NEBRA Five-Year Strategic Plan 2024-2029

Our Mission

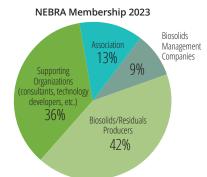
NEBRA's mission is to cooperatively promote sustainable diversion, recycling, and beneficial use of biosolids and residuals from the municipal and industrial sectors

Executive Summary

The New England Biosolids and Residuals Association (doing business as "Northeast Biosolids and Residuals Association"), or "NEBRA" is a non-profit 503(c) organization. NEBRA is a non-profit professional association advancing the environmentally sound recycling of biosolids and other organic residuals in Northeast United States and Eastern Canada. Our membership includes the municipalities, environmental professionals and organizations that produce, treat, test, consult, regulate, and manage most of the region's biosolids and other large volume recyclable organic residuals.

NEBRA is funded by membership fees, donations, and project grants. Our Board of Directors are from around the region. NEBRA services approximately 300 members. Member demographics can be found in the two figures, below. NEBRA, through its Board of Directors and its Executive Director, have developed a strategic plan for the next five years (2024-2029). The previous NEBRA strategic plan was completed in 2017.

A strategic plan is a roadmap for an organization to allow for growth and change. A strategic plan should communicate to its members and Board the goals, strategies and programs of the organization and reflect changes in social, technological, economic, regulatory, and environmental climate. The strategic plan will provide guidance on the organization's priorities.



Key Strategic Priorities

Our key strategic priorities were developed from performing a Strength, Weakness, Opportunities, and Threats (SWOT) analysis and reflect areas which will help our organization be sustainable for our members. This section outlines NEBRA's priorities, the goal of each priority and target are

Organization Management

Develop a well-defined and documented, sustainable organization that will allow for consistent management and future growth.

Bylaws	Establish ad-hoc committee to review and recommend revisions for approval by membership.
Organization Manual	Create manual for direction on establishing and sunsetting committees, and developing standard operating procedures
Succession Planning	Create a running list of candidates which will include requirements for strategic planning updates.
Committees	Develop committees which support the growth of the organization
Technology Upgrades	Review upgrades of NEBRA's current systems including integrated systems to determine future needs.

Finance

Develop a working budget to build and increase reserves by 10 percent annually of NEBRA's annual budget to be a sustainable organization.

Support Committees and Board through financial analysis and recommendations.

Finance and Budget Committee	Reactivate and redefine committee; identify cost saving measures.
Organization Manual	Establish process for committees and whether they need budgets, develop protocols for sustainable spending and fundraising.
Sustainable Financing	Identify opportunities for additional funding:
Membership	Increase membership revenues with a goal that NEBRA expenses to fully supported by membership dues.
Staff Support and Development	Financially able to hire an assistant and/or grant writer.



Membership

To develop an engaged and an active membership.

Committees	Diversify our committees to cover areas of biosolids and residuals not currently covered to support our membership needs. Conduct committee outreach.
Communications	Be transparent with our members, Update and improve website, increase social media, update, and improve NEBRA Mail, attend and exhibit at conferences, increase member to member communications.
Educational Offerings	Increase educational offerings, lunch and learns, webinars, fact sheets, training/ professional development hours, and white papers.
Networking	Increase networking opportunities, consider social activities and in person workshops.
Messaging Membership Benefits	Delineate the benefits of being a member vs non-member. Document membership benefits to allow for easy sharing and outreach.
Membership Growth	Increase membership to support the goals of the finance goals established in this plan.

Advocacy

Maintain industry leadership as advocates for sustainable biosolids/residuals management.

Expand advocacy and expertise within our mission.

Regulations	Be the hub of current regulatory information for our membership on biosolids and residuals.
Regulatory and Legislative Policy	Be a voice in rule revisions or new policy development.
Education	Educate and inform members, general public, government, and others.
Collaboration	Collaborate with other professional organizations including Mid Atlantic Biosolids Association (MABA), Northwest Biosolids Association (NWBA), New England Water Environment Association (NEWEA), etc.
Member Support (internal advocacy)	Solicit feedback from members of areas of interest and areas needing more support.

Branding

Residuals: Develop Brand Recognition as the "Go To" organization for sustainable diversion, recycling, and beneficial use of residuals from municipal and industrial sectors.

Biosolids: Improve brand recognition as the "Go To" organization for sustainable diversion, recycling, and beneficial use of biosolids from municipal and industrial sectors.

Brand Standards	Develop brand standards for NEBRA
Brand Differentiation	Identify brand differentiation from similar industry organizations

NEBRA Board of Directors

Deborah Mahoney, President, Andover, MA Lise LeBlanc, Vice President, Halifax, NS Tom Schwartz, Immediate Past President, Savoy, MA Arthur Simonian, Treasurer, Cromwell, CT Charlie Alix, Burlington, MA Cheri Cousens, North Andover, MA Patrick Ellis, Portsmouth, NH Aaron Fox, Lowell, MA Mike Hodge, Dover, NH Chris Hubbard, Wakefield, RI **Executive Director** Michael Lannan, Northport, ME Janine Burke-Wells, West Warwick, RI Eryka Reid, Holderness, NH Secretary Mark Young, Lowell, MA Laura Marcolini, Cumberland, RI

