sharp focus on member service, a high energy level and strong belief in the mission of the organizations and the value of their work. They appreciate the "family-friendly" and supportive

environment of their workplace and take great pride and pleasure in their relationships with volunteers and members.

Stakeholders describe the EIA staff as hard-working, loyal, knowledgeable, professional and “a great asset” to EIA. The workforce is considered by many to be “lean” and therefore, by necessity, efficient and resourceful. They are a harmonious, cohesive unit with the best interests of the membership at heart. They thrive in a structure that is relatively informal but are very results-oriented.

Both staff and stakeholders describe the EIA membership and culture as “familial and informal,” where members are supportive and collegial, despite their diverse interests, needs and issues. Members are generally engaged and active in the affairs of the organization; they have great respect for their volunteer leaders, whom they describe as dedicated, knowledgeable and accessible.

The EIA membership is very diverse, with small, medium-sized and large companies in both the public and private sectors, with employees ranging from CEOs to supervisors and managers. As such, EIA is constantly challenged to provide a wide range of programs and services to meet the wide-ranging needs of its members.

Quality of Services and Additional Opportunities/Challenges

When asked what programs and services that EIA is most effective in providing, stakeholders cite its assistance with advocacy, public policy and legislative issues at the local, state and federal levels; the networking and educational opportunities; support of, and work with, state chapters; periodic updates on industry-critical issues, regulations and technical standards; safety and compliance programs; the WasteExpo; the *Environmentalists. Every Day* program; the Women’s Council; and FILA.

As is the case with any complex organization with a diverse membership, there are also areas in which stakeholders suggest that services and activities of EIA, NSWMA and WASTECC could be expanded or strengthened, or where more attention might be focused. These include:

- Additional education programs to meet the diverse needs of the membership;
- Training for members in public relations and advocacy strategies;
- Assistance to chapters in recruiting and retaining members;
- Tactics and strategies for small-business growth;
- Use of social media and social networking sites and technologies;
- Market research, statistics and data development and dissemination; and
- More “white papers” and advisory activity on state and local legislative and regulatory issues.

The EIA staff and stakeholders alike suggest that EIA should continue to pursue the following strategies and initiatives:

- Continue and expand efforts to position EIA to be recognized as the leading organization in the solid waste industry;
- Enhance the role, prominence and profile of the organization, thus expanding its industry influence and stature;
- Increase membership and member retention;
- Enhance public awareness and understanding of the solid waste industry and its critical role in promoting and protecting the health and safety of the environment;
- Promote the membership value to EIA members and non-members;
- Increase revenue-generation capabilities and safeguard the financial integrity of the organization; and
- Plan strategically on goals and objectives moving forward.

The staff in particular is most enthusiastic about identifying areas to be more proactive in developing new and innovative member programs and services; in promoting the value of membership in EIA; and in developing and implementing new membership recruitment and retention activities. As one staff member said, “Companies often find us when they are in trouble legislatively at the local or state level, and they sometimes disengage from the organization when their particular issue goes away. We need to keep them engaged for the long term by better promoting the total value of membership.”

Some suggest that there is a vacuum in the recycling space that EIA has the opportunity to “own,” since many of its members handle significant volumes of recyclables and can potentially bring more non-member recyclers into the organization. There are also similar growth opportunities on the manufacturing side to continue to build EIA into the undisputed leader in this broad space. There is a significant opportunity for EIA to evolve further and more quickly into a thought leader on all things waste – whether that is hauling, transfer, disposal, diversion, recycling, composting, energy generation, alternative technologies, community engagement, environmental protection and/or conservation. Each of the association’s members is engaged in one or more of these activities, and they would derive benefit and value from an association that is the single stop for all stakeholders – policy makers, media, investors, environmental groups and communities – on these and other issues.

President/CEO Position

Responsibilities: The President/CEO is responsible for managing the professional staff and operations of EIA; providing the leadership, strategic direction, on-site management and evaluation needed to carry out the policies goals, plans, programs and activities of the EIA Board of Trustees and the membership; and serving as an informed spokesperson for the industry.

EIA is seeking a leader who will build and lead a policy and advocacy organization that is recognized as the repository of information and leadership on all things waste – from generation to handling to conversion.

Specifically, the President/Chief Executive Officer will:

1. Engage and work in collaboration with the Board of Trustees on matters of governance, mission, vision and strategy;
2. Formulate and recommend policies, plans, programs and budgets for consideration by the Board;
3. Hire, manage, develop and motivate a talented professional staff to implement EIA activities and services;
4. Ensure that the necessary liaison and staff support is available to committees to properly fulfill their functions, and that committee and Board decisions are properly implemented;
5. Identify, contract with and manage outside contractors as necessary (e.g., legal counsel, lobbyists and consultants); and
6. Effectively oversee and manage the budget and provide timely reports to the Board on all aspects of the association's management.

Education and Experience: Candidates must have a minimum of 15 years of executive- or senior-level experience in industry and a Bachelor's degree (an advanced degree is an asset). Knowledge of or experience in the solid waste industry or a related industry is highly desirable, as is experience in nonprofit association management. Candidates must have strong communication, negotiation, planning and conflict resolution skills; experience in advocacy/legislative issues; the ability to understand and address complex regulatory, legislative and/or judicial issues; strong financial management skills and acumen; and the ability to foster a creative, inclusive and engaged staff environment.

The ideal candidate will demonstrate considerable experience in or understanding of the following areas:

1. Innovation in member services and providing strong value for membership;
2. Managing a complex organization or professional trade association;
3. Membership development, growth and retention programs and campaigns;
4. Relationship and partnership development with other organizations and entities;
5. Marketing the value of a membership organization;
6. Serving as an effective spokesperson for an organization;
7. Development of a strong and effective relationship with and support for a Board and volunteer leaders;
8. Advocacy, legislative and regulatory issues, and public policy;

9. Development, management and motivation of a high-functioning professional staff;
10. Association governance issues and structures;
11. Financial and business acumen to ensure short- and long-term stability of an organization's assets; and
12. Development and implementation of strategic plans and initiatives, and identification and prioritization of short- and long-term organizational goals, needs and resources.

Skills and Abilities: The following skills and abilities are important to the candidate's success in the position of President/CEO:

1. Visionary leadership and foresight; the ability to recognize and capitalize on opportunities, and to identify challenges and the resources necessary to meet those challenges;
2. Public speaking/serving as an organizational spokesperson;
3. Ability to build consensus among diverse constituencies and related organizations in order to further common goals and objectives and to leverage resources;
4. Strategic planning, implementation and evaluation;
5. Building and maintaining strong alliances and partnerships with related organizations and entities;
6. Strong written and oral communications skills, with the ability to deliver clear and effective messages to all stakeholders; and
7. Ability to foster a healthy organizational culture.

Personal Characteristics and Behaviors: The President/CEO will possess the following personal characteristics and behaviors:

1. Unquestioned honesty, integrity and ethics;
2. Strong interpersonal skills;
3. Positive, optimistic and motivational attitude;
4. Ability to wield influence in a positive and collaborative manner;
5. Able to make the tough or unpopular decision when necessary;
6. Inclusive, collaborative and collegial; a team-builder and consensus-builder by nature;
7. An articulate, skilled communicator; a strong listener who actively invites input from a variety of areas as part of his/her decision-making process;
8. Strong customer-service orientation; responsiveness to the membership and staff;
9. Personal image that reflects positively on the association;
10. Engaging, personable, accessible and approachable; possessing a sense of humor; and
11. Strong work ethic and management skills.

Measures of Success

The President/CEO's success in the position will be measured by demonstrated progress in the following areas:

1. Successful integration of the cultures of EIA, NSWMA and WASTECC;
2. Quality of relationships with and responsiveness to Board members, volunteer leaders and the membership at large;
3. Stability, morale and exceptional performance of the professional staff;
4. Financial stability of the organization and identification of new revenue sources;
5. Membership growth and retention
6. Clarity of future direction, goals and strategies;
7. Visibility as the public face of the solid waste industry
8. Continued stability of the organization in terms of membership and financial integrity.
9. Industry influence among federal administration, media and elected officials
10. Quality of relationships with related organizations and industries; and
11. Continued success of programs and services, and creativity in proposing new programs and services.

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