

Strategic Planning Update

“Draft” Mission Goals Have Been Formulated

By Dennis Friedman, SMART’s Strategic Planning Consultant

The Steering Committee consisting of Vice-President Larry Groipen, Immediate Past President Bill Schapiro, Executive Director Peter Mayberry and Board members Lou Buty, Jeff Pearl and Justin Marks met for one-and-a-half days in January to establish the Mission Goals – the “few” major goals we must accomplish to move SMART as fast as possible to becoming the organization we want to become. These “draft” Mission Goals address the following areas:

- Develop programs that promote textile recycling as integral to reducing the waste stream.
- Favorably resolve current governmental and trade issues.
- Upgrade our website.
- Provide authoritative data relevant to our industry.
- Optimize and expand programs offered by SORT.
- Improve member retention, particularly for newer members.

At our next Meeting in Boston, we will ensure that these “draft” Mission Goals are both sufficient and necessary. “Sufficient” meaning that if these are the only major new accomplishments we achieve, they would be sufficient for us to be satisfied with the progress made during the next three years. “Necessary” meaning that we have reduced the list of Mission Goals to an irreducible level – they are all required for us to be successful.

We will also identify the Critical Goal Categories relating to these Mission Goals. One way to think about these areas is that they are the “Enablers”. Improving performance in these areas will “enable” us to achieve our Mission Goals. Therefore, the interim S.M.A.R.T. Goals (Specific, Measurable, Attainable, Realistically high, Trackable) to be established will flow from the areas which we have identified. If all goes according to plan, the Steering Committee intends to share the proposed Mission Goals and Critical Goal categories with the full Board in April.

Ask Not What SMART Can Do For You...



*By Bill Schapiro, President, Whitehouse and Schapiro
SMART Immediate Past President
January 20, 2009*

I am one of five committed members who volunteered to serve on a Strategic Planning Task Force to keep SMART focused tightly on an agenda that will be relevant and give value to our members in the years ahead. Members of our lively little group are spending their own money for travel and accommodations as well as many hours on conference calls and meetings.

As I write on this inauguration celebration day, I am reminded of John F. Kennedy’s inaugural speech when he uttered that famous line: “Ask not what your country should do for you, ask what you can do for your country.”

This celebrated sentence really relates to SMART, our members and those companies in our industry who should be members but, inexplicably, are able to find reasons for not joining.

Let's consider simply one or two events that happened in just the past few weeks alone. The Consumer Product Safety Improvement Act of 2008 (CPSIA) threatened to devastate thrift shops throughout the nation, and place our graders at risk. (See SMARTTalk, January 2009, Page 6, "CPSIA Makes a Big Splash".)

SMART's Executive Director Peter Mayberry went into action quickly, allying SMART with other affected organizations and preparing potential remedies to avoid the proposed disastrous consequences of the rule's enforcement. He is watching the situation very closely and reporting developments on SMARTLine to keep us informed.

In the same week, a highly inaccurate article was published in the *Toronto Globe* newspaper which portrayed our graders, in concert with Goodwill, as being an impediment to the development of textile industries in lower income countries to where we export our graded clothing.

Again, Peter was in action, assuaging our collective anger by sending a pointed Letter to the Editor harshly criticizing the inaccuracy of "the scholarship" involved. Peter was fortified by facts and statistics accumulated by SMART over many years.

So often our Board is concerned with how to make SMART even better than it is and, as I mentioned, our Strategic Planning effort is another major commitment to excellence – which is as it should be.

Which leads me back to President Obama's historic inauguration day and President Kennedy's famous speech in 1960 – whether it is helping to get new committed members, or serving on a committee, or attending regional and yearly meetings and conventions, or simply going on SMARTLine to express support for our association. Perhaps we should all be asking ourselves this:

What can we do for our association?

As recent events have shown, the very health of our industry may depend on it!

Meet a New Member - Werner Global Logistics

We are extremely excited to be a new member of SMART and would like to take this opportunity to sincerely thank everyone at the SMART organization for their assistance and to all our SMART partners who are now working with us to handle their shipping needs. We see a tremendous value to our membership the SMART network.



As a brief background, we were founded in 1956 and are one of the largest transport companies around with over 8,000 trucks and 25,000 trailers. We are very financially sound with no debt. We cover 100% of the U.S., Canada and Mexico with our

own equipment. Whether it's coast to coast or just across the state line, we handle shipments of all sizes, across any distance. In addition to the domestic transport, we are a licensed freight forwarder in ocean and