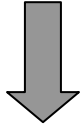
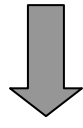


Pre-FOG SWOT Analysis	
<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Strong membership • Commitment by members to success of group • Ongoing recruitment for new members • Regional regulator interest in group activities • High levels of expertise within group • Individual members have had managerial support of activities 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Lack a set of clearly defined future goals • Lack a clear process/focus for attaining future goals • Lack an effective organizational structure • Lack consistency of message and leadership • Lack of effective method for defining roles and responsibilities • Lack of targeted outreach and marketing of Pre-FOG to public entities, municipalities and other regulatory agencies
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Establish networks with other regulatory entities and workgroups with similar message/function • Ability to leverage resources to accomplish more • Development of regional approaches to protect infrastructures and promote sustainability • Exert influence on legislative bodies (local, regional and state) • Delivery of measurable results • Ability to increase recruitment • Increased credibility of group • Ability to vet new products or processes • Serve as leaders in education-Internships 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> • Lack of ongoing level of managerial support to members • Time commitment of members without deliverables • Loss of membership numbers • Not remaining current with developing technologies • Loss of APWA affiliation

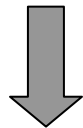
Mission, Vision, Values-



Goals- Strategic Direction

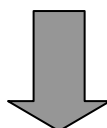


Objectives-Operational Plans



Performance Measures

Strategies-



Implementation Plan

Goal 1.

Credibility-

Objective 1-

Maintain affiliation with the APWA.

Strategies-

1. Meet the requirements set forth by the APWA for membership-
 - a. Submit Pre-Fog sub-committee reports to the Wastewater committee.
 - b. Accurately record and report business conducted at sub-committee meetings.
 - c. Participate in educational activities, conferences, special sessions.
 - d. Develop curricula for conferences and other educational activities.

Objective 2-

Demonstrate credibility to the regulated community, to Pre-FOG member's regulatory entities, and to the public.

Strategies-

1. Develop accepted methods and standards for the vetting of new science and technology.
2. Develop curricula to meet members CEU requirements.
3. Conduct business while upholding the goals and objectives set forth by the APWA.
4. Develop partnerships with educational institutions to promote development of internship programs.
5. Develop collegial relationships with other regulatory agencies (EPA, DOH, DOE).
6. Develop educational outreach to facilitate key agency stakeholder buy in.
7. Formally endorse/adopt pre-established guidelines/practices (IRAC, PPP, WWCPA, Local Hazardous Waste, Solid Waste recycle).
8. Develop legislative outreach tool-kit for local, regional and state governing bodies.
9. Develop outreach programs directed at the regulatory community (Enviro-stars)

Objective 3-

Maintain Pre-FOG member involvement.

Strategies-

1. Develop and adopt group operating norms.
2. Recognize group member's successes.
3. Develop methods to promote sustainability.