

Strategic Plan

Updated for 2019-2024



Better worksites
Better weekends
Better world

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I. BACKGROUND

As the largest trade association of its kind in the world, the PSAI is recognized internationally as a credible, authoritative voice providing education and information to promote safety and health.

Established in 1971, the PSAI develops and promotes industry standards; serves as a repository of information and resources for operators, suppliers, government entities and the general public; and provides recognition for excellence in the field. Through our efforts, people can access sanitation in places where it is not otherwise available, and the environment is a cleaner, safer place.

The PSAI is proud to have more than 440 portable restroom organizations in 30 countries around the world as members. Our members include:

- Portable Restroom Operators (PROs) who serve the public by providing portable restrooms and related services.
- Industry Suppliers who provide supplies and services – both directly and indirectly – to portable restroom operators.

The organization is structured so that its priorities and its future are always in the hands of its Members.

Our Vision

A world in which clean and safe sanitation is accessible to all.

Our Core Purpose

We preserve lives and improve experiences by providing clean, safe portable sanitation through our member companies.

Our Mission is to:

- Serve as the authority within our industry in establishing and evolving best practices.
- Increase understanding of the role portable sanitation can play in addressing global public health challenges.
- Expand and improve portable sanitation facilities worldwide.
- Assist Members in building successful businesses and serving as respected community partners.

Momentum is high within the PSAI; the organization's prospects are very promising. Now is the time for dedicated staff and volunteers to continue building on promises of a "new PSAI."

II. ASSUMPTIONS

This plan has been developed on the basis of the following assumptions. Any change in these assumptions may have a positive or a negative effect on the PSAI's ability to achieve the objectives in the plan. Consequently, the staff and Board will remain vigilant to any material changes in the assumptions, and the entire strategic plan will be updated no less than annually.

A. External Business Environment

- Average annual growth in revenue is projected to be approximately 2.4% to 2.8% per year during these years.
 - Continued expansion in construction and the broader economic environment will fuel growth, though more modestly than in recent years.
 - Temporary increases in demand will also be likely if natural disasters increase.
 - Demand due to concert and event promotion is expected to grow slightly over these years.
 - Demand from government spending, particularly in the areas of homeland security, the military and infrastructure, is expected to increase as the US president's administration progresses.
 - Business taxes have been somewhat reduced since the tax reform act of 2018.
- The industry will continue to consolidate, and the rate may increase. Whether the subsuming of medium- and larger-sized companies that are good candidates for consolidation are offset by new market entrants remains to be seen. Ibis World projects overall growth in business entities of 1% to 1.5%, but the PSAI believes this will be dependent upon the strength of the economy overall and the regulatory environment.
- Industry regulation will play an important role in the industry's growth over the next five years.
 - If the current environmental regulatory scheme remains in place, the cost of compliance will tamp down profits and discourage market entrants. If the new presidential administration eases some regulations, as it has promised to do, both profits and market entrants will likely go up.
 - There is concern that DOT regulations will require all industry drivers to possess commercial driver's licenses within the next several years. Should this regulation be implemented even on a state-by-state basis, labor costs will go up and profit margins will be negatively affected over the short term. At first, new market entrants will consider this requirement a barrier, but it is not one that will likely deter entrants once the initial implementation is past.
- Competition has increased over the past several years due to price pressures from larger companies with economies of scale and smaller companies entering the market with lean operations and a willingness to underbid in order to gain contracts. Both of these things are likely to continue into the foreseeable future.

- Market share concentration is expected to remain low. United Site Services is the largest portable sanitation company in the North American market, with about 12% of the business. There are perhaps a dozen regional companies that account for a combined 15% of the market, and the rest is dispersed among the remaining companies.
- Substantial changes in the technology on which the industry depends are not expected in the near future, although new toilet and waste disposal technologies may affect the nature of the industry over a five- to 10-year horizon.
- The nearer-term technology changes most likely to occur relate to software for routing and recordkeeping and for driver risk management.
- The strong economy will reduce unemployment, increasing competition to attract/retain qualified workers.
 - The administration's policies related to undocumented workers may also create labor shortages in some markets, increasing wage pressure.
 - We anticipate changes in the healthcare law, but the implications for our industry are as yet difficult to discern.
 - Confusion over the legal use of marijuana in some states and how that applies to drivers may also create workforce pressures.
- Environmental pressures due to climate change and droughts will cause ripple effects through the portable sanitation sector.
- Nothing will occur that significantly changes the perception of, or demand for, portable sanitation overall during the period of this plan.
- Modest gains in construction activity and demand from the entertainment/event sector could fuel significant growth for portable sanitation in many markets from time to time.
- The popularity of portable restroom trailers will continue to grow.
- Nothing will occur to reduce the number of states/provinces/municipalities requiring the PSAI's certification program.

B. Internal Environment

- We anticipate a gradual evolution away from drop tank technology, and we also foresee continued downward price pressures due to industry consolidation and small market entrants. As an association we must proactively inform our Members of trends such as this that may affect their businesses so they can make decisions proactively.
- We are committed to evolving the organization using sound planning and operational practices. We will work the plan and adjust it in a predictable, transparent manner.
- The organization's financial situation remains suboptimal. Consequently initiatives must be largely self-funding. Extraordinary expenses associated with special initiatives will require additional external funding obtained in a manner that does not cannibalize ordinary operating revenue.
- It is essential that PSAI Members and the wider market space see positive change and ongoing momentum at the PSAI. This must be achieved with limited resources and creative, out-of-the-box thinking.
- The PSAI must continue to be involved in industry-related projects on the global stage.

C. PSAI Strengths

- The organization's history is rich and many members have been involved for decades, providing important continuity to the organization.
- The organization's brand is recognized globally as the market leader.
- The PSAI has no debt.
- The PSAI's scholarship program is a point of pride and value to the members.
- Throughout the organization, there are wonderful people – including Board members, volunteers, and staff -- who are highly qualified, will help others, rise to a challenge, and volunteer when needed.
- The PSAI's programs, especially the training programs, are developing into highly relevant, credible and useful offerings to the industry.
- Over the past four years, the PSAI has been continually adding value to membership.
- The PSAI is in a period of positive momentum and is now able to be looking at its mission more strategically.

D. PSAI Weaknesses

- The lack of an adequate operating reserve limits proactive program development, as well as limiting program investment/improvements in existing programs. At best this slows the pace of progress.
- A key area needing attention affected by the lack of funding is a comprehensive set of tactics related to sales and marketing of the Association and the industry.
- Many Member Companies are long term family businesses. As the current generation ages, the Association lacks a strategy for engaging the next generation – especially millennials - in the life of the organization.
- The organization currently lacks "new blood" in the volunteer corps and is sometimes short of volunteers in key roles.
- Non-engaged Members and prospects do not perceive they are missing anything. The PSAI's value proposition is still seen by the non-converted as less than compelling. The status quo and misperceptions are powerful competitors.
- We need to clarify and articulate the role of the Association in helping Members grow their businesses.
- Suppliers and advertisers are shifting their marketing dollars away from some of the PSAI's longtime products.

E. PSAI Opportunities

- About three times as many potential members exist in the North American market as are currently PSAI members. In addition, there are unexplored sub-markets which may provide potential revenue and collaboration opportunities.
- New technologies may provide the PSAI and its members with business opportunities.
- Numerous states require continuing education for portable sanitation technicians. The amount of content available that meets requirements and is specific to portable sanitation is low. The PSAI, as the industry expert, can uniquely fill this gap for operators and boost its non-dues revenue at the same time. This opportunity can also provide a pathway to growth for the certification program.
- There is a lack of consensus and leadership on standards and best practices in several areas. The PSAI is in a position to take a leading role in shaping the consensus and bringing about consistent standards throughout the industry.

- Current dissatisfaction with competing trade shows by a certain portion of the portable market provides an opening for growing attendance at the PSAI's Annual Convention and Trade Show.
- Creative leisure options provide opportunities for growing the reach of portable sanitation and boosting Members' businesses.
- Some Board and Committee Members are willing to serve as mentors for new Members and volunteers.
- On a global level, portable sanitation can play a critical role in addressing some of the world's most challenging health, safety and water issues.
- There is limited non-profit competition in the global portable sanitation space at this time. Emerging models for global associations give the PSAI an edge in forming strong global alliances under the PSAI brand.
- Strategic partnerships with other non-profits could bolster reach, revenue and Member benefits

F. PSAI Threats

- New competitors will enter the PSAI's business space sooner rather than later. Certification and education are particularly vulnerable business lines for market entrants. Competitors may include for-profit training/credentialing companies or nonprofits in complementary fields.
- Existing competition for trade show exhibitors/revenue will continue to stretch supplier budgets and foster the perception that the PSAI is delivering less value than a large for-profit trade show which also serves our market (among many).
- Acquisition and consolidation by the largest portable sanitation companies will often come from within the PSAI membership, creating a de facto reduction in the number of PSAI Member companies.
- Low barriers to entry will continue to draw small operators with limited knowledge of the industry into the field. These operators are often resistant to joining the PSAI, while their practices negatively affect the perception of our industry.
- Continued downward price pressure motivates poor performance and disengagement from best practices.
- Existing negative perceptions of the industry or association can be amplified by high-profile bad experiences covered in (social) media or by word of mouth, providing the PSAI with a distracting and troublesome problem to solve.
- Failure to capitalize on current optimism and goodwill could lead to a death spiral.



III. STRATEGIC INITIATIVES

A. GOALS RELATED TO PUBLIC INFORMATION, EDUCATION AND ADVOCACY (EI)

The PSAI's Strategic Plan sets the following goals for the next three to five years in the areas of public information, education and advocacy.

1. Drive the Board-approved industry repositioning strategy forward. (See appendix)
 - a. Support the long-term industry repositioning strategy plan and achieve specific operational goals as determined together with the Board and Executive Director.
 - b. Develop and publicize positive data, messages, and articles regarding the positive attributes and impacts of portable sanitation.
 - c. Provide new and updated copy for the PSAI website and publications.
2. Develop and execute a comprehensive plan for re-issuing the Missouri Study and leveraging it to increase awareness of the minimum standards for adequate portable sanitation equipment/service.
3. Collaborate with the World Toilet Organization and other global NGOs to promote World Toilet Day on November 19 annually and to co-promote World Portable Sanitation Day.
 - a. Execute an annual Urgent Run in conjunction with the Nuts and Bolts Conference and use the proceeds to contribute in a philanthropic manner to a complementary charity.
 - b. Provide Members with tools that enable them to raise the profile of their companies and awareness in their markets of the global sanitation crisis.

B. GOALS RELATED TO THE STANDARDS AND INDUSTRY GUIDANCE INITIATIVE (SG)

The PSAI's Strategic Plan sets the following goals for the next three to five years in the areas of standards and industry guidance.

1. Work toward universal recognition of, and adherence to, the PSAI's Code of Excellence for the portable sanitation industry.
2. Engage relevant stakeholders and develop/improve minimum standards such as:
 - a. Standards for portable restroom trailers and other industry equipment.
 - b. Updating and re-releasing the Missouri Study.
3. Engage with national and international standard-setting bodies to actively participate in the development and updating of key standards affecting the portable sanitation industry.
4. Seek opportunities to influence federal agencies to update the OSHA standard for portable restrooms using more advisable ratios.
5. In a manner consistent with the PSAI's repositioning strategy (see A-1 above) engage strategically with state and local decision makers to impact rules/legislation in a manner that upholds the PSAI standards for best industry practices.
6. Articulate an organizational approach to public policy/advocacy that leverages the resources available to maximize the positive impact on the industry.
 - a. Communicate this approach to the members and relevant external audiences.
 - b. Develop specific public policy/advocacy goals and work toward achieving them

C. GOALS RELATED TO THE TRAINING AND CREDENTIALING INITIATIVE (TCI)

The PSAI's Strategic Plan sets the following goals for the next three to five years in the areas of training and credentialing.

1. Update the PSAI's certification program in a manner that is aligned with ICE/NCCA standards for certification programs to the extent that volume and resources allow and support the development of an additional certification program for management-level professionals by 2021-2022.
 - a. Support an arm's-length Certification Commission charged with this project.
 - b. Assist the Commission in securing funding and support for the project.
 - c. Increase the number of certified professionals in 2024 by 20% over 2019 levels and double the PSAI's credentialing-related revenue.
 - d. Endeavor to ensure that the PSAI's certification is accepted in any jurisdiction requiring proof of qualification or continuing education.
2. Develop and implement a robust series of portable sanitation industry-specific training programs/resources aimed at meeting the needs of technicians and licensees across North America and growing the PSAI's non-dues revenue.
 - a. Develop a new "Best Practices Guide" to replace the 1992 training manual.

- b. Develop or update at least three hours of new training content per year and offer it through a variety of media (face to face, web, etc.) so that it is easy for service technicians anywhere to access the courses and meet their CE requirements.
 - c. Update the Basic Service Technician Training Series so it is compatible with changes to best practices/standards and explore methods for delivering this training remotely that will be accepted by states requiring it.
 - d. Develop and implement a "train the trainer" curriculum enhance the quality and consistency of locally delivered in-person training.
3. Develop a marketing/communications plan for extending the reach of PSAI training and credentialing programs.

D. GOALS RELATED TO THE MEMBERS' BUSINESS SUCCESS INITIATIVE (MSI)

The PSAI's Strategic Plan sets the following goals for the next three to five years in supporting members' business success.

1. Develop and implement a short-term and long-term plan aimed at growing the PSAI's net membership by 10% per year over each of the next 5 years.
2. Alone - and through partnerships - make a series of business tools available to members, at least some of which are free of charge with the bronze level of membership.
3. Develop a strategy for engaging the next generation of portable sanitation business leaders and volunteers.
4. Research needs and priorities of Members, and if warranted and feasible, offer a series of new or enhanced member benefits consistent with the evolving technology landscape.

E. GOALS RELATED TO BUILDING ORGANIZATIONAL CAPACITY (OC)

The PSAI's Strategic Plan sets the following goals for the next three to five years regarding building its organizational capacity.

1. Operate all key business areas of the PSAI in a manner consistent with the benchmarks and ratios of comparative associations.
2. Build an operating reserve of 9-12 months expenses.
3. Fully integrate the AMS with the website and accounting software, enabling numerous enhancements to the member/user experience and better data tracking.
4. Build a robust database of portable sanitation companies, doubling the size of the nonmember contacts by 2022.
5. Increase the number of states that accept PSAI training courses for continuing education credit.

IV. OPERATIONAL PLANNING, REPORTING AND ACCOUNTABILITY

Planning: Each year the Board and Executive Director will review the organization's SWOT, strategic and operational progress in November. At that time the strategic plan will be updated. In March, when the new Board is seated, the coming year's operating priorities will be set. Open comment from the membership will be scheduled and encouraged in the Board meeting prior to the Board vote.

Following the vote and direction from the Board, the Executive Director will create an annual operating plan. This plan will include specific, measurable, achievable, relevant and timely goals based on the operating priorities and strategic intent of the Board. The annual budget will be developed to support the successful realization of the operating plan, and the Finance and Audit Committee will review the budget prior to referral to the Board. The Board will then finalize the operating plan and budget by the end of June each year.

Reporting. The Executive Director will report on the status of each approved goal/deliverable in a document prepared for the Board in advance of each quarterly face-to-face Board meeting. Items requiring Board action will be placed on the agenda.

Staff Accountability. A bonus structure will be implemented that incentivizes high performance and accountability from the Executive Director in leading the organization to achieve the objectives in this plan. In turn, the rest of the staff will have individual performance plans listing key performance indicators (KPIs) that are tied to a bonus plan for them. Please note that if the objectives in this plan are achieved there will, by definition, be sufficient funds to reward the staff with bonuses pre-approved by the Board as part of the budgeting process.

Volunteer Accountability. It is important to recognize that many, if not all, of the goals/objectives in this plan will require assistance from Board Members and other volunteers. The President and the Committee Chairs will need to work closely with staff and the volunteer groups they lead to ensure goals are met. When goals are met, the PSAI advances its mission and Member businesses are strengthened. That is the definition of success.

APPENDIX



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A Plan for Repositioning the Portable Sanitation Industry

Background

Portable sanitation has traditionally not enjoyed an overwhelmingly positive reputation. Although as an industry we lack the resources to do comprehensive market research, we know the following to be true:

- Our industry is composed of many companies that work hard to deliver excellent services – often under less than optimal conditions.
- It has been difficult to improve the image of our industry.
 - Low margins and bad actors make it difficult in the short run to dramatically change perceptions.
 - As a small industry with relatively limited resources, more traditional methods of marketing are not available to us.
- **People are “hardwired” to avoid contact with human waste if at all possible.**
 - Biology and the laws of survival teach us this.
 - Generally speaking, given the choice people will choose to use sewer-connected sanitation options rather than a portable unit if both are available.
 - Generally speaking, even very clean sewer-connected toilets will be seen as undesirable if they have not been flushed.
 - We are not going to be able to overcome this natural instinct through any combination of messaging or marketing
 - Trends outside North America are moving away from open tank technology in non-sewered waste options.

In 2013 the PSAI began its “Education Initiative” with the goals of raising awareness about the positive aspects of portable sanitation, promoting the industry, and doing whatever was possible to improve sanitation globally. Under the auspices of the EI, the PSAI has:

- Sponsored World Portable Sanitation Day annually on August 15
- Created and sold WPSD branded items to assist Members in raising awareness
- Developed informational materials promoting portable sanitation and educating users about how to get the most from it

- Responded to numerous instances of bad publicity for the industry with letters and social media posts
- Worked diligently within the PSAI to engage Members in these public information efforts
- Overhauled the PSAI's website twice to make it more welcoming and informative for the general public
- Expanded our presence on social media sites and search engines
- Provided informational seminars at partner events (e.g., WWETT, OASIS, etc) to spread the word about portable sanitation's benefits.
- Adopted a new organizational tagline to help quickly tell the "story" of portable sanitation's benefits.

While several of these tactics since 2013 have been helpful in this regard, none of them – either singly or together – has moved the dial much on the overall reputation of the industry.

In March of 2016 the PSAI Board agreed that a more radical approach to improving the image of our industry is necessary. They acknowledge that the time horizon for accomplishing our goals may well take 20 years or more.

Issues to be addressed

The PSAI's approach since 2013 has been well-meaning and has accomplished some good – but it doesn't go far enough. Here are some things we must consider as we develop and begin implementing a comprehensive plan aimed at transforming our industry.

- **We need to face facts.** In order to gain ground, we need to do more than simply provide positive messages. We also need a strategy for addressing the things people perceive and believe that are negative about portable sanitation. We know that people are avoidant of open/drop tanks, and we know that parts of the world outside North America are moving away from using/allowing them. This does not mean that the PSAI should work toward eliminating open/drop tanks in portable sanitation. Rather, it means there is an opportunity to educate stakeholders about the options available. In general, the public desires closed systems – and time will tell if they are also willing to pay a premium to have them. Whatever happens, the market – not PSAI – will determine this.
- **We need to be realistic about what a "transformed industry image" really means.** Generally speaking, people want the same looks, feel, and experience in situations requiring portable sanitation as they get in a fully sewer facility. Consequently, mimicking this experience is, in fact, some of the criteria for the Bill and Melinda Gates

Foundation's Reinvent the Toilet Challenge. When the time arrives that our industry is offering a portable experience that is parallel to a sewerer toilet experience, we should be able to move the image of our industry to one that is highly positive. Until that time – and especially when drop/open tanks are still in common use - it may be more feasible to target moving the industry's image to a place where it is viewed as an acceptable and respected alternative to permanent facilities rather than aiming to have portable sanitation viewed as "just as good." It is highly possible that the world could eventually sing the praises of portable sanitation – but that is unlikely to be the case for open/drop tank options due to the biological/survival factors mentioned earlier.

- **We need a plan that integrates the involvement of multiple groups of stakeholders.** Our 2013-16 efforts, while admirable, have been aimed at engaging the industry and messaging to the general public. So far progress and engagement have been slow. A more comprehensive plan that involves the industry by segment, the public by segment, relevant government entities, and which maps out how messages and tactics will build on one another is needed.
- **We need to prioritize.** As most business people – and builders of all kinds – know, success isn't just about doing the right things. It is about doing the right things in the right order. So we need to step back and map out a multi-year plan that envisions a world in which portable sanitation is indeed viewed as an acceptable and respected alternative to permanent facilities.
- **We need to fund it.** There are a lot of free ways to get the word out, and we will keep using them. We can also figure out ways to capitalize on some of the phenomena described in Malcolm Gladwell's book "The Tipping Point." In reality, though, it is unlikely that we will make serious progress unless we fund an outreach plan that involves paid and earned media, better materials, and the capacity to seize opportunities. Gladwell's principles were often accompanied by more traditional and structured communication approaches.
- **We need to prepare for the long haul.** Changing hearts and minds takes time. We need to plan for a process that may take 20 years or more. However, we need to set short term (1-3 year) and mid term (5-7 year) SMART (specific, measurable, attainable, results-focused, and time-bound) goals in order to ensure we are actually moving forward.

Simply Stated Goals for Industry Transformation

- **All stakeholders.** Portable sanitation is viewed as an acceptable and respected alternative to permanent facilities.
- **External stakeholders.** External stakeholders are informed and well understand the portable sanitation options available – especially those that most closely provide a comparable experience to using a climate controlled, fully sewered toilet.
- **Internal stakeholders.** Internal stakeholders are:
 - Well prepared to meet the needs and requests of customers, and who understand how to do so while earning at least a fair profit.
 - Able to harness the PSAI and its resources to help spread positive messages and counter-act negative ones about our industry.

Our Approach

Our approach will include the following elements:

- An integrated set of strategies and tactics that fuel one another.
- Reliance on both planned activities and organic ones that evolve in a manner similar to Gladwell's "epidemics"
- Coordination, wherever possible and practical, between the PSAI, its stakeholders, and allied entities with similar interests.

Stakeholder Groups



End Users

- Educate them regarding reasonable expectations for use of a portable restroom
 - They need to know they can have a clean, fresh experience
 - It doesn't HAVE to be something inherently unpleasant
- Connect the dots for them regarding how a positive experience happens
 - They need to understand who makes the decisions regarding the number and types of units and the frequency of service. In no other service industry does the ultimate decision maker get to offload the blame (or glory) onto someone else.
 - They need to understand how to demand better.
- Build on positive messages like the water-saving stats, other "green" data, and public health impacts to burnish a more positive reputation.
- Challenge the public to demand better.

Contracting Customers

- Educate them regarding the impact of good vs bad experiences on their event or company. Provide other PSAI information to assist them in making good decisions regarding number, types and service of units.
- Transparently, positively communicate their portion of responsibility to the end users.

Portable Sanitation Operators (Members/Non-Members)

- Educate them regarding how to talk with customers and give them the means to make a solid case for adequate units and service.
- Provide them with the means of connecting the dots of responsibility.
- Provide them with the means for building a groundswell of support from end users for better experiences.
- Challenge them to always deliver excellence and refuse to be in a position of being associated with less by providing abundant examples and case studies demonstrating the successes of companies taking this approach.
- Ensure they are aware of new technologies and approaches to nonsewered sanitation that may become available so they can think and plan effectively for their businesses.

Portable Sanitation Suppliers (Members/Non-Members)

- Work with them to improve the means of connecting the dots of responsibility.
- Encourage them to develop additional products to improve the user experience.
- Ensure they are aware of global market opportunities, new technologies and approaches to nonsewered sanitation that may become available – or that they may wish to develop - so they can think and plan effectively for their businesses.

Government Entities

- Educate agencies and elected officials regarding best practices in portable sanitation, the math involved in portable sanitation use, and public health benefits of providing adequate units/service.
- Connect the dots regarding enforcement of existing regulations (OSHA, etc.).
- Work with agencies to adopt or update commonsense requirements for portable sanitation and to expand its use as a means of cost control and “green” water savings.
- Work with organizations like ISO and ANSI to help governments adopt standards that make sense for users and providers alike.

PSAI

- Provide overall coordination, message development, and outreach.
- Engage actively in global and regional activities that connect the PSAI with new audiences and manners of spreading the word
- Develop funding for public messaging campaigns.

- Support industry members in furthering these strategies (e.g., coordinate letter-writing campaigns, media outreach, etc).
- Philanthropically support one or more charities conducting activities that further the PSAI's mission/core purpose.
- Where it makes sense, form alliances with other groups (e.g., the World Toilet Organization, associations and NGOs) to expand our reach, messaging and influence.

1 Phase I: Laying the Groundwork (3-6 years beginning November 2017)

- 1.1 Stakeholder onboarding
 - Identify key influencers (connectors, mavens, salespeople) in each stakeholder group
 - Educate them about the issues (see 1.3 below)
 - Engage them as volunteers or allies
- 1.2 Develop a strategic vocabulary for the initiative
 - Articulate a compelling future state
 - Identify words that should/should not be used (building on the PSAI's style guide) and recognize when to harness existing momentum (e.g., Hormel could have fought the use of the word "spam" as a pejorative but it would have lost. Instead it has capitalized on the brand awareness)
- 1.3 With help of key influencers from 1.1 above, get "on the map" with each of the stakeholder groups
 - Prioritize the order where needed to leverage support and influence of one group vis-à-vis another
 - "Sell the vision" to the groups
 - Focus regionally/locally where that makes sense
 - Work with them to identify ways to bring it to fruition. For example, if a group of end users wants to bring about changes in the portable sanitation at their local marathon or state fair, work with them to bring pressure and incentives to governments, organizers, and others who are necessary for the change
- 1.4 Create a "splashy" initiative kickoff once enough pieces are in place to get noticed
 - Consider whether to "name" the initiative
 - Create toolkits and processes so that portable sanitation operators can launch it in their markets with support from the PSAI (e.g. national + local media campaign)
- 1.5 Develop traditions and/or awards for the initiative