

**Strategic Plan to Improve Services  
for Private Sector Members  
of the American Meteorological Society**

by the  
AMS Staff Private Sector Committee

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## **1 Executive summary.**

This is a strategic plan to improve services for the private sector members of the AMS and, in so doing, benefit all members of the AMS and society at large. Here we provide an overview of plan essentials. The body of the plan fleshes them out. The appendices list the raw data that provides a basis for the plan. As a strategic plan, the level is high. Detailed implementation plans must await approval of the strategic plan.

Our fundamental goal is to improve services for private sector members of the AMS. To do this we must take the following strategic actions. We must extend our outreach efforts to enhance the value of AMS membership. We must facilitate greater interaction and better cooperation among the public, academic, and private sector segments of the AMS membership. They have much to offer each other. We must enhance and strengthen the AMS certification programs as they form the core services now offered to our private sector members. Finally, we must become more inclusive and better serve those parts of our membership that we do not presently serve well. Beyond these strategic actions, the plan identifies a number of tactical actions to take. Your guidance in setting priorities for these tactical actions is requested.

The impetus for this plan is the AMS Ten-Year Vision Study, and the resulting Ten-Year Vision Statement. The statement predicts that by 2010, at least half of our membership will be from the private sector. If that forecast turns out to be approximately correct, and if we do not take action now to improve services for our private sector members, then we will certainly experience organizational turbulence in the coming years, as the services we now provide our private sector members are inadequate.

Our approach to improving services is to begin to implement easy, low cost enhancements immediately and then to develop detailed implementation and funding plans, subject to Council and/or EC approval, for larger, more expensive initiatives.

We respectfully request that the AMS Executive Committee and Council approve this plan, offering suggestions for improvements as deemed necessary.

*Acknowledgments.* To gather the information on which this plan is based, the Staff Private Sector Committee reached out to a large number of AMS private sector members through a variety of media, including face-to-face meetings, large mailings, conference calls, and the exchange of e-mail. It would be impractical to list here every contributor or contribution. Some contributors are identified in the appendices. We apologize to the many others who have offered valuable suggestions but who remain unrecognized. We are happy to report that every member we had contact with provided a warm reception, encouragement, and a wealth of ideas. For this, we are extremely grateful. Finally, we would be remiss if we did not call special attention to the extensive support provided by the current members and chair of the Private Sector Board of the AMS Professional Affairs Commission.

## **2 Our fundamental goal and the strategic actions required to achieve this goal.**

The fundamental goal of this plan is to improve services for the private sector (PS) members of the AMS. This is both desirable, and necessary, for reasons discussed below in sections 4 and 8, as well as in appendix B.

Listed here are four strategic actions that the Society can and must take if we are to achieve this fundamental goal. Section 10 lists some complementary tactical actions we can take as well. It is important to realize, however, that *taking these actions will benefit all AMS members, not just those in the private sector, as well as benefit society at large.*

### **2.1 Extend our outreach efforts.**

This is greatest single need expressed by our private sector members. Specifically, we must do the following.

- Enhance widespread recognition of the AMS as the premier scientific, technical, and educational organization serving the fields of meteorology, oceanography, and hydrology.
- Help build bridges between consumers and producers of meteorological and oceanographic information, products, and services.
- Provide more, and better, informational and educational services for society at large.

### **2.2 Facilitate greater interaction and better cooperation among the public, academic, and private sector segments of the AMS membership.**

The various segments of the AMS membership have much to offer each other in terms of technical expertise, employment opportunities, scientific data, etc. There is an overall need for more synergy, including better communication and understanding, enhanced interaction, and greater cooperation. The three segments of AMS membership considered here are:

- the private sector, comprising corporation members and individual members employed in the private sector;
- the public sector, comprising some institutional members and individual members employed in the government, including military organizations; and
- the academic sector, comprising some institutional members and individual members employed by colleges, universities, and research laboratories, as well as students.

### **2.3 Enhance and strengthen the AMS certification programs.**

The Certified Consulting Meteorologist and Broadcast Seal certification programs are among the most important core services currently provided to AMS private sector members, and to society at large. While both programs are already strong, our membership has expressed interest in two enhancements.

- Implement recertification and/or continuing education requirements for retaining active CCM and Seal designations.
- Increase understanding and appreciation of the CCM and Broadcast Seal designations and programs.

Note: The Ad Hoc Committee on Recertification (see Appendix C) is now developing recommendations regarding recertification and/or continuing education.

### **2.4 Become more inclusive.**

We must better serve those parts of the meteorological, oceanographic, and hydrologic communities that we do not serve well at present. In particular, we must establish new and better information exchange mechanisms, including publications, meetings, and continuing education programs, for the exchange of information among:

- the environmental sciences and engineering community, including the air quality and waste

management interests and industries;

- scientific support personnel, including computer programmers, electronic technicians, and people in other technical disciplines;
- operational forecasters;
- weather enthusiasts;
- business developers, purchasing agents, program managers, and other business and management professionals; and
- chemists, computer scientists, statisticians, and other scientists in disciplines that overlap meteorology, oceanography, and hydrology.

### **3 Road map for attaining the fundamental goal.**

The path to attaining the fundamental goal discussed in section 2 involves reaching the following milestones.

#### **3.1 Gain approval of the strategic plan.**

We request that the AMS Executive Committee and Council modify, as necessary, and approve this plan.

#### **3.2 Obtain adequate AMS staff support.**

Beginning in CY 2001, one additional full-time staff position and one additional half-time position are required. Beginning in CY 2002, an additional half-time position will be required. Thus, over two years, we request funding for a total of two, full-time staff positions.

We propose to fund the Private Sector Coordinator position as a full-time, dedicated position (at present the position is not funded). We further propose to create a half-time position of Assistant Private Sector Coordinator. This level of staffing is necessary to begin implementing the service improvements discussed in Section 10. At present, Dr. Gary Rasmussen fills the Private Sector Coordinator position on an interim basis. When the position becomes funded, we propose that he fill the position on a permanent basis.

Upon approval of this strategic plan, the Private Sector Coordinator will be responsible for its implementation, as well as for coordinating all AMS staff support of the private sector membership.

At present, two AMS staff members are essentially dedicated to the support of PS members. They are Kelly Garvey, Manager of Marketing and Special Programs, and Loretta Jurnak, Manager of Exhibit Operations. Moreover, several other AMS staff members, identified in Section 5, currently support private sector members as part of their overall responsibilities. We do not propose any changes in the duties or reporting relationships of any of these staff members.

#### **3.3 Begin to implement easy, low cost enhancements immediately.**

Once approved, we should immediately begin to implement the easy, inexpensive improvements that are proposed.

#### **3.4 Generate detailed implementation plans, including funding plans, for larger, more expensive programs.**

The Private Sector Coordinator will submit to the AMS Council and/or the Executive Committee, for approval, a detailed implementation plan, including a funding plan, for each new initiative large enough to require separate funding.

#### **3.5 Implement major new initiatives in priority order.**

Section 10 lists candidate initiatives. An early task of the Private Sector Coordinator will be to determine a priority ordering of these candidate initiatives. We request the AMS Council and Executive committee to modify, as necessary, and approve this list of initiatives and provide guidance for assigning priorities.

### **3.6 Implement a member feedback and quality assurance program to keep us on track.**

A vital component of each major new initiative we undertake will be a system to monitor and report on the success of the initiative from both membership and leadership points of view.

## **4 Why put forward this plan, at this time?**

This plan is a logical consequence of AMS Ten-Year Vision Study. The study's final report, dated Fall 1998, may be found in full on the AMS Web Site<sup>1</sup>. One major response of the Society to the study was to adopt a formal vision statement. In this section of the plan, we summarize and discuss those portions of the vision report and statement that provide a rationale for this plan.

### **4.1 The AMS Ten-Year Vision Study.**

Four years ago, "on 26 September 1996, the [AMS] Council charged the Planning Commission to undertake a study yielding a ten-year vision of the Society." Two years ago the commission presented its final report, which identified five areas worthy of emphasis. Two of them provide an impetus for this plan.

- **Multidisciplinarity:** *"We must constantly review all of our activities in light of the multidisciplinary nature of meteorology itself and the myriad allied science and engineering disciplines now essential to conduct our research and to produce and apply our products."*
- **Inclusiveness:** *"The AMS must be a more "inclusive" society. The private sector, including radio and television and industrial applications, is growing rapidly. There are many nonmembers as well as members that are engaged in developing observational systems, databases, and display and dissemination systems. The AMS should find ways to reach out to those who generate, apply, and disseminate our products as well as to our scientific and professional base."*

### **4.2 The AMS Ten-Year Vision Statement.**

On 10 January 1999, the Council adopted a formal vision statement, which appears in full on the AMS Web Site<sup>2</sup>. It says, in part, "By 2010, the AMS membership will increase by several thousand and will be a diverse mixture of scientists, practitioners, and enthusiasts from around the world with backgrounds in many disciplines. This diversity will also be reflected in the Society's activities. By 2010, the AMS will have contributed to an explosive growth of applications of the atmospheric and related sciences in the private sector to a multibillion dollar per year industry, and half the membership will be from this sector."

### **4.3 Projected majority of the private sector membership.**

According to the Ten-Year Vision Study, the private sector, including broadcasting, is growing faster than any other sector of the society. As noted above, the study projects that by 2010 PS members will constitute 50% of all members, up from 28% in 1996. If this projection proves to be accurate, by 2010 the private sector will supply as many or more AMS members than the public and academic sectors combined.

### **4.4 Are improved services for PS members needed?**

Historically, only a small fraction of the AMS membership was from the private sector. The academic and public sectors have dominated our ranks. Society services, such as publications and meetings, were refined over time to meet the needs of the majority of the members. As the composition of the majority evolves, it is incumbent upon us to ensure that the Society continues to meet the needs of the majority of the members. Given the recent extraordinary growth in PS membership, the time is ripe to ask, must we improve services for PS members and, if so, how?. A recent search for answers to these questions (section 6) has led to a dialog between PS members and AMS staff, which, in turn, has resulted in this plan to improve services for PS members.

## **5 What does it mean to be a PS member?**

The term *PS member* can be ambiguous, as some members are active in more than one sector. For

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<sup>1</sup> The Ten-Year Vision Study is accessible via the following URL:  
<http://www.ametsoc.org/AMS/EXEC/TenYear/index.html>.

<sup>2</sup> The Ten-Year Vision Statement is also accessible via the URL given in footnote 1.

simplicity, we resolve the potential ambiguity by considering only the primary activity of an individual. Thus, we adopt the following definition.

**5.1 A *PS member*** is a member of the American Meteorological Society whose primary activity is a for-profit activity.

**5.2 Types of PS members.**

PS members include both individuals and businesses. Below we identify four distinct types of PS members.

- **PS corporation members.**  
Representative PS corporation activities include manufacturing sensors and distributing value-added data.
- **PS certified consulting meteorologists.**  
Representative PS CCM activities include forensic meteorology, applied meteorological research, and industry-specific weather forecasting. Some PS CCMs operate small businesses; others work for large corporations.
- **PS Broadcast Sealholders.**  
Representative PS Sealholder activities include on-air weather forecasting for radio/television and consulting.
- **Individual PS members.**  
Examples of individual PS members include employees of PS corporations such as research scientists, computer programmers, and marketeers.

**5.3 Diverse needs of PS members.**

It is important to recognize that different types of PS members may need very different kinds of services from the AMS. Thus, it is not fruitful to discuss the needs of a *generic* PS member.

**6 Dialog between AMS staff and PS members.**

To learn more about the needs of PS members, including current shortfalls in PS member services, AMS staff members recently queried various segments of the PS membership through several outreach efforts. We summarize those efforts in this section.

**6.1 The AMS Industry/Government Education Forum.**

Corporation/Institutional members supporting AMS scholarship and fellowship programs were invited to attend this meeting held in Washington DC on 1–2 March 2000. We asked the PS attendees to comment on how the AMS should improve services for PS members. Appendix A summarizes the replies.

**6.2 Private Sector Board Report.**

The Private Sector Board of the AMS Professional Affairs Commission offered suggestions about needed service improvements for PS members. Appendix B contains the full text of their report.

**6.3 Ad Hoc Committee on Recertification Report.**

In a recent interim report to the AMS Council (May 2000), the Ad Hoc Committee on Recertification concludes that the AMS should strengthen its Broadcast Seal and CCM programs. A future report will recommend ways to strengthen these programs. Appendix C contains the full text of the interim report.

**6.4 Postings on AMS\_PSL.**

We recently established AMS\_PSL, an e-mail list server dedicated to facilitate communication between PS members and AMS staff, as well as among PS members. We asked AMS\_PSL subscribers to comment on suggestions received from PS attendees of the Government/Industry Education Forum, on the PS Board report, and, in general, on the needs of PS members. Appendix D contains a selection of the comments received.

**6.5 Informal conversations with members.**

We have tried to incorporate key ideas from a large number of comments received informally by AMS staff from PS members over recent years.

## 7 Current AMS support and services for PS members.

Before discussing shortfalls and planned improvements, it is useful to summarize current support and services. PS members already receive a considerable amount of support from AMS staff and programs.

### 7.1 AMS Staff PS Committee.

The AMS Executive Director recently established the Staff PS Committee "to draw together all of the staff elements having to do with AMS activities in support of the private sector. This includes corporate members, CCMs, TV/radio Sealholders, exhibitors, scholarship/fellowship sponsors, and users of weather and climate information." The first major output from the committee is this plan. Committee members include:

- **Gary Rasmussen (Committee Chair and Private Sector Coordinator).**  
As Private Sector Coordinator, Dr. Rasmussen chairs the Staff PS Committee; is the principal staff liaison with the PS Board; and has primary responsibility for the planning, implementation, and operation of new PS programs. At present, this position is unfunded. An essential provision of this proposal is to fund this position as a regular full-time staff position.
- **Joyce Annese (Director of Executive Programs).**  
As Director of Executive programs, Ms. Annese provides support services for the Professional Affairs Commission and its constituent boards.
- **Stephanie Armstrong (Director of Development).**  
As Director of Development, Ms. Armstrong oversees the AMS Fellowship and Scholarship programs and directs AMS development activities.
- **Beth Farley (Director of Member Services).**  
As Director of Member Services, Ms. Farley is responsible for overseeing delivery and maintaining the high quality of AMS member services.
- **Kelly Garvey (Manager of Marketing and Special Programs).**  
As the Manager of Marketing and Special Programs, Ms. Garvey is responsible for administering the CCM and Broadcast Seal programs, as well as all advertising in the *Bulletin of the AMS*. At present, Ms. Garvey is one of two AMS staff essentially dedicated to the support of PS members.
- **Loretta Jurnak (Manager of Exhibit Operations).**  
As Manager of Exhibit Operations, Ms. Jurnak is responsible for administering and maintaining the high quality of all AMS exhibit programs, Ms. Jurnak is one of two AMS staff essentially dedicated to the support of PS members.
- **Corinne Kazarosian (Director of Information Systems).**  
As Director of Information Services, Ms. Kazarosian is responsible for overseeing delivery and maintaining the high quality of AMS computer, networking, and information systems and services.
- **Stephanie Kenitzer (Public Information Officer).**  
As Public Information Officer, Ms. Kenitzer is responsible for issuing news releases, editing the AMS Newsletter, and acting as the primary interface between the AMS and the print, radio, and television media.
- **Ronald McPherson (AMS Executive Director).**  
As Executive Director, Dr. McPherson is spearheading the effort to improve services for private sector members. Moreover, he is responsible for overseeing all AMS activities, including efforts to improve services for private sector members.
- **Yale Schiffman (Director of Meetings Operations).**  
As Director of Meeting Operations, Mr. Schiffman is responsible for overseeing and maintaining the high quality of all aspects of AMS meeting and exhibit services.
- **Keith Seitter (AMS Deputy Executive Director).**

As Deputy Executive Director, Dr. Seitter is working with Dr. McPherson to spearhead and oversee the effort to improve services for private sector members.

## **7.2 Current AMS services for all PS members.**

- **Publications Program.**  
Many members from all segments of the Society take advantage of the publications program by contributing to, and/or reading AMS publications, including journals, the *Bulletin of the AMS*, books and monographs, preprint volumes, etc.
- **Meetings Program.**  
Many members from all segments of the Society take advantage of the meetings program as attendees, speakers, session chairs, or organizers.
- **Job Fair.**  
PS corporations and CCMs can recruit employees at the AMS Job Fair at each AMS Annual Meeting. Likewise, individual PS members can submit resumes, meet with prospective employers, and browse position openings.
- **Exhibits Program.**  
PS members can exhibit products and services at the AMS Annual Meeting and several specialty meetings.
- **Employment Announcements.**  
PS corporations can advertise position openings on the AMS Web site. Likewise, individual PS members can identify open positions.
- **Advertisements in the *Bulletin of the AMS (BAMS)*.**  
PS members can advertise products and services in the Members section of the Professional Directory that appears each month in BAMS.
- **AMS\_PSL.**  
The AMS has recently implemented AMS\_PSL, an e-mail listserver, to provide a convenient, rapid tool for communications among PS members. For more information, please refer to section 6.4.

## **7.3 Current services for PS corporations.**

In addition to the services of the previous section, corporation members also receive the services listed below. Information about benefits accruing to each class of corporation membership is available in appendix E.

- **AMS Development Program.**  
PS corporations can participate in funding special initiatives to benefit the public, such as the AMS Scholarship and Fellowship Program, thereby increasing their stature in the communities they serve.
- **AMS Corporation Member Logos.**  
PS corporations can advertise their membership in, and support of, the AMS using distinctive corporate logos for Members, Contributing Members, and Sustaining Members.

## **7.4 Current services for PS CCMs.**

PS CCMs share all the rights and privileges enjoyed by all AMS CCMs.

- **CCM Program.**  
The CCM Program establishes rigorous requirements for professional certification and formal certification procedures for aspiring candidates.
- **CCM Logo.**  
CCMs can advertise their membership in the AMS and their professional certification status using the distinctive CCM logo.

- **Online Directory.**  
Each CCM may have a complementary listing in the online CCM Directory. Users can find CCMs by name, state, and area of specialization. Each entry includes: name, title, affiliation, address, telephone and/or fax number, e-mail address, URL address, specialization area, and certification number.
- **CCM Booth at Annual Meeting.**  
The CCM program has a complimentary booth at the annual meeting that displays information on the program.
- **CCM Breakfast Meeting at the Annual Meeting.**  
CCMs can meet with other CCMs to share experiences and other information.

#### **7.5 Current Services for PS Broadcast Sealholders.**

- **Broadcast Seal program.**  
The Broadcast Seal Programs establishes rigorous professional certification requirements and formal certification procedures for aspiring candidates.
- **Broadcast Seal.**  
Sealholders can advertise their membership in the AMS and their professional certification status using the distinctive Broadcast Seal.
- **Conference on Broadcast Meteorology.**  
The AMS Board on Broadcast Meteorology organizes an annual conference that consists of workshops, scientific sessions, and exhibit programs focused on the specific interests of the broadcast meteorology community.
- **Direct mailings from Headquarters.**  
Occasionally the AMS provides information useful to broadcasters through direct mailings to the Sealholders.

#### **8 Shortfalls in current services.**

Section II of the PS Board report (appendix B) discusses four shortfalls and perceived shortfalls in current services for PS members. They are:

- 8.1** "There is insufficient exposure for the AMS itself, AMS CCM holders, AMS Broadcast Sealholders, AMS Corporate Members, and AMS Private Sector Members among other private sector industry societies, groups, and the public at large.
- 8.2** "There is insufficient recognition within the AMS membership body itself of the large and expanding role that the private sector plays in 21<sup>st</sup> century meteorology.
- 8.3** "There is insufficient activity by the AMS in providing a forum for exchange of technical and business related information among private sector meteorologists.
- 8.4** "There is a lack of recognition by some within the Society of the synergism between the academic, government, and private sector membership areas of the AMS."

## 9 Kinds of PS support the AMS cannot provide

Legally, the AMS is a nonprofit scientific and educational organization dedicated to promoting the public good under section of 501(c)(3) of the Internal Revenue Service code. Obtaining this status is difficult and the AMS must be careful to avoid any action that might jeopardize our standing. However, as long as we abide by some simple guidelines, we are free to provide improved services for our PS members. Indeed, as discussed throughout this plan, it is essential that we do so. Two of the most important guidelines about prohibited activities are as follows.

- The AMS cannot function as a *trade association* (as the PS Board report in appendix B recommends) because a trade association promotes the private good of its members whereas the AMS must promote the public good.
- The AMS cannot lobby to promote its PS members. Any lobbying the AMS undertakes must strive to promote the public good. Moreover, all AMS lobbying activities taken together must represent a small fraction (no more than 5%–10%) of the total AMS annual budget.

There is a need for a trade association for meteorology, oceanography, and hydrology, and some want the AMS to fill the present void. Among the members of the AMS Private Sector Board, a majority believes that the AMS should consider trade association status or at least provide some normal trade association services. A minority of the PS Board members believes the current not-for-profit status is best, but with increased emphasis on private sector issues. The NCIM president, on the other hand, has stated that he hopes the AMS does not change its status and become a trade association (see appendix section F4). In all likelihood, this diversity of opinion is typical of the overall PS membership of the Society.

For the record, the Staff PS Committee does not believe that the AMS should give up its current 501(c)(3) status to become a trade association. We do not believe that such action would be in the best interest of its members, including its PS members. Moreover, we believe that serious consideration of such an action would be outside the charter of the AMS staff private sector committee. Recall that impetus for this plan comes from the ten-year vision study and the ten-year vision statement. Neither the study nor the statement provides any support for such a drastic action. To the contrary, the first sentence of the executive summary of the ten-year vision study says, "The objectives of the AMS are, and continue to be, the development and dissemination of knowledge of the atmospheric and related oceanographic and hydrologic sciences and the advancement of their professional applications." These objectives are well served by our present organization as a 501(c)(3) nonprofit organization. Changing this status would be harmful to successfully meeting these objectives and necessarily must be rejected.

## 10 Tactical actions needed to improve services for PS members.

Within the general framework provided by the four strategic actions of section 2, a number of specific, "tactical" actions are needed. Each is a consequence of requests from the AMS membership. For convenience, we classify them as immediate, near-term, or longer-term.

### 10.1 Immediate actions.

We plan to complete development and implementation of the following actions, which are now underway.

- **Delineate Benefits for Corporation and Institutional Members.**  
A staff effort to clarify and enumerate benefits that accrue to Corporation and Institutional Members, Contributing Members, and Sustaining Members is nearly complete. [NOTE: at press time this effort was complete. See appendix E.]
- **Develop and disseminate an AMS Guide to Meteorological Products and Services.**  
We plan to complete, by January 2001, the first edition of a guide to products and services that are offered by AMS PS members, including CCMs and corporation members. As it nears completion, we plan to actively promote it to assure wide distribution.
- **Develop and disseminate a new CCM brochure.**

We plan to complete development, begun in CY 2000, of a 3-fold, color brochure describing the CCM program for prospective clients and/or applicants.

### 10.2 Near-term actions.

A *near-term action* is a relatively small effort that does not require separate funding. Beginning in CY 2001, upon availability of funded staff (see section 11), we propose to begin immediately to develop and implement the following new and enhanced services for PS members.

- **Offer AMS Web Links.**  
Obtain/generate brief descriptive text and implement easy to find hot links to PS member web pages from the AMS home page. Also, provide links to other related organizations such as sister societies, the NCIM, and the National Weather Service.
- **Offer high quality certificates and plaques for Corporation and Institutional Members.**  
Provide without charge certificates suitable for framing and high-quality wooden plaques. The sizes of the plaques for members, contributing members, and sustaining members will suitably reflect the classes of membership.
- **Stimulate more representative PS involvement in AMS boards and committees.**  
Our goal is for the composition of the various AMS boards and committees to reflect the overall demographics of the Society. This will require more participation by PS members. Toward this end, we will actively encourage all AMS nominating committees and authorities to consider nominating members from the private sector. In addition, we will monitor incoming nominations to track PS representation in the various pools of nominees.
- **Act as a catalyst for more and better interactions among public, academic, and PS segments of the society.**  
Hold town meetings at the Annual Meeting, improve job fair activities, promote better cooperation between PS members and local NWS forecast offices, etc. Ultimately, foster better relationships and more cooperation between the PS and public segments, as well as between the PS and academic segments of the Society.
- **Improve job fair support activities.**  
See sections D1 and D2 for a discussion of how this will benefit public, academic, and private sectors.

### 10.3 Longer-term actions.

A *longer-term action* may be a less developed action that requires additional study before formulating an implementation plan. Or, it may be a larger effort that requires separate funding. Major longer-term actions will require implementation and funding plans subject to review and approval by the Council and/or Executive Committee. Beginning in CY 2001, upon availability of funded staff (see section 11), we propose to evaluate whether or not to develop and execute detailed implementation and funding plans for the following service improvements for AMS PS members. Each activity listed below was requested by a portion of the AMS membership. The decision of whether or not to proceed with any activity should be based on cost and benefit considerations. Simply stated, our limited resources (people and money) must be focused on the areas in which we can do the greatest good.

- **Establish a new, midyear conference and exhibit devoted to applications of environmental technology.**  
Focus on applications to problems of business and government. Hold it in the Washington DC area. Attract all three sectors of AMS membership: academic, public, and private, and encourage their interaction. Make sure that the program meets the needs of a broad spectrum of private sector members, from large corporations, to small businesses, to individual entrepreneurs. (NOTE: a similar recommendation appears in the final report of the Ad Hoc Committee on Meetings.)
- **Reach out to potential clients and client industries.**  
Expand our public outreach program to include potential clients and customers of AMS PS members. For example, work with the Chambers of Commerce in cities hosting AMS

meetings/exhibits to identify local organizations that may be interested in products and services offered by AMS members. Work with AMS PS members to develop advertising targeting those organizations and encouraging attendance at the AMS meetings/exhibits. As another example, develop close, permanent ties with associations and societies representing client groups such as attorneys, agribusiness, utilities, etc. Participate in their meetings, and encourage their participation in AMS meetings, identifying areas of common interest, including presentations, exhibits, and short courses. The AMS Private Sector Board has identified the following client industries as priorities for AMS outreach efforts (in priority order).

- (1) Information services (including the Internet).
- (2) Insurance and risk management
- (3) Transportation (primarily land)
- (4) Construction
- (5) Retail
- (6) Utilities (including telecommunication utilities)

[NOTE: At press time we had already begun work in area (3) with planned involvement in the *Intelligent Transportation Systems Conference*. Transportation was one of the key areas identified by both the PS Board and the Exhibitor Advisory Council.]

- **Publications.**  
Develop new publications, and columns in existing publications, which address the communication needs of PS members. For example, appoint a PS editor and initiate a dedicated PS column in the *Bulletin of the AMS*. Develop an online newsletter to carry fast-breaking news, notices, and articles concerning PS members. Develop other new publications for the exchange of technical and business information in the meteorological and oceanographic communities. Also, make sure that the PS perspective is considered when selecting peer reviewers for papers submitted to the *Bulletin* and AMS journals.
- **Implement the final recommendations of the Ad Hoc Committee on Recertification regarding a recertification and/or continuing education requirement for CCMs and Sealholders.**  
When they become available, foster implementation of the final recommendations of the Ad Hoc Committee on Recertification regarding a recertification and/or continuing education requirement for CCMs and Sealholders.
- **Advertising campaigns.**  
Design and carry out one or more advertising campaigns to raise the visibility of the AMS, and the visibility of its CCMs, Sealholders, and corporation members.
- **Better serve the needs of the environmental consulting community.**  
See sections D5 through D7.
- **Develop and promote technical standards.**  
Investigate the possibility of developing and promoting technical standards for the interchange of meteorological and oceanographic information (see appendix section D4).
- **Assemble a cadre of accomplished public speakers (a speakers bureau).**  
Topics such as global warming, local climate change, drought, floods, hurricanes, and tornado outbreaks are of great interest to decision makers in government and industry, as well as to the general public. The AMS should recruit, from all sectors of its membership, including the private sector, a cadre of accomplished public speakers who are knowledgeable in these and similar areas, to be available, individually, to speak at conventions, trade shows, public meetings, meetings of other scientific societies, etc. Once the cadre of public speakers is available, the AMS should actively support and promote it.

- **Continuing education courses.**  
Encourage development of more continuing education courses targeting PS members. See appendix sections D10 and D14.
- **Find ways to work more closely with the National Council of Industrial Meteorologists and other similar associations.**  
The National Council of Industrial Meteorologists, while separate from the AMS, represents the interests of a significant number of AMS members in that all NCIM members are also AMS CCMs. We applaud NCIM for their contributions to this plan (see, e.g., appendix sections D12, D13, and F4). Many benefits will accrue, we believe, to members of both organizations if we successfully build upon the excellent foundation of past cooperation by seeking new ways to work more closely together in the areas of our common interest.

Similarly, we must keep the AMS door wide open to cooperation with other organizations and associations with whom we share common interests. For example, should a meteorology trade association arise, we would want to open channels of communication with it and encourage working together on projects of mutual interest. We plan to be proactive by seeking out such organizations and by engaging their leaderships in dialogs to identify areas of common interests and possible cooperation.

## **11 Staffing plan.**

The present staffing plan covers the next two calendar years.

**11.1** Beginning in CY 2001, we propose to add one full-time staff position (Private Sector Coordinator) and one half-time position (Assistant Private Sector Coordinator).

**11.2** Beginning in CY 2002, we propose to upgrade the Assistant Private Sector Coordinator position to a full-time position.

## **12 Funding plan.**

### **12.1 Fund new staff positions using existing revenues from private sector sources.**

We propose to fund the positions (salaries and benefits) of the PS Coordinator and the Assistant PS Coordinator from base funding by reallocating *portions* of existing revenue streams from all PS members. These revenues will include Corporation/Institutional member dues, individual member dues, exhibit revenues, and meeting revenues.

Dues for individual members as well as for corporation and institutional members will increase in CY 2001. The percentage increase is significant for both individual members and for sustaining corporation members. Individual member dues will increase from \$30.00 per year to \$70.00 per year. See appendix E for corresponding amounts for corporation and institutional members.

### **12.2 Fund new initiative startups using income from the reserve funds.**

The detailed implementation plan for each major new initiative will identify required startup funds. Usually, these will come from reserve fund incomes, i.e., not from the reserve fund principal.

### **12.3 Eventually, major new initiatives must be self-sustaining.**

Beyond an initial spin up period, as specified by the detailed implementation plan, each major new initiative must generate sufficient revenues to become self-sustaining.

## **13 Next Step.**

Once the AMS Council approves this plan, the AMS Private Sector Coordinator is responsible for implementing it.

## Appendix A

### AMS GOVERNMENT/INDUSTRY EDUCATION FORUM PANEL DISCUSSION ON EXPANDING AMS SERVICES TO ENHANCE BUSINESS OPPORTUNITIES

2 March 2000, Washington DC

#### Discussion Leader

George L. Frederick, Jr.  
Business Development Manager for Radian Corporation, AMS Past President, AMS Fellow

#### Panelists

Jim Cooper  
Director of Business Development for DynCorp

Steve Johnson  
Remote Sensing Programs Senior Product Line Manager for ITT Industries

Terry C. Tarbell, Ph.D.  
Weather Systems National Account Manager for Litton/PRC

Gregory S. Wilson, Ph.D.  
Executive Vice President of Research and Technology and Chief Scientist for Baron Services

Loretta Jurnak  
Manager of Exhibit Operations for the American Meteorological Society

Yale Schiffman  
Director of Meetings Operations for the American Meteorological Society

#### **A1 Summary by Gary Rasmussen, AMS Private Sector Coordinator**

- The fruitful discussion began with a series of brief presentations by the panelists. Jim Cooper stressed the need of private sector members to use a return-on-investment approach to evaluate new initiatives such as participation in additional trade shows or advertising campaigns. The other panelists agreed that fast pay back is necessary. Mr. Cooper liked the idea of participating in weather-sensitive trade shows as that is a good place to meet potential customers. A midyear trade show would be good only if it could attract potential customers. That would be more likely if the show is held along with another forum that would draw potential customers. He was not enthusiastic about a trade magazine.
- Steve Johnson liked the idea of a midyear trade show and thought that two shows per year would be good. However, there is a need to discuss the format and implementation. Also, special topic meetings are a good venue. If the AMS undertakes a trade magazine, we should start with electronic distribution and expand to print only if the online version is successful.
- Terry Tarbell stressed the need for the private sector to tailor weather information for decision makers and for the AMS to help its private sector members build bridges to decision makers in weather sensitive industries. He mentioned the power generation and emergency management communities as likely partners for cosponsored trade shows.
- Greg Wilson emphasized the need for an AMS policy statement about the emerging commercial presence in the AMS. He noted that the government funds much basic research and wondered if the private sector will be willing to fund the applied research that will be necessary to meet the needs of weather sensitive industries. Dr. Wilson thought that the case has not been made for the need of a

trade magazine and that an advertising campaign now may be premature. However, he thought that a trade show for weather sensitive industries would be a good idea.

- George Frederick thought that AMS participation in trade shows of weather sensitive industries was a good idea, but that we should start slowly. A midyear trade show might be a good idea, but first we must figure out how to attract potential customers to attend. He liked the idea of a multidisciplinary trade magazine, delivered electronically, but stressed that it must be planned carefully.
- David Bacon (SAIC Center for Atmospheric Physics) thought that an advertising campaign would be good if it were used to educate the “right” people, i.e., decision makers in weather sensitive industries. He thought it might be useful for the AMS to identify and disseminate information about trade shows to private sector members so that they can decide individually whether or not to participate. Dr. Bacon suggested that the AMS should use its WWW site as a clearinghouse for information about private sector members. It should also be used to facilitate outside access to manuscripts written by AMS members prior to publication. Feedback generated by wider exposure could help improve their quality.
- Maria Pirone (Litton/WSI Corporation) stressed that while an AMS advertising campaign is a great idea, it must be focused and carefully targeted. She thought that a trade magazine is not needed and that we could use the AMS Annual Meeting to educate our membership about the contributions made by private sector members. Ms. Pirone stressed that we need to bridge the gaps between the public, academic, and private sectors and we cannot do that with separate trade shows.
- Bob Baron (Baron Services) stressed the need of AMS private sector members to reach out to other industries which are weather sensitive. Whole industries today do not realize that they can benefit from using tailored weather information. He suggested that the AMS should field a panel of expert speakers to make available to talk at trade shows. We should view trade shows as opportunities to educate, and not just as venues to exhibit.
- Adarsh Deepak (Science and Technology Corporation) suggested that the AMS make better use of its WWW site to support its private sector members with links to member web sites, online newsletters, etc. Also, to help educate decision makers in weather sensitive industries, we should invite them to AMS meetings to participate in panel discussions and special sessions devoted to their industries. Regarding participation in trade shows of weather sensitive industries, many small businesses cannot afford to attend multiple shows. The AMS should, for a fee, represent them at shows it visits (e.g., by bringing literature to disseminate and/or by bringing exhibits to display).

## A2 Notes by George Frederick

- There should be links between the initiatives as much as possible. For example, combine a trade show with a forum directed at a particular industry group or group.
- Try the trade magazine in electronic version first before going hard copy.
- May need to be some sort of published AMS policy on support for growing the economic base.
- Find ways to link applied research done in the private sector with the basic research that is being done in the public and academic sector.
- Advertising got strong support. Where possible it must emphasize the value-added nature of commercial services.
- Marketing needs to be focused and the right people need to be educated on what we can do for them.
- The value of testimonials from happy users was acknowledged by all.
- Industry presentations should be reintroduced at the annual meeting and need to be in prime time.
- Fielding a panel or holding a special session at others trade shows may be easy to implement.
- A daily "newsletter" on the web with timely information may be a good idea. If successful, we could charge for it.
- Broadcasters are a great avenue to get information to the public. Could help with our scholarship/fellowship program.
- Testimonials from student scholarship winners at the right place and time could be beneficial.
- Another easy thing to do would be to bring in user groups to hold a forum or session at our annual meeting.
- Electronic "data exchange" to advertise our corporate members and what they have to offer could spread the word on the web. Links to corporate members' home pages could lead to commerce for them.
- International facilitation of business by the AMS could pay big dividends. AMS could serve as an ombudsman to lead foreign buyers to our corporate members as vendors of choice.
- An AMS directory of its corporate members and what products and services they offer could be a valuable tool to educate members and non-members alike.
- Need to work the streamlining of AMS bureaucracy to allow rapid response activity as AMS evolves into a combination trade organization and professional society.

## Appendix B

### INITIATIVES FOR IMPROVING SERVICES TO AMERICAN METEOROLOGICAL SOCIETY PRIVATE SECTOR MEMBERS

by  
*Members of the AMS Board of Private Sector Meteorology*  
*Gene Pfeffer (Chair), Jim Cooper (Past Chair)*  
*Chris Bedford, Ron Bianchi, Bob Cohen, Jill Hasling,*  
*Mike Mogil, Maria Pirone, Jimmie Smith, Jeff Tarde*

*April 2000*

#### **I. Introduction**

Two years ago the American Meteorological Society (AMS) completed a 10-year Vision Study. One of the outcomes of this study was the recognition that during the next ten years the number of Private Sector (PS) members was going to steadily increase from its current level of 30% of total membership. As a result of that realization, the AMS has embarked on an effort to determine how it can better serve its PS members. As part of that effort, a plan is being prepared for the Executive Committee of the Council to review at their meeting in June 2000. The AMS is soliciting input to that plan from multiple sources.

As the designated voice of the PS in the AMS, the Private Sector Board (PSB) is eager to provide a comprehensive reply to this request for input. Our members represent a broad range of private sector endeavors so developing this document required several months of extensive and thoughtful discussions. From those discussions, we have been able to describe a credible path whereby the AMS can become instrumental in the success of its PS members.

We begin by detailing the current shortfalls of the AMS relative to meeting the needs of the PS. The shortfalls covered in this section derive from the fact that the overall balance of AMS resources and energy do not adequately serve the PS members. Having stated the problem, we then offer a series of initiatives to address the shortfalls. We believe that implementing these initiatives will create a broad PS support structure in the AMS. Some of these initiatives can be implemented immediately while others will take longer and require additional investment by the AMS. In the final section, we propose several methods whereby the AMS can obtain these additional revenues.

We believe that the traditional activities associated with the AMS's role as a scientific society should continue, but agree with the 10-year vision study that new initiatives focused on the expansion of private sector services are crucial to making the AMS more responsive to its members. The PS membership extends across a large breadth of activities but there are many common elements to its success that the AMS can foster. By following the path we described, the AMS will create increased benefits for not only the PS, but also all members of the AMS.

#### **II. Shortfalls in AMS Support of Its Private Sector Membership**

Beginning in December 1999, the PSB considered what aspects of their various commercial endeavors could be enhanced by new membership services of the AMS. We understood that the origin of the AMS as a scientific society has created the current set. However, our assessment is that the overall balance of AMS resources and energy do not adequately serve the 30 % of the membership from the private sector. Furthermore, the AMS meetings and publications poorly cover the issues of importance to the private sector membership. Given the steadily growing number of PS members we concluded that the AMS must expand its membership services to better serve the PS or risk losing them as members. To begin the

process, the PSB first examined what were the shortfalls in the current set. Our discussions resulted in the following four areas.

- There is insufficient exposure for the AMS itself, AMS CCM holders, AMS Broadcast Seal holders, AMS Corporate Members, and AMS Private Sector Members among other private sector industry societies, groups, and the public at large. Weather sensitive industries and the general public are not well educated as to the skills required and standards met in professional meteorology or to the large economic and social benefits that can accrue through the application of meteorology to decision making. There is insufficient interaction with other trade associations about the products and services available from the private sector members. There is evidence that many members of weather sensitive industries are either unaware of or have misleading information on how products from the private sector can improve their bottom line.
- There is insufficient recognition within the AMS membership body itself of the large and expanding role that the private sector plays in 21st century meteorology. The majority of the membership, those members comprising the 70% that are not part of the private sector, only partially understand the major role that private meteorology is taking in the world economy. The AMS needs to aid in enhancing that recognition.
- There is insufficient activity by the AMS in providing a forum for exchange of technical and business related information among private sector meteorologists. The Society provides little support in assisting private sector companies and meteorological entrepreneurs form and expand their businesses. There is lack of continuing education opportunities in such diverse areas as data interpretation, weather business planning, marketing weather services, and new scientific techniques. Likewise, there is a lack of outreach to younger private sector members who need avenues for honing their professional skills.
- There is a lack of recognition by some within the Society of the synergism between the academic, government, and private sector membership areas of the AMS. Each segment of the membership benefits from activities of and association with the other segments. The future of meteorology as a whole depends on the success of all three sectors. The widely accepted concept of a public-private sector partnership needs to be rethought in terms of a triad between the academic, government, and private sector segments. There must be recognition of the need for cooperation and the inevitability of some competition among the segments.

### **III. Initiatives to Overcome Identified Private Sector Membership Services Shortfalls**

Having identified shortfalls relative to the PS, the PSB next set out to create a set of initiatives that would could enhance the success of its private sector members. The initiatives listed below are wide ranging. Some can be implemented quickly and at low cost, while others are more complex and expensive. We intentionally did not prioritize these initiatives.

- Dedicate a section of the AMS Bulletin to the Private Sector (PS) with a recurring column and articles of interest to the PS. Focus it on the private sector and on business activities and technology involving the private sector. Appoint a PS editor.
- Reorient the AMS Newsletter to include items of interest to and about the PS. The AMS should become proactive in soliciting articles and items of interest involving the private sector and especially the corporate members. Once the Society makes an aggressive effort to get the private sector involved, the marketing arms of meteorology-related companies would see the benefit of sending press releases and product announcements to the AMS. Include an AMS Newsletter e-mail subscription as a standard part of the yearly membership rather than requiring members to find it on line and subscribe separately.
- Promote more interactions among the various AMS boards and committees, e.g., joint meetings, joint initiatives, etc. Get more private sector membership on the STAC committees.
- Generate some web site exposure for PS members and corporate members. The AMS web site should have a section that focuses on the commercial and business aspects of weather and atmospheric technology. Include information on what private meteorologists do, what corporate members have to

offer, and employment opportunities at all levels of government besides (but including) the NWS. Implement an on-line version of the professional directory currently included in the BAMS.

- Sponsor outreach programs about the PS to universities that have meteorology departments and to AMS student chapters. This will go a long way to creating a better "atmosphere" for the private sector in the future. In addition, consider a summer event at a central location that showcases companies and employment opportunities in the private sector. Include allied disciplines such as computer science and engineering.
- Sponsor PS oriented continuing education courses that are held in various parts of the country. Include a broad set of offerings. Associate them with other meetings of the AMS besides the annual meeting or with other associations in allied fields or industries. Good programs will be self-sustaining. Instructors should be paid for their time (equivalent to college adjunct faculty) and travel. Include web-based courses and videotape courses.
- AMS begin to function as a trade association for the PS. The exact strategies to be followed require further development into a coherent plan, but include the kinds of items listed here.
  - Develop a high quality press kit and brochure on how the PS serves society and industry.
  - Visit and market at other trade associations that represent weather sensitive industries.
  - Run an awareness ad campaign focused on severe weather season or winter weather preparation time citing what the meteorological community does for society.
  - Run an ad campaign aimed at business about the value of private weather services to the bottom line, e.g., Wall Street Journal, Business Week, talk radio, etc.
- Establish a full time, dedicated position on the AMS staff to focus on corporate members, commercial and industrial meteorology, and the private sector. This person should function as the primary interface between the Society and the private sector. Other staff members could administer some programs, such as professional continuing education.
- Increase the visibility of the private sector within the AMS itself.
  - Provide high quality plaques to corporate members that they can display in their business facility. The plaque should show the level of membership and any scholarship support provided by the company.
  - Provide plaques or certificates for corporate members for display at their exhibitor booths when they exhibit at AMS sponsored activities.
  - Provide credential stick-ons for corporate members at AMS sponsored events.
- Establish a new mid-year conference and exhibition devoted to the applications of environmental technology to the atmospheric problems of business and government. Hold it in the Washington area. By having it in the same location each year it would gain quicker recognition and companies could plan Washington activities around it. The conference should focus on the interaction of the private sector and their end users as well as private sector companies. Solicit presentations from users as well as private sector meteorology companies. Do not exclude government and education, but their participation should be in terms of the application of weather and technology as opposed to basic scientific investigation. Sessions could highlight market areas like aviation or utilities. It should become a "place to be" much as the Annual Meeting has become.
- Use the good offices of the AMS to promote communications and cooperation between private sector entities and local NWS offices. There are opportunities for synergism so that both sides can benefit.
- Support and sponsor cross-group education and interaction. Introduce government and academic interests to the activities and capabilities of the private sector. There is a substantial level of misinformation regarding the private sector within both the government and academic weather communities.

#### **IV. Meeting the Resource Requirements for Implementing Initiatives**

The PSB recognizes that implementing all 12 of these initiatives would represent a substantial investment for the AMS. However, some of the initiatives are no or low cost and can be implemented immediately. As members of the commercial world, we understand the need for a revenue stream to support new initiatives that require substantial resources to implement. We expect that type of initiative will require a more deliberate pace, as the Council first must identify the required revenue. To assist the Council in that effort, we developed five different funding approaches. Those approaches are described below.

- The Society's annual revenue from exhibitors at the Annual and Broadcasters meetings is approximately \$1.5 million. Roughly 75%, or \$1.13 million, come from the private sector. Any excess revenue from the exhibits goes to offset costs of all meetings that are in excess of revenue generated for those meetings. The PSB recommends that the Society move to make meetings more self-supporting than they now are. For example, we believe member's registration fees could be increased without adversely affecting attendance. If fees are increased, some private sector exhibitor revenue could be used to implement some or all the private sector initiatives we have outlined.

- Currently, the annual membership dues are among the lowest for professional societies. We understand that a raise in dues to \$70 for professional members is forthcoming. We believe annual dues could be raised slightly higher without significantly reducing membership. The increased revenue from the dues increases could free up funds for the private sector initiatives.

- It is possible that some of the initiatives could be jointly funded by the Society and its corporate members. For example, the advertising campaign we proposed could focus on specific companies over the course of the campaign. This needs further investigation and exploration with corporate members.

- The Society treats reserve funds as an endowment, and often uses the resulting income to fund special programs that would otherwise be impossible to carry out. It is the policy of the Society to fund a variety of special initiatives using the income from the Society's reserve fund. These reserve funds could be used to implement the "special initiatives" proposed by the Private Sector Board.

- Presently, there are approximately 215-220 corporate and institutional members, and the resulting dues are approximately \$100,000 per year. We believe that a substantial portion of these funds should be used for the direct benefit of corporate and institutional members. The Society should consider a ten percent increase in these dues. This would raise about \$10,000 that could be used as seed money to address the private sector initiatives we have recommended. Also, the Society should consider a "Corporate Membership Campaign" to increase the corporate and institutional membership. A cursory review of the current membership indicates that there are many companies involved in the weather information and atmospheric technology industries that are not corporate members of the AMS. As another example, we believe the media companies are a fertile area as they receive a significant benefit from the AMS and the Seal Program. Also, the major airlines have weather departments and benefit from participating in the Society's activities but most are not corporate members. A membership increase of only 5% would raise on the order of \$5,000 per year in dues. Any such increase in revenues should be allocated to fund the Private Sector initiatives.

## **V. Conclusion**

PSB members are encouraged by the effort derived from the 10-year vision plan to make an AMS membership even more valuable to the PS. Because of our interest in creating an AMS more attractive to the PS, we have devoted a considerable amount of effort to identifying areas where the AMS could improve its PS membership services, selecting initiatives creating those improvements, and proposing resource sources. Our primary goal was to propose a set of membership services focused on the PS that will foster the success of those members in their commercial endeavors. By enabling a thriving group of PS members, the AMS will itself thrive as it meets the substantial challenge of providing common ground for all of the many constituents comprising modern meteorology.

## Appendix C

### REPORT TO THE AMS COUNCIL

*Ad-Hoc Committee on Recertification  
American Meteorological Society*

*Prepared by Troy M. Kimmel, Jr., Chairperson*

*May 2000*

In September 1999, an Ad-Hoc Committee on Recertification was initiated by the Commissioner on Professional Affairs Ray Ban. The task of this committee was to examine the Society's Certification Programs (Broadcast Seals and Certified Consulting Meteorologists) and determine (1) whether the Society should strengthen its certification programs through recertification efforts, and, if so, (2) how we should do this and, therefore, make the certification programs more valuable.

This Ad-Hoc Committee was composed of the following AMS Members: Troy Kimmel, Chair; Pete Giddings; Dr. Paul Croft; Dr. Tim Spangler; Vince Condella; Jimmie Smith; Jeff Waldstreicher; Kelly Garvey and Todd Glickman. The Ad-Hoc Committee was composed of three AMS broadcast seal holders, two AMS Certified Consulting Meteorologists, one National Weather Service Meteorologist, one private sector meteorologist, one meteorologist from the university sector, one representative from AMS Headquarters as well as a representative from the UCAR Cooperative Program for Operational Meteorology, Education and Training.

Beginning in January 2000, in an effort to get Society members' opinions, the committee, in cooperation with AMS Headquarters, published an open letter in the Bulletin of the AMS to all certificate holders soliciting response and opinion in reference to recertification for the CCM and broadcast seal programs. Shortly after the article appeared, we followed with approximately 1200 letters (carrying the same content as the BAMS article) sent via U. S. Mail to all certificate holders.

As response was solicited, the Ad-Hoc Committee convened at the AMS Annual Meetings in Long Beach. During March and April 2000, several telephone conference calls were held in order to review the response.

As of early May 2000, 150 to 200 written responses have been received from the membership. The Ad-Hoc Committee has had the opportunity to review those responses in detail. Committee member Dr. Paul Croft, in written correspondence to other committee members, has noted that responses indicate that two to one, our certificate holding members see the need for some type of recertification.. many saying that this could be accomplished best through continuing education efforts (an additional 17 members simply stated that they thought the **broadcast seal program**, in particular, should be "fixed" or simply "started over.").

As a result of our initial work this spring, our committee feels as though membership, in majority numbers, would like to see some type of structured recertification guidelines issued. Whether or not it would be actual "recertification" is another thing. In the course of our discussions, the committee has also agreed with the response from our members that this might be best achieved through some type of structured (and documented) continued education/professional development effort.

Our committee feels justified in presenting these findings based on the following points made by our members:

(1) The rapid changes that we've seen (and will likely continue to see) in our understanding of the atmospheric sciences and the technology that we use to predict the state of our atmosphere make it very

important that our members be “up to date” on the latest research and technology. This is consistent with the AMS Mission which states that the “AMS promotes the development and dissemination of information and education on the atmospheric and related oceanic and hydrologic sciences.”

(2) The AMS certification programs should be more valuable as well as more visibly promoted. After all, it is our “collective duty” to enhance, improve, increase public science awareness, scientific thinking and applications as well as science literacy and decision making. Continuing education and professional development is mentioned, by our members, as one way to achieve this.

(3) The AMS has a growing continuing education program (i.e., short courses). By strengthening our certification programs as it regards professional development requirements, we are validating those programs, noting their importance and, at the same time, increasing the attendance for those courses and programs.

(4) Compared with other professional societies, when considering continuing education/professional development requirements, our certification programs are seen as being “weak” by some members. Member response indicates the need for strengthening of the programs to make us more “in line” with other voluntary professional societies.

We will proceed on to the second part of our task. Given the response from our members, we see our task being to provide a strategic framework for the Society, as a whole, with respect to “recertification” (via, perhaps, continuing education/professional development). If approved, we see this framework then being implemented by the cognizant boards (e.g. Broadcast and CCM) based upon their own requirements. This second part of our report will be submitted through Commissioner Ban for consideration by AMS Council.

We appreciate your consideration of our report and recommendations.

Troy Kimmel, Chairperson

AMS Ad-Hoc Committee on Recertification

## Appendix D

### A SAMPLE OF COMMENTS POSTED TO AMS\_PSL PRIOR TO CIRCULATION OF THE DRAFT STRATEGIC PLAN

*Editor's Note:*

*The postings listed here have been formatted and some of the information in e-mail headers and trailers has been deleted; otherwise, these messages are unchanged.*

**D1** From: "John T. Snow" [jsnow@ou.edu](mailto:jsnow@ou.edu)  
Organization: OU College of Geosciences  
Date: Mon, 22 May 2000  
Subject: Re: AMS\_PSL, a new AMS mailing list

Gary:

Impressive! This is a lot to digest and it will take some time and thought to frame a good response with substantive suggestions. However, there is one area where I think the AMS could have an immediate impact with minimal cost. This relates to a "job fair" at the annual meeting, linking students with potential private sector employers. There has been a low-level effort in this regard for that last couple of years, but I believe there is much room for enhancement. This would do double duty, being a service to both students and private sector employers. Ms. Celia Jones, a senior administrative staff member in OU's School of Meteorology, has been collecting information on the possibilities in this area and would be very glad to talk with you about what might be done. I will have her get in touch with you in a few days.

**D2** Date: Wed, 07 Jun 2000  
From: "Celia Jones" [cjones@ou.edu](mailto:cjones@ou.edu)  
Subject: [AMS\_PSL] Career Center

My message is directed toward an attempt to discover ways to link students (especially grad level) with potential employers in the Private Sector.

By way of explanation, let me state that I'm neither an official member of AMS, nor a member of the Private Sector community. I hold an administrative position in the School of Meteorology at the University of Oklahoma, and work closely with the graduate students in our department.

Because of this working relationship, I have observed that many of our students graduating with a degree in Meteorology have a mind-set that the only jobs to be considered are those in the National Weather Service. While those positions are very worthwhile and should certainly be considered, my goal has been to make the students aware of other employment opportunities within the Private Sector. Some students are aware of the alternate possibilities, but many or most are not.

It has been my privilege to attend the last two Annual Meetings of the AMS (Dallas and Long Beach). While there it occurred to me that there could be a way to make available to the exhibitors and other attendees the resumes of students soon to be graduating. I spoke with representatives of several companies as I visited the booths. Almost without fail, they expressed interest in speaking with students as potential employees, and several said that if they knew in advance that there would be an opportunity for interviewing students that they would bring recruiters with them. Since January, I've spoken with several of those contacts regarding ideas about a "Job Fair" during the Annual Meeting.

Then it was brought to my attention that a Career Center is already in place during the national conferences. I have begun working with several people within the AMS offices to further develop this excellent opportunity for potential employers and employees to interact. My initial suggestion would be for increased advertising of the Career Center. I also feel that having the area staffed during the conference would greatly improve the distribution of resumes, scheduling of interviews, and communication in general.

Celia Jones  
University of Oklahoma, School of Meteorology, 100 E. Boyd, Suite 1310, Norman, OK 73019  
Ph:(405)325-6571 Fax: (405)325-7689

**D3** Date: Tue, 23 May 2000  
From: "Paul Gross" [paulg@gatecom.com](mailto:paulg@gatecom.com)  
Subject: Re: [AMS\_PSL] AMS\_PSL, a new AMS mailing list

Hi Gary,

My name is Paul Gross, and I am a CCM and AMS Television Seal of Approval holder. I am a meteorologist at WDIV-TV in Detroit, and I also provide forensic meteorology services for attorneys. I read with great interest your e-mail about improving AMS support for our private sector members. You asked for comments, so I am responding:

1. Most importantly, even though the AMS "certifies" its private sector meteorologists through the CCM program, I have always felt that meteorology is looked upon by many people as a "secondary" science because we are not licensed. If engineers, lawyers, accountants, doctors, and stock brokers are licensed, then why aren't meteorologists? I strongly urge an effort to convince states to begin licensing private sector meteorologists. The program would begin by "grandfathering in" CCM holders, who have already passed rigorous and stringent examination criteria, and having the CCMs work with legislators to draw up the plan (which, logically, should use the CCM program as a guide). Then, all who wish to practice private sector meteorology would have to apply for state licensure. Naturally, some states (as with other professions) may adopt agreements to recognize licensed meteorologists from neighboring states. By licensing meteorologists, the public then receives assurance that their private sector meteorologists are qualified scientists. Also, this would "weed out" the unqualified individuals working in private sector meteorology. In my years of forensic meteorology, I have testified three times in trials or depositions where a meteorologist on the opposing side presented very bad "science" to his client. In two of those cases, I was so shocked by the lack of scientific foundation for the other "weather expert's" opinions, that I was embarrassed for the field of meteorology. Fortunately, solid science won out in each of these matters.

2. Even if the licensing thing doesn't work out, we still have the CCM program. I urge an advertising campaign in high profile publications, such as "Time," "Newsweek," "The New York Times," "The Wall Street Journal," etc. emphasizing the benefits of using private sector meteorologists, as well as the high level of expertise and professionalism they would receive from CCMs. We really need to turn the CCM into a high profile symbol of the best that meteorology has to offer.

3. I would have a pamphlet made that would be targeted toward a specific group of meteorology sensitive industries, such as power companies, municipalities, agriculture, etc., and distribute them at THEIR trade shows.

4. Speaking of trade shows, I would work with the AMS Board of Broadcast Meteorology (I was chair in 1990, and I am still active in chairing meetings, etc.) about including a section on private sector meteorology in the annual broadcast meeting. Obviously, the program is already finalized for this year's meeting, but you can begin thinking about next year's meeting.

That's all I have for you right now, Gary. I will watch the developments on this issue with great interest. Thanks for your time devoted toward this important matter.

Paul H. Gross, C.C.M.  
[paulg@wdiv.com](mailto:paulg@wdiv.com) (work)  
313-222-0550 (work)

**D4** May 23, 2000  
Dr. R. Gary Rasmussen  
American Meteorological Society  
45 Beacon Street  
Boston, Mass 02108

Dear Gary,

This responds to your letter of 15 May discussing private sector support by the AMS. Congratulations to you and the AMS for tackling this topic. My apologies for the length of this letter, but there are several points to be made. The following comments reflect some 40+ years experience in both private sector meteorology and government service. In the private sector, I have worked in both meteorological services and in meteorological systems.

Firstly, the AMS is a professional society, not an industrial association. While the AMS has been struggling with how to deal with the needs of its growing private sector membership, the AMS programs should be consistent with its role as a professional society. There are other professional societies that have dealt with the same problems of a mixed constituency, and might be used as a role model in crafting the AMS program. I suggest you examine the operations of the Institute of Electrical and Electronic Engineers (IEEE) as an example.

There are two major areas where the AMS can focus to substantially impact the growth and visibility of the private sector and the effectiveness of the profession as a whole, while enhancing the AMS as a professional society. The first is in the area of publications, and the second is in the area of recommending technical standards.

The AMS publications primarily support those who need to publish refereed journal articles and who are interested in reading refereed journal articles. While this is a big part of the AMS programs, it only tangentially serves those outside of academia. Frankly, while refereed journal articles are occasionally of interest to private sector meteorologists, those in the commercial world just do not have the time to deal with the refereed journal process. That is not to say commercial meteorologists do not publish excellent work and want to read good work. There is an immense body of literature published as government reports, client reports, and corporate concept papers that largely go un-noticed outside the very small community for which they are prepared. But much of this material is of far more interest to the private sector meteorologist than the more academic papers.

There is a need for a series of publications that publish to a lower standard than that of a refereed journal, but which expand the scope of discussion to the more mundane but important consulting, engineering and infrastructure aspects of the profession, which is where the private sector works. This body of "nuts-and-bolts" literature can provide technical information exchange to a broader audience extending beyond the meteorological community. Such publications need to be set apart from the refereed journals, and select content based perhaps on editorial board review. As examples, I believe the IEEE has a series of publications they call "Transactions" to differentiate content from a journal standard.

Properly done, technical publications of this type expose a broader technical audience to the AMS and the meteorology profession as a whole. They take meteorology from the arcane to a more plausible reality that those who use our services want to see, and as such promote growth in the acceptance of the profession. In private sector terms, they expand the marketplace.

The technical standards issue is a bit more complex, but very important. With the expansion of a private sector and an explosion of products and services based on new communications and computer technologies, there is a need for coordinated recommendations on standards from an organization who represents the profession as a whole. I was recently impressed by the trade show at the AMS

show in Long Beach. There were hundreds of systems with almost identical data displays on display, but few if any of the systems could share information with any other system in the hall. There is a desperate need to bring order out of this chaos. I suggest the AMS form committees on technical standards, each committee with membership to address a specific standard on interfaces and formats for information interchange.

While the World Meteorological Organization (WMO) publishes standards for the interchange of data on the GTS, there are very few real standards beyond those published by the WMO. In the public sector, we have a maze of competing companies, most of which are small, selling equipment and services to the weather-impacted public. None of the equipment can talk to other equipment and there is no effective method for common data interchange between customers. New "proprietary" data formats are being developed daily in government and the private sector that makes the meteorological community look like a tower of Babel. Lacking standards, it will be difficult for the marketplace to grow and the profession to prosper in the future. Our customers will demand some semblance of order as a basis for an expanded marketplace and an expanded reach.

The standards job is a hard job, which will require some inspired leadership. It will be difficult build consensus in a committee on what technical standards to issue, much less on what those standards should be. But there is a compelling need for the process. There is a need to develop "Draft" recommendations, which hopefully develop into "interim" recommendations, with a few surviving into "proposed" or "final" recommendations. The fact that they are recommendations does not mean they will be adopted by the industry except through the publicity of the process which leads to members finding it in their self interest to adopt the recommendations in their products and procedures.

If the AMS can develop it processes to build a base of technical standards that are viewed as important by the community and the users of our services, the society can become a world force in defining the process for growing and expanding our profession.

I remain ready to help where I can in the process, and wish you success in your efforts.

Kenneth Ruggles  
Certified Consulting Meteorologist

**D5** Date: Mon, 05 Jun 2000  
From: "Steven Hanna" [shanna@gmu.edu](mailto:shanna@gmu.edu)  
Subject: Private Sector Memo

Gary - Thank you for mailing me the memo on the private sector concerns. I believe I also received the same memo by e-mail. I am encouraged by the AMS activity in this area. However, I notice that most of the discussions relate to "weather" which is of course the major emphasis of the AMS. But, there are hundreds of meteorologists employed in environmental consulting firms, doing work not related to weather forecasting. I have worked in four such companies for almost 20 years. These meteorologists do things like running dispersion models, preparing and analyzing meteorological data, and carrying out field and laboratory experiments on atmospheric boundary layers and turbulence. I suggest that representatives from this group be included in your planning.

While I was JAM editor, I urged the Publications Commission to provide a forum (journal, newsletter, or whatever) for applied meteorologists to present their work. The commission was never much interested in this because it is dominated by university and government lab researchers. The standards of the AMS journals needed to be maintained. However, I still feel that the AMS should better support this group.

Let me know how I can help.

Steve Hanna

**D6** Date: Tue, 06 Jun 2000  
From: "Mike Lepage" [MFL@rwdi.com](mailto:MFL@rwdi.com)  
Subject: [AMS\_PSL] Private Sector Memo –Reply

Dear Gary,

I share Steve Hanna's sentiments regarding the lack of support for private sector meteorologists involved in environmental consulting and air pollution meteorology. I have been involved in private consulting of this type for the past 19 years and, like Steve, have found that the AMS has not been the ideal professional society for the kind of work I have been doing. Many of my colleagues are actively involved in the Air and Waste Management Association (AWMA) which they feel is more directly focussed our field of work. Personally, I favour the AMS but would like to see more emphasis placed on the air quality consulting side of meteorology. Thanks,

Mike Lepage  
RWDI  
Guelph, Ontario  
Canada

**D7** From: "O'Neal, Rob" [roneal@EpsilonAssociates.com](mailto:roneal@EpsilonAssociates.com)  
To: "'AMS\_PSL@ametsoc.org'" [AMS\\_PSL@ametsoc.org](mailto:AMS_PSL@ametsoc.org)  
Date: Wed, 7 Jun 2000  
Subject: [AMS\_PSL] Private sector

I fully agree with the responses of Steve Hanna and Mike Lepage. There do not seem to be opportunities for air pollution consulting meteorologists within AMS to network or for continuing education. I have 14 years experience in air pollution consulting and have found most of my conference attendance has been through AWMA meetings, although I enjoy meeting colleagues at the annual AMS meeting (I have been to Atlanta '96 and Anaheim '89). I am encouraged by the AMS initiative to get a response from the private sector meteorologists on this issue.

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**D8** Date: Tue, 06 Jun 2000  
From: mettlach@datastar.net (Theodore R. Mettlach)  
Subject: Re: [AMS\_PSL] AMS\_PSL, a new AMS mailing list

Dr. Rasmussen:

Your message and letter have been interesting but long reading. I didn't realize that we private sector meteorologists were so under-recognized in the AMS. I'm an M.Sc-level CCM who does government contracting and court cases. The meteorology and oceanography is interesting, but I have found myself drifting more toward software engineering in recent years, a discipline that seems to be more results-based, rather than credential-based.

Anyway, here are my inputs regarding your twelve initiatives.

1. Dedicating a separate section in the AMS Bulletin to the Private Sector (PS) may be a two-edged sword. PS meteorologists may well be recognized on such pages, but maybe as the bastard step-children of the Society. I'd opt to leave well enough alone. If some PS meteorologist can make better advances in science and service than his or her government or academic siblings, than great; announce it. Otherwise, the PS editor may, in being obligated to offer an article, provide one that trivializes honest but humble efforts.
2. I've been an AMS member for 15 years and do not recall a Newsletter. Nevertheless, soliciting articles would be great, but we in the private sector are generally not on salary. A billable hour is a billable hour, and generally clients and customers come first. If other PS meteorologists are as busy as I am, he or she may opt, as I do, to serve paying clients rather than hoping for exposure. Generally, when it arrives, I flip through the Bulletin in about three minutes and that's that. If I need information or data I go elsewhere.
3. Promoting more interactions among the various AMS boards and committees sounds good; but is it realistic? Is it forced camaraderie. Recall the out-of-control fires near Los Alamos this year and then dream up a policy statement in which we slip in a couple of lines stating that forest fire meteorologists in the private sector should always be consulted before striking a match.
4. Web. Good. And all CCM's should be free to put their ads, resume and curriculum vitae there, for free.
5. Offering jobs would be better than doing outreach. A PS meteorologist facing 1.8 person-years of work in the next twelve months who gives a junior member of the profession employment is really reaching out.
6. Continuing education courses. Yes, great. Require all CCM's and Seal holders to obtain a certain number of continuing education points in a certain time period. Other professions require continuing education for their members to remain certified.
7. Trade association for the PS. All the PR stuff sounds okay.
8. Full time, dedicated position on the AMS staff. Focusing, interfacing and administering are good verbs, but we could use a person to lobby Congress and speak on C-SPAN?
9. Visibility of the private sector. Do we want to be visible or do we want to serve? Service--real service--is always recognized. Plaques and certificates for corporate members are nice, but personally I'm not as impressed by puffery as I am by results.
10. Summer conference in D.C. While Congress is out?

11. Promoting communications and cooperation between private sector entities and local NWS offices? Licensing PS meteorologists may offer a way for government workers to recognize the professionalism of the PS and thus allow them certain privileges with regard to data, information and dialog. Presently, military, industrial, weather service and WMO entities have disparate standards for qualification. Licensing for meteorologists, as is done for other professions, is not a new idea, but one which, if implemented, may bridge the perceived gap between government and private entities.

12. Introduce government and academic interests to the activities and capabilities of the private sector. Sounds good. But I cannot see that government and academic interests would have much motivation to be appreciative of private sector activities. In terms of resources, I would estimate that the government controls 95 percent of all meteorological measurement activities, communications networks, supercomputing facilities and data bases. Academic institutions probably control 4 percent, which was bought and paid for with government funding. The PS gets to show up in court and collect data for legislative requirements--government activities, in a sense. A very small fraction are truly private meteorologists serving agriculture, transportation and building construction. The only way I could envision such an introduction would be if the NWS was privatized, something to which I'm not altogether opposed.

**D9** From: "David Andre Erasmus" <[erasmus@saa.ac.za](mailto:erasmus@saa.ac.za)>  
Date: Wed, 7 Jun 2000  
Subject: Re: [AMS\_PSL] Private Sector Memo –Reply

I am pleased to see the recent AMS initiatives in support of Private Sector meteorologists. From my perspective I would like to see the following initiatives prioritized:

1. AMS to use its Web site to provide information on and/or web site links to CCMs. I think the focus should be on CCMs since these P S meteorologists have gone through a certification procedure overseen by the AMS. Members need not be excluded. Companies and organizations needing a consulting meteorologist should be able to go to the AMS Web site and search through a data base of CCMs to find someone that meets their needs. I would therefore like to see a fairly comprehensive data base listing the person's qualifications and experience.

2. Foster links between private and public sector companies, institutions and organizations who have need of qualified researchers on a contract/project basis and CCMs active in research. Encourage these companies, institutions and organizations to make use of the skills and qualifications of CCMs to get their work done. For example, I have seen a position advertised in AMS employment announcements for nearly a year that is uniquely suited to my qualifications and experience. The position has clearly not been filled. When I suggested discussing the possibility of my doing the work on a contract basis for the company as a consulting meteorologist, I did not even receive an email acknowledgement to my enquiry. I would like to see companies break away from the notion that they need meteorologist employees sitting behind a workstation in their offices to get their work done. We are now living in a global village. I'm living proof of that - living in Cape Town, with clients in Germany, Chile, South Africa and the USA. Let's hear it for the Internet!

Sincerely  
Andre Erasmus

D. Andre Erasmus, Ph.D.  
Certified Consulting Meteorologist  
|  
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**D10** Date: Wed, 21 Jun 2000

From: Gerald Dittberner <[gdittberner@nesdis.noaa.gov](mailto:gdittberner@nesdis.noaa.gov)>

Subject: [AMS\_PSL] Private Sector Initiative Letter (15 May 2000)

Gary:

I read your letter with interest. One item I would really recommend is to include training or access to training in basic business skills. I suspect a majority of private sector meteorologists come from a background in government (military or civilian). As such it is likely there is a lack of understanding on basic business skills - economics, accounting, supply & demand, business plans, marketing, customer interface, etc. This is very much the kind of information needed to setup and run a small business. If AMS could offer access to these skills, members might benefit significantly.

Thanks

Gerald J. Dittberner, Ph.D., CCM

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**D11** Date: Fri, 23 Jun 2000

From [jarnold@hsph.harvard.edu](mailto:jarnold@hsph.harvard.edu)

Subj: [AMS\_PSL] Comments on AMS Efforts to Expand Business Opportunities

[This message is from Prof. Jack Spengler; It was forwarded by his assistant, Joan Arnold]

Dear Gary:

In response to your letter of May 15, I have provided the following comments on the AMS efforts to expand business opportunities.

As an AMS CCM, I am, of course, interested in receiving more benefits for my dues. However, it would be useful to (1) have a discussion about the orientation, and (2) be more inclusive of the oceans, coastline and water management.

Orientation: If the goal is to expand business opportunities for the private sector, then there are tax and SEC issues that apply to trade associations that may be different from those the AMS follows. If the goal is to better serve the private sector members then the AMS should consider products and services targeting those members. Increasing the general visibility of the economic, social, environmental, security and historical importance of weather and oceans on society is an admirable objective. Having weather articles appear in popular periodicals as well as trade magazine would be wonderful. The AMS could commission articles or provide travel, registration, dues abatement or scholarships on the basis of published cross-over articles.

If the AMS were to build to the future, then weather/ocean case studies could be developed and introduced to accounting, business management, engineering, etc., curricula. Keep in mind that good case studies cost a few thousand dollars to develop. A much easier route is available. Authors, screen writers, actors and directors can provide "free" mass exposure of weather (e.g., Twister, The Perfect Storm). For example, The AMS could have a special showing of the "The Perfect Storm" at the next annual meeting, and invite the author and forecasters to discuss that fateful weather event. The following year the AMS might feature other topics of interest related to commerce, history, health, and the environment. These special symposia could be captured for the AMS web site for all to use.

Regards,  
Jack

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**D12** Wayne R. Sand, Ph.D., President  
2368 Judes Ferry Rd.  
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waynesand@aol.com  
June 19, 2000

Mr. R. Gary Rasmussen  
Private Sector Coordinator  
American Meteorological Society  
45 Beacon Street  
Boston, Massachusetts 02108-3693

Dear Mr. Rasmussen:

Thank you for your May 15, 2000 "Dear Fellow AMS Member" letter regarding a new AMS initiative, designed to enhance services to the private sector meteorological community. This effort is to be commended as being long overdue. Please allow this brief letter to serve not only as an introduction to our organization, but as a response to your call for an "interactive discussion" on the points you raise in your letter. The National Council of Industrial Meteorologists (NCIM), established in 1968, is the nation's oldest continuously active professional association of (full-time) meteorological consultants. Our members, all AMS Certified Consulting Meteorologists, are primarily the proprietors of small consulting firms, but also include representatives from many of the country's largest weather service and information providers as well as weather-sensitive industrial corporations. In many ways, the spectrum of commercial weather services provided by members approximately represents the demographics seen in the "Professional Directory" of the AMS Bulletin. NCIM provides a voice for the views of the private sector meteorological services and consulting industry.

AMS should recognize, in some formal way, that there are clear and obvious distinctions between private sector meteorological service providers; that each has a role to play in the commercial world; that each segment deserves to be heard from in the ongoing, "interactive discussions" on private sector matters. Future AMS colloquia/panel discussions/inquiries on this subject should not solicit input merely from the large AMS corporate members but smaller firms and weather entrepreneurs ought to be heard from as well. The AMS should recognize the important role the small business risk-taker assumes within our profession being on their own in the commercial world without the cushion provided to university professors and government supported lab scientists, who really have no interest in taking business risks.

Following are some thoughts from our membership pertaining to enhanced services, which AMS can provide the private sector. In addition, we have encouraged our membership to independently submit their comments to you for consideration.

All large firms were, at some point in their corporate lifetime, small firms. To date, the AMS has not done much to support the interests of the smaller firm segment of the society, although support of the weather entrepreneurship course was a significant step in the right direction. We fully encourage future endeavors such as this short course, which was an unqualified success.

The private sector section in the Bulletin, or at the least on the AMS website should be responsive to the smaller firm segment of the private sector. Now that the IM homepage is essentially gone, someone really ought to pick up the ball on this. AMS could post late breaking policy initiatives, op-ed pieces, requests for proposals, cross-references to upcoming conferences and workshops in the allied professions or weather-sensitive industry/business groups.

NCIM encourages working more closely with AMS on educational workshops relevant to the concerns of the private sector meteorologist.

NCIM supports the AMS Private Sector Board's suggestion that the AMS facilitate/promote communications and cooperation between the NWS and the private sector practitioner.

The AMS should promote the prestige of its Certified Consulting Meteorologist Program as the peak of the meteorological profession through marketing the CCM throughout the meteorological profession including government, academia, etc. The views of the CCM program should be well represented on venues such as the Panel Discussion on Expanding AMS Services to Enhance Business Opportunities for holders of the CCM.

AMS should make a sincere effort to get more private sector members as Fellows. Historically, the Fellows program has in inordinately large number of members from the academic and government meteorological communities. The selection board should contain more private sector members.

A mid year trade show is not the answer for exposing all the components of the private sector of meteorology to potential clients. Such a venue could provide a forum for large manufacturers of meteorological equipment and services similar to the annual AMS meeting exhibit. However, no mechanism is available at such a venue to promote the small, private sector consultants, which, we suspect, comprise the majority of the private sector meteorologists nationwide.

AMS should expand the topics of its specialty conferences to include specific target audiences who employ private sector meteorological services such as the legal profession, insurance industry, utility industry, agriculture, commodity trading, environmental, marine, fire weather, etc.

Well-defined policy and/or vision statements must be prepared (and advertised) describing the purposes and significance of each major group within the AMS. These statements should include the rationale for having such certifications as the CCM or Broadcasters seal with emphasis on their meaning to society in general.

The AMS should consider following the Air & Waste Management Association practice of generating an annual, or semi annual, professional AMS directory, which includes member's location, professional status, such as seal holder or Fellow, and education.

There is recognition that the private sector is a major source of funding for the annual meeting. Inspection of the agenda for the 2001 meeting shows that all of the chairpersons are from either government or academic institutions. If the intent to get more involvement from the private sector is real then they should have some representation in organizing the sessions at the annual meeting. These also should be firm guidelines on the mix of speakers at each of the sessions to assure that the private sector is not omitted from the roster.

We hope these suggestions are helpful and look forward to working with AMS to implement them. Please call me (at 804-598-0373) should you have any questions.

Sincerely,  
Wayne R. Sand Ph.D.  
President

Cc: Board of Directors

**D13** Date: Thu, 29 Jun 2000

To: [AMS\\_PSL@ametsoc.org](mailto:AMS_PSL@ametsoc.org)

From: Ronald McPherson <[rmcpherson@ametsoc.org](mailto:rmcpherson@ametsoc.org)>

Subject: [AMS\_PSL] Response to Wayne Sand's letter

Dear Wayne:

Thanks for a very thoughtful letter to Gary Rasmussen, the AMS Staff Coordinator for Private Sector Meteorology. You have made some excellent suggestions, some of which are already underway. I thought I would take this opportunity to let you know about the things that are going on which affect the private sector, reply to some of your specific suggestions, and present some of my thoughts on how the AMS should serve the private sector.

When I became Executive Director, it became clear early on that the AMS has not done very much for the private sector at all, either large corporations or small entrepreneurs. Yet, the AMS 10-year Vision Study is based on a projection that most of the growth in meteorology in the next decade or two will be in applications, and that mostly in the private sector. Although the study doesn't say so explicitly, it also assumes that membership in the AMS will be 20,000 in 2010, and half of those will be from the private sector, rising from a third of the current membership. This is the basis for the new initiative that Gary Rasmussen wrote about, and which will derive from the plan he develops with input from the major interested groups.

That plan will have two major components: a defined set of activities the AMS will undertake in support of the private sector, and a defined revenue stream which will support those activities. Your letter contains some good ideas for the first part; I'd welcome any ideas NCIM has on the second part. The principal thrust of the plan will be to evangelize organizations in weather- and climate-sensitive economic sectors as to the benefits of modern weather and climate forecasts and other information, how and where to get that information, and how to use it. Expanding the market for weather and climate products and services ought to benefit all parts of the private sector of the AMS, small and large.

As you suggest, that sector of the Society is definitely not a monolith. I can identify five broad subsectors: corporations which provide hardware and/or services; organizations which provide support services, largely but not exclusively to government; weather and climate information providers; individual consultants and small firm proprietors; and broadcasters. The Society's current governance structure isn't bad, but it doesn't map perfectly onto these categories. Working from back to front of the list of five, we have the Board on Broadcast Meteorology for the broadcasters; we have the Board of Certified Consulting Meteorologists for the consultants; and the Board on Private Sector Meteorology for everyone else. All of these fall under the Professional Affairs Commission. I suspect that some restructuring may be needed, and I have had discussions on this topic with the current Commissioner, Ray Ban. Any proposals you might wish to offer would be welcome.

Now, a few comments on your specific points:

- We have been talking about a separate newsletter for the private sector, containing much of the material you mention in your second bullet with respect to the Bulletin. We actually ran an experiment for a couple of months in the Washington AMS office of scanning the Commerce Business Daily for items of interest that could be placed in the private sector newsletter. At least for those two months, there wasn't much of interest, and it proved to take considerable staff time for not much benefit. We will continue to experiment, but should we wind up doing this, there would have to be a revenue stream to support it.
- We are open to specific suggestions for short course topics from private sector practitioners, and many of the ones that are put on (e.g., and the AMS Conference on Broadcast Meteorology) arise from such suggestions. Any specific ideas from NCIM would be welcome.

- We are in the process of making the CCM program more visible and more easily reached on the AMS home page. This should be completed in the next few weeks.
- The Board of Private Sector Meteorology this year launched a major effort to increase the number of nominations for Fellow from the private sector. Ten such nominations were received, of the 67 total. That's up from 5 of last year. Still not enough, but a good start. The Fellows Committee, which reviews the nominations and makes recommendations to the Council, is required by the Organizational Procedures of the Society to be composed of six Fellows of the Society, to include at least two members from the "operational and/or private communities". That has been the case with all the Fellows Committees that I can remember. In my opinion, the problem has not been with an unbalanced Fellows Committee, but with the fact that few nominations have come in from the private sector. If NCIM wants to see more private sector Fellows, bring more nominations for outstanding private sector members of the AMS.
- A mid-year trade show is proposed to be an effective way to spread the word to CEOs of weather- and climate-sensitive organizations. Although I agree with your concerns about the small firms, I wouldn't want to not do a mid-year trade show for that reason, if doing so in fact proved to be an effective way of spreading the word. On the other hand, we are also planning to exhibit at several trade shows of weather- and climate-sensitive economic sectors, and the AMS booth at those shows would certainly reflect all of the AMS private sector components.
- We are in the process of generating a Guide to Products and Services by AMS Corporate and Institutional Members, which will include the CCMs. It will be available on line by the end of the year. We will advertise it at the Albuquerque meeting with a brochure.
- Finally, the annual meeting organizing committees frequently do involve members from the private sector. For example, the IIPS Conference, which is a staple at the Annual Meeting, is co-chaired by Floyd Hauth (retired) and Terry Tarbell of PRC for the Albuquerque meeting, and Bob Brammer of TASC was a mainstay of the IIPS conference for many years. As in the case of the Fellows, the problem is not an unbalanced AMS committee, but rather a paucity of papers submitted from the private sector. Papers are accepted by organizing committees on the basis of merit, not their sector of the Society, so I encourage you and the members of NCIM to promote the submission of quality papers from the private sector.

Thanks again for your thoughtful letter. I hope my reply reassures you that the AMS is serious about greater support for private meteorology. When Gary has finished the draft plan, we would welcome the opportunity to circulate it to NCIM and other interested organizations for comment and criticism. I hope NCIM would be willing to review it for us. Our intent is to submit the final version to the AMS Council at its meeting in September, and anticipate approval at the Council meeting next January in Albuquerque. I hope to see you there.

Ron

**D14** Date: Mon, 03 Jul 2000

To: [AMS\\_PSL@ametsoc.org](mailto:AMS_PSL@ametsoc.org)

From: Matt Parker <matt.parker@srs>

Subject: [AMS\_PSL] Thoughts on private sector

Gary,

I respectfully submit my comments regarding your recent solicitation regarding the AMS' involvement with the private sector within meteorology. As a member of the NCIM, I'd like to first state my concurrence with the comments of NCIM President Wayne Sand in his recent letter to you. Secondly, as you may recall, I chaired the recent joint AMS-NCIM Weather Entrepreneur short course which was, to the best of my knowledge, seen as a success by both the participants and the AMS. The success of this short course was made possible by the numerous presenters and planning committee members that provided their skills, experiences, and time willingly and enthusiastically. I found the level of cooperation to be outstanding! I'd also like to point out that many individuals (2 a week for about 6 months preceding the course) contacted me about the course which shows even more interest amongst AMS members besides those who were able to attend. And, as important as entrepreneurship is, I believe that there are additional business related topics pertinent to meteorologists that could be incorporated into a similar short course. Examples could be: business conduct, ethics, negotiations, contracts, etc. All meteorologists can benefit by learning more about today's business world.

Personally, I'd like to see the CCM program marketed much more amongst meteorologists and our customers which includes commercial entities and governments. A recurring theme in the Weather Entrepreneur short course was the desirability to become a CCM to practice meteorology. Several of the class participants cited the value in learning about the CCM program and why it is important. Any AMS initiative to make the CCM program "mainstream" is a step in the right direction, in my view.

Thank you for your offer to comment on these issues.

Happy 4th of July!

Matt Parker

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## Appendix E

### BENEFITS AND DUES FOR CORPORATION AND INSTITUTIONAL MEMBERS EFFECTIVE JANUARY 2001

by Beth Farley  
AMS Director of Member Services

Corporation and Institutional Membership in the American Meteorological Society (AMS) was established to provide an opportunity for organizations to demonstrate their support of the Society and their commitment to the future of the atmospheric and related oceanic and hydrologic sciences. Currently over 100 companies and institutions belong to the AMS as either Regular, Contributing, or Sustaining Corporation and Institutional Members (CIMs). During the last year, the AMS staff has worked to tailor these three levels of Corporation and Institutional Membership and their corresponding array of benefits to better suit the specific needs of our members. It is our intention that with these changes, our corporation and institutional member structure will better serve the unique technical and marketing needs of all organizations.

**Corporation and Institutional Member** - This membership class has been designed to meet the needs of libraries, universities, and agencies primarily interested in journal subscription and other publication discounts. A discounted rate for AMS sponsored exhibits and a complimentary listing in the *Guide to Products and Services Offered by AMS Members* also makes this member level suitable for small companies serving the atmospheric and related sciences. Annual dues are \$500.

Active Corporation and Institutional Members will be provided with the following benefits:

- Listing by member category in the *Bulletin* and any other publication where we list our CIMs.
- One complimentary subscription to the *Bulletin*, the official organ of the Society.
- A 25% discount on journal subscriptions.
- Savings on books, monographs and other publications.
- Discount rate for advertisements in the *Bulletin*, the *Employment Announcements*, or in any AMS publication where advertising is accepted.
- Complimentary participation in the Job Fair held at each AMS Annual Meeting.
- A logo created for the exclusive use of our Corporation and Institutional Members. The logo can be used in promotional copy, for display on World Wide Web homepages or wherever the member wants to show their affiliation with the AMS in print.
- A plaque suitable for display that indicates Corporation and Institutional Member status.
- Complimentary listing in the online *Guide to Products and Services Offered by AMS Members*.
- CIM rate for all AMS sponsored exhibits.
- Exhibit booth identification sign that emphasizes Corporation and Institutional Member status.
- Acknowledgment of Corporation and Institutional Member status in the Annual Meeting Conference Program and on the AMS Web site listing of exhibitors. Membership status is also highlighted in AMS Specialty Meeting Exhibit Guides.

**Contributing Corporation and Institutional Member** - This member level has been especially customized for companies and government agencies primarily engaged in the production and/or distribution of equipment, materials, or services related to the atmospheric, oceanic and hydrologic sciences. In addition to the benefits offered at the Corporation and Institutional Member level, Contributing members receive points toward preferred booth selection at an AMS Annual Meeting and discounts on other marketing opportunities. Annual dues are \$850.

Active Contributing Corporation and Institutional Members will be provided with the following benefits:

- Listing by member category in the *Bulletin* and any other publication where we list our CIMs.
- One complimentary subscription to the *Bulletin*, the official organ of the Society.
- A 25% discount on journal subscriptions.
- Savings on books, monographs, and other publications.
- Discount rate for advertisements in the *Bulletin*, the *Employment Announcements*, or in any AMS publication where advertising is accepted.
- Complimentary participation in the Job Fair held at each AMS Annual Meeting.
- A logo created for the exclusive use of our Contributing CIMs. The logo can be used in promotional copy, for display on World Wide Web homepages or wherever the member wants to show their affiliation with the AMS in print.
- A plaque suitable for display that indicates Contributing CIM status.
- Complimentary listing in the online *Guide to Products and Services Offered by AMS Members*.
- CIM rate for all AMS sponsored exhibits.
- Exhibit booth identification sign that emphasizes Contributing CIM status.
- Recognition of Contributing CIM status in the Annual Meeting Conference Program and on the AMS Web site listing of exhibitors. Membership status is also highlighted in AMS Specialty Meeting Exhibit Guides.
- Two points for each year of Contributing Corporation and Institutional membership (up to six (6) points maximum) towards booth selection score for an upcoming annual meeting. AMS counts the present exhibit year and past two years of participation as an exhibitor during the annual meeting. Prior year credits will be given on the basis of membership classification for those years. Contributing CIMs should refer to the Exhibit Rules and Regulations for other rules that apply to the booth selection process.
- One complimentary copy (print or electronic) per year of the AMS Member mailing list (subject to rules of use).
- An opportunity to display corporation materials at the AMS sponsored booth at weather sensitive trade shows at the Contributing CIM rate (subject to space availability).

**Sustaining Corporation and Institutional Member** - This level of membership is intended for those organizations that desire recognition as active supporters of the Society. It is the most prestigious class of AMS Corporation and Institutional Membership and establishes an organization as a leader in the field. The \$5000 annual dues for this level of membership help to support the Society's expanded efforts in developing and maintaining services in support of the private sector.

Active Sustaining Corporation and Institutional Members will be provided with the following benefits:

- Listing by member category in the *Bulletin* and any other publication where we list our CIMs. Sustaining members will be listed first in these publications.
- One complimentary subscription to the *Bulletin*, the official organ of the Society.
- A 25% discount on journal subscriptions.
- Savings books, monographs, and other publications.
- Discount rate for advertisements in the *Bulletin*, the *Employment Announcements*, or in any AMS publication where advertising is accepted.

- Complimentary participation in the Job Fair held at each AMS Annual Meeting.
- A logo created for the exclusive use of our Sustaining CIMs. The logo can be used in promotional copy, for display on World Wide Web homepages or wherever the member wants to show their affiliation with the AMS in print.
- A plaque suitable for display that indicates Sustaining CIM status.
- Complimentary listing in the online *Guide to Products and Services Offered by AMS Members*. Sustaining CIMs will be listed first in this publication. The online version of the guide will contain a link from the Sustaining CIM's listing to their organization's Web site.
- CIM rate for all AMS sponsored exhibits.
- Exhibit booth identification sign that emphasizes Sustaining CIM status.
- Recognition of Sustaining CIM status in the Annual Meeting Conference Program and on the AMS Web site listing of exhibitors. Membership status will also be highlighted in AMS Specialty Meeting Exhibit Guides.
- Five points for each year of Sustaining Corporation and Institutional membership (up to 15 points maximum) towards booth selection score for an upcoming annual meeting. AMS counts the present exhibit year and past two years of participation as an exhibitor during the annual meeting. Prior year credits will be given on the basis of membership classification for those years. Sustaining CIMs should refer to the Exhibit Rules and Regulations for other rules that apply to the booth selection process.
- One complimentary copy (print or electronic) per year of the AMS Member mailing list (subject to rules of use).
- An opportunity to display corporation materials at the AMS sponsored booth at weather sensitive trade shows free of charge (subject to space availability).
- Priority space selection at specialty meetings that have exhibits.
- Complimentary registrations to various Washington DC briefings and forums hosted by the AMS for which there is a fee.

## Appendix F

### A SAMPLE OF COMMENTS POSTED TO AMS\_PSL AFTER CIRCULATION OF THE DRAFT STRATEGIC PLAN

#### *Editor's Note:*

*The postings listed here have been formatted and some of the information in e-mail headers and trailers has been deleted. Also, an occasional spelling error has been fixed. Otherwise, these messages are unchanged.*

F1 Date: Tue, 18 Jul 2000 07:53:48 -0400

To: [AMS\\_PSL@ametsoc.org](mailto:AMS_PSL@ametsoc.org)

From: "R. Gary Rasmussen" [grasmussen@ametsoc.org](mailto:grasmussen@ametsoc.org)

Subject: [AMS\_PSL] Comments on the Draft Strategic Plan

Sender: [AMS\\_PSL-owner@smtpgw.ametsoc.org](mailto:AMS_PSL-owner@smtpgw.ametsoc.org)

[Following is an e-mail exchange between Gene Pfeffer, Chair of the AMS Private Sector Board, and Gary Rasmussen, AMS Private Sector Coordinator, about the "Draft Strategic Plan to Improve Services for Private Sector Members of the AMS." It consists of two messages from Gene to me (Gary), with my responses preceding and interspersed in his messages. With Gene's permission, and with hopes of stimulating additional discussion of the points he raises, the exchange is presented below. It has been edited slightly to put the second exchange second and to compress some white space. Your comments on these and other aspects of the draft plan are most welcome, thanks! -- Gary Rasmussen.]

Date: 07/17/2000, 12:59 PM

To: [gene\\_pfeffer@urscorp.com](mailto:gene_pfeffer@urscorp.com)

From: "R. Gary Rasmussen" [grasmussen@ametsoc.org](mailto:grasmussen@ametsoc.org)

Subject: Re: Comments on the Plan

cc: sailwx@mediaone.net, rbianchi@on.pelmorex.com, bobc@wni.com, Jim.Cooper@DynCorp.com, wrc@wxresearch.com, hmogil@weatherworks.com, mapirone@wsicorp.com, jsmith@mqinc.com, tardeJ@jm.com, Keith Seitter <kseitter@ametsoc.org>, [rmcpherson@ametsoc.org](mailto:rmcpherson@ametsoc.org)

Hi Gene,

Many thanks for your comments (below). I value your opinions, even though I do not always agree with them. In those places where we disagree, I have tried to provide an explanation for my point of view. I do this in the hope that our disagreement is one of misunderstanding, and not one of substance. Of course, it is entirely possible that we will continue to have disagreements on substantive issues. In any event, I want to assure you that the members of the AMS staff PS committee have considered, and will continue to consider your comments carefully.

In the following I respond to each comment as it is made:

At 11:16 AM 7/17/00 -0600, [gene\\_pfeffer@urscorp.com](mailto:gene_pfeffer@urscorp.com) wrote:

>Gary

>

>Here are my personal, unvarnished comments on the draft plan. It is a welcome initiative

>that I hope is well-received by the membership. Thanks for the hard work.

Thank you.

>1. Format. The format of the plan is less than that of a plan and more an outline. I think it's  
>missing the words that tie it together and provide rationale.

I agree that the text is terse and structured, and hence has some of the characteristics of an outline. Unlike most outlines, though, it contains complete sentences and fully developed concepts instead of just key phrases. This presentation was a deliberate attempt to make the plan easy to read. Moreover, section 4 does contain a discussion of the rationale for the plan.

Anyway, I do hear you when you say you don't like the format. Please feel free to offer specific suggestions for additional wording and other improvements.

>2. In section 9, the plan says what kind of PS Support the AMS cannot provide. Two  
>comments:

>a. It says the AMS cannot function as a trade association. In reality it can, but historically  
>has chosen not to. It's a matter of giving up the 501 (c) 3 status. That may or may not be a  
>good idea, but I don't see why it's dismissed out of hand. It may be necessary in order to  
>achieve the objectives the membership wants to pursue down the road when the PS  
>provides the majority of members. It's worth a look as to pros and cons. By dismissing it, the  
>AMS may strengthen the role and breadth of other competing organizations and groups with  
>the PS at the expense of the AMS. That may be OK. Maybe AMS can't be all things to all  
>members.

You are correct. The idea that the AMS give up our current nonprofit status under section 501 (c) (3) of the IRS regulations is rejected out of hand as being completely nonviable. As noted in section 4 of the strategic plan, impetus for the plan is provided by the ten-year vision study and the ten year-vision statement. Neither the study, nor the statement provides any support for such a drastic step as dropping our nonprofit status.

Let me quote the first sentence of the Executive Summary of the Ten-Year Vision Study: "The objectives of the AMS are, and continue to be, the development and dissemination of knowledge of the atmospheric and related oceanographic and hydrologic sciences and the advancement of their professional applications." These objectives are well served by our current status. In my opinion, dropping our nonprofit status would be harmful to successfully meeting these objectives and therefore must be rejected.

>b. The PS Board did indeed recommend that the AMS begin to function as a trade  
>association, but if you look at the sub-bullets under that major heading in our report, many of  
>the specifics we recommended are included in the draft plan. Maybe it's a matter of  
>semantics.

You are correct, and that is the point: the specific words we use do matter. Legally, we cannot act as a "trade association" and so it would be imprudent for us to say that we want to do so. That said, we can provide benefits, and improved benefits, to our private sector members.

>3. Para 10.03f. I'm not sure what technical standards for exchange of data do for the PS.  
>I'm not against it, I just don't see a big need. Maybe my view of PS interests is too narrow.

We had a request to look at this issue and determine if this is an area with which we should become involved. Our evaluation, I believe, must be based on cost/benefit considerations. Simply stated, our limited resources should be focused on the areas in which we can do the greatest good.

>4. Para 10.03g. I think what the plan is recommending is a speakers' bureau. I think it's  
>better phrased that way than a panel of experts. For the applications described, speaking  
>ability (showmanship) is just as important as technical credentials.

Your point is well put; thanks.

Best wishes,  
Gary

>Gene

>\_\_\_\_\_

>Gene Pfeffer

>5600 Airport Blvd, Boulder, CO 80301

>ph: 303-402-4703 fax: 303-443-1628

>e-mail: [gene\\_pfeffer@urscorp.com](mailto:gene_pfeffer@urscorp.com)

**F2** Date: Fri, 21 Jul 2000 13:50:17 -0400  
From: Lee Branscome [branscome@edrinc.com](mailto:branscome@edrinc.com)  
Organization: CCC/EDR  
To: "R. Gary Rasmussen" [grasmussen@ametsoc.org](mailto:grasmussen@ametsoc.org)  
Subject: Draft plan for Private sector

Gary:

Looks great. A minor comment is related to section 5.02b PS CCMs. In addition to forecasting and forensics, CCMs often perform applied meteorological research for the private and public sectors of the economy. The other suggestion is that, if the mid year trade show or something similar is developed, please design parts of the show to highlight services provided by small companies and CCMs. Thanks for your hard work.

--

Dr. Lee E. Branscome, CCM, President  
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**F3** Date: Fri, 28 Jul 2000 11:44:27 -0400

To: [AMS\\_PSL@ametsoc.org](mailto:AMS_PSL@ametsoc.org)

From: "Jimmie Smith" <[mjinc@mediaone.net](mailto:mjinc@mediaone.net)> (by way of "R. Gary Rasmussen" <[grasmussen@ametsoc.org](mailto:grasmussen@ametsoc.org)>)

Subject: RE: [AMS\_PSL] Comments on the Draft Strategic Plan

Following is an e-mail message, with reply, from Jimmie Smith, a member of the AMS Private Sector Board about a topic in the "Draft Strategic Plan to Improve Services for Private Sector Members of the AMS." Your comments on this and other aspects of the draft plan are most welcome. To be considered as input to the revised plan, they must be received no later than 31 August 2000. It would be best if they were provided by 15 August to allow time for interactive discussion on AMS\_PSL. Thanks! -- Gary Rasmussen.

Gary,

I have submitted my comments on the draft plan to Gene for consideration along with input from the other members of the Private Sector Board. But I do want to comment on Gene's comments regarding the trade association aspect of the plan. He has a very good point in that the private sector that involves meteorology and atmospheric technology is becoming very large and the projections also indicate that members that are considered to be "private sector" will be the major membership segment in the future. Our industry needs a trade association and if the AMS is not able to provide a "true" trade association capability for the industry, some other group will. When that happens, individual members and corporation members may not find a good reason to continue to be involved with or even to be members of the AMS. So, that prospect should be considered in any future planning and what the impact might be on the 10-year vision. There is the old saying, "Either lead or get out of the way." If the AMS tries to "sort of look like" a trade association but is not really delivering what a trade association should deliver, then it will hurt private sector meteorology in the long run. The plan should take a very definite position on the issue of "trade association" activities and what the Society is prepared to do or not do. I am not advocating that the Society become a trade association at this time, but if fulfilling the role of a trade association for private sector meteorology is not doable because of the 10-year vision, then maybe the Society should not even get involved with many of the activities that are in the Plan and that relate to the role of a trade association. Doing so will simply deter the formation of a true trade association and may be harmful to the industry in the long run. Maybe part of the plan could be to foster a separate organization that could be a true trade association or to foster a relationship with an existing organization that already meets the definition of a trade association.

Just some thoughts on a very difficult subject.

I am not sure if this will get into the AMS\_PSL, so I am also addressing it directly to you and to Gene. Feel free to post it on AMS\_PSL if you wish.

Jimmie

Jimmie Smith, MeteoQuest, Inc., Email: [jsmith@mjinc.com](mailto:jsmith@mjinc.com)

Hi Jimmie,

Many thanks for your comments. The issue of whether or not the AMS can and should act as a trade association for businesses involved in meteorology, oceanography, and hydrology appears, at least for now, to be the most controversial issue before us.

For the benefit of those recipients who are asking themselves, "What is a trade association?" let me provide the following working definition: A trade association is an organization dedicated to enhancing the private good of its members. For example, a trade association for meteorological data distributors might lobby congress to provide tax breaks for their members. The resulting tax breaks would directly enhance the profitability of the member businesses. Such an activity is clearly one which promotes the private good of its members at the expense of the public at large, since all other taxpayers must then pay more taxes, at least in a relative sense.

As present, the AMS is organized under IRS regulations as a nonprofit scientific, technical, and educational organization. To qualify for this status, which is difficult to obtain, the AMS must work to improve the public good. We do this in many ways. For example, we help to increase knowledge in the fields of meteorology, oceanography, and hydrology by providing communication vehicles (e.g., journals and meetings) for members engaged in research. These activities clearly benefit the public at large. They also benefit business members who use AMS journals and meetings to communicate. But, that is okay as they do not benefit our members to the detriment of the public good. We also provide many services targeted at business members, such as the scholarship and fellowship program, and the exhibition program. These benefits are acceptable too under IRS regulations because, in addition to benefiting our business members, they promote the public good.

So, in a nutshell, the question before us is: Should the AMS (in the future) become a trade association and give up our status as a nonprofit scientific, technical, and educational organization? This is a serious question, and it deserves the serious consideration of the AMS membership.

My personal opinion is that the answer to this question should be "No." The AMS is one of the world's leading scientific, technical, and educational organizations. In my not so humble opinion, we are doing a terrific job, and we should continue. That said, the composition of the AMS membership is evolving, and we must give serious consideration to ways of improving benefits for private sector members. Moreover, we must do this without undermining all the good work we are and have been doing.

I like to think that we are both "leading", and "getting out of the way." We are leading in being proactive in improving member services. We are getting out of the way in the sense that in no way do we discourage formation or operation of trade associations. To the contrary, it has been my observation that the AMS encourages their formation and operation. For example, the National Council of Industrial Meteorologists (NCIM) is a trade association for CCMs in consulting businesses. Historically, there has been a close relationship between AMS and NCIM. For example, all NCIM members are also AMS CCMs. The NCIM cosponsored a very successful short course at the last AMS annual meeting. Moreover, the AMS and NCIM are jointly sponsoring a town meeting at the next AMS annual meeting. As good as the relationship between the NCIM and AMS has been, we would like to improve it and are actively looking for good ideas about how to do so.

Similarly, if there is a need for one or more new trade associations (speaking for myself), I believe the AMS would encourage their formation, and would actively look for ways to work together for the benefit of both AMS members and society at large. I appreciate your suggestion that the draft plan should address the question of its relationships with (potential) trade associations and will bring up this question for discussion at the next meeting of the AMS Staff Private Sector Committee. In the meantime, I encourage discussion of this question within the Private Sector Board, and within the AMS membership at large. Thanks and

Best wishes,  
Gary

**F4** Wayne R. Sand, Ph.D., President NCIM  
2368 Judes Ferry Rd.  
Powhatan, VA 23139-5209  
waynesand@aol.com

31 July 2000

Gary Rasmussen:

Thanks for the opportunity to review the AMS Draft Plan on improved services for the private sector members. Most of the following represents my personal review of the document and does not necessarily represent the consensus of the NCIM.

First, I need to say that NCIM does not consider itself a trade organization as per your comments to Jimmie Smith. We are also a not for profit organization and have the same tax status as AMS. Thus we too are concerned with some of the issues you are wrestling with. We debated changing that status, but it is clear (in my mind) that we should not. I hope AMS also decides not to make that change. I'd rather see both organizations exist for the general good and not for the sake of making a profit nor acting as a trade organization.

While NCIM members are clearly in business to make a profit, we like to think that as a whole the NCIM members have enough to contribute to the overall good that we can put aside the need for NCIM to make a profit. We do things to support the professionalism of the organization and its members. That being said, I think it is fair for AMS and NCIM to expose our members to the user public so they know where to go to obtain these services and the members can make a living (profit). It is appropriate for NCIM and AMS to make it known that specific members are available to do business in meteorology. We don't need to promote the members at the expense of the general good, nor do we need to advertise and neither organization can currently lobby. Clearly, NCIM is far more focused on the private sector than is AMS, although AMS appears to be trying to better support their members in the private sector. Which, by the way, we (NCIM) think is very good since it serves our members and the profession as a whole.

Now some specifics about your plan:

- Generally, I think you did an outstanding job. While I have some specifics, the overall trend of the document is where it should be.
- The big issue to date seems to be related to the trade organization potential. As stated above, AMS should not make that transition. It is important to remain a professional non-profit organization.
- It is important for there to be trade organizations out there for the profession, but neither NCIM or AMS can (or should) fill that role.
- It makes abundant sense to me to put more of the AMS budget into supporting what is evolving to be a far larger segment of the Society.
- My previous comments about AMS's high level of concern about funding were meant a little tongue-in-cheek, the issue still is that you need to consider a re-allocation of funds if the makeup of the membership is changing. It doesn't necessarily have to be totally from new funds. However, when you talk about more than doubling dues, there hopefully should be plenty of resources to better support the private sector segment of the membership with these new resources. I should note that NCIM recently substantially increased our dues as well to be able to do more service related functions for our members and the profession.
- I see lots of comments in the draft, which suggest activities that nobody should question, kind of motherhood and apple pie. However, a stated objective and specific plan for accomplishing the objective will help when it comes time to make specific action decisions. I see merit in all your objectives and they should be worthwhile to the members of AMS from the private sector.
- Certainly the multi-disciplinary thrust suggested is very important. When you start to focus on other people's problems with a meteorologist's eye, I find that you can often make huge strides forward. That is what we in the private sector do. AMS and NCIM should assist our members in that area.

- The entire thrust of the draft focuses on activities that are of extreme interest to NCIM. That is what we try to do as well and from the same not-for-profit basis. The difference is that the private sector, specifically the consulting and industrial meteorologist, is the entire thrust of our organization.
- Again, NCIM membership is a follow-on growth and association for CCMs entering the private sector to make a living in a for profit organization or as individuals.
- While this document could in large part be adopted by NCIM as a statement of what we are trying to do, it is appropriate within the framework of the AMS. I think it is entirely appropriate for both organizations to pursue services to the private sector segment of the profession. I think that segment of the profession can use, and deserves, some help and support.
- Section 8 describing what the private sector board thinks is wrong with AMS is right on. Those problems are what should be driving the plan. However, NCIM could and perhaps should be the focus for some of the activities more focused in the private sector. I think it appropriate for instance that NCIM work with AMS and take the lead on projects which are more focused on private sector issues like certain entrepreneurship courses and courses specifically related to business, we should be better qualified to formulate these courses.
- Also, as I said before, the “AMS Guide to Meteorological Products and Services” referenced in 10.01.b is one of the things that I think AMS could do that would be most supportive of the private sector members.
- Item 10.02.a references AMS web links. This is a great idea and there should also be links to NCIM.
- While I think item 10.03.1 is a good idea, the mid-year trade show, it may fit more within the trade association framework unless done as part of a technical conference as is the exhibits part of the annual meeting. A trade show to promote business does not seem to fit with what I think AMS should be doing.
- Certainly NCIM would strongly support 10.03.i, “Find ways to work more closely with NCIM.” We too will work toward that goal from this end. I think there are lots of things that could be done. We’d like to get back to doing courses, supporting internships, etc. If we can work out the details, this might best be done in cooperation with AMS.
- I am totally not impressed with Appendix A. Its suggestions are way too commercial for AMS. It seems to suggest that AMS should provide services and free advertising to promote the business of the private sector. I don’t think this is necessary or advisable. Merely providing a reference document and web links to the companies with a list of their available services is completely adequate and appropriate.
- On the other hand, Appendix B is generally right on.
- I support the technical standards issue suggested by Kenneth Ruggles. That is an important service that is entirely appropriate for a professional Society. AIAA has a technical committee which deals solely with this problem
- Lots of comments about the Newsletter. It is not widely known and I suspect not widely read. I’d suggest you re-evaluate the Newsletter. It seems like it could be of service, but what does it provide that couldn’t be combined with the Bulletin?

I hope this has been helpful. If I can be of further help please let me know.

Sincerely,

Wayne R. Sand

President, NCIM

**F5** Subject: Comments on the draft AMS Private Sector Plan

To: [grasmussen@ametsoc.org](mailto:grasmussen@ametsoc.org)

Cc: [RBan@weather.com](mailto:RBan@weather.com), [sailwx@mediaone.net](mailto:sailwx@mediaone.net), [rbianchi@on.pelmorex.com](mailto:rbianchi@on.pelmorex.com),  
[bobc@wni.com](mailto:bobc@wni.com), [Jim.Cooper@DynCorp.com](mailto:Jim.Cooper@DynCorp.com), [wrc@wxresearch.com](mailto:wrc@wxresearch.com),  
[hmogil@weatherworks.com](mailto:hmogil@weatherworks.com), [mapirone@wsicorp.com](mailto:mapirone@wsicorp.com), [jsmith@mqinc.com](mailto:jsmith@mqinc.com),  
[tardeJ@jm.com](mailto:tardeJ@jm.com)

From: [gene\\_pfeffer@urscorp.com](mailto:gene_pfeffer@urscorp.com)

Date: Mon, 7 Aug 2000 09:10:19 -0600

Gary

The following are the integrated comments from the Private Sector Board regarding the draft plan.

Regards,  
Gene

-----

#### 1. General Comments.

The PSB applauds the AMS for undertaking a thorough review of the needs of the private sector membership and developing alternatives for improving support to that sector. The plan is a great effort, and we commend all those involved in the effort. We look forward to working with the AMS leadership to help implement changes that will better serve private sector members. In our view, the risk associated with this effort is in not going far enough, rather than going too far.

Overall, the plan is well done. It brings together a lot of excellent ideas into a single document. However, many individual paragraphs lack detail. Several PSB members found the outline format distracting and believe it lessens the overall impact of the plan.

Within the plan, we recommend you additionally consider interactions with other external groups that represent potential client sectors in order to generate more interest in weather products and services. For example, consider meeting with the Chamber of Commerce in each city where an annual meeting will be held to solicit attendance at the exhibits. One reason that some weather companies no longer exhibit at the annual meeting is that too few potential clients attend. Also, we recommend you consider closer, permanent ties with organizations that represent client groups such as attorneys, power companies, agribusiness, etc. This could include an exchange of speakers at annual meetings. It could also be a springboard to new opportunities for short courses.

#### 2. Specific Comments.

1.01. The stated purpose of the plan but the goals don't reflect this purpose. In fact, 1.01.a. and 1.01.c are actions while 1.01.b and 1.01.d. are anticipated results. We recommend a goal statement such as, "Improve services for the private sector members by facilitating greater interaction and better cooperation among the public, academic, and private sector segments of the membership; increase the overall public and governmental awareness of the contributions of the private sector to industry, commerce, government and education; and enhance the capabilities of private sector members to provide products and services."

2.0. This section tends to create confusion since it states the "immediate goal" is to improve services, but the goes on to list "four primary, strategic goals". The items outlined in this section are more a discussion of what the Society needs to do. In a sense, they are "strategic"

actions that need to be taken. Section 10, The Work Plan, contains the "tactical" actions that are planned to fulfill the strategic actions.

2.01(a). Change to, " Enhance recognition..." Such recognition is not yet widespread.

3.02. This seems to be a discussion of the internal AMS accounting of positions. Members are really only interested in how many people were working private sector issues before the plan and how many will be working these issues if the plan is approved.

4.0. Consider moving the timing of the plan to an earlier section since it relates to the rationale for action.

5.0. We agree that the member's primary activity is the correct determinant of whether the member is in the private sector.

6.0. Consider moving this discussion to an earlier part of the plan since it relates to the rationale for action.

7.05. Please define BSH.

9.01. The plan says that the AMS cannot function as a trade association. In reality, it can, but has chosen not to do so. It's a matter of giving up the 501(c)3 status. That may or may not be a good idea, but it shouldn't be dismissed out of hand because such a dismissal may strengthen the role and breadth of other organizations and groups with the private sector at the expense of the AMS. In fact, it may eventually be the pivotal issue about how the private sector sees the AMS. Some PSB members believe that the "weather industry" is growing to the point it needs a trade association. If it's not the AMS, individual members and companies will have to reassess what the AMS does for them. Other PSB members believe that the AMS should remain primarily a professional society, keeping it's nonprofit status, doing as much as it can within the guidelines of 501(c)3. All members agree that it is an important issue worthy of debate.

10.01. Please clarify the marketing and distribution of the Product and Services Guide. Simply creating it is only a part of the job.

10.02.b. High quality certificates and plaques should be made available at no additional charge.

10.02.c. What activities are planned to encourage more private sector participation?

10.02.d. What are the specific plans for this activity. Please be more specific.

10.02.e. Again, please explain how this will be accomplished.

10.03.a. Consider noting that this action was recommended by the Ad Hoc Committee on Meetings in it's final report.

10.03.c. Does this entry presume what the recommendations of the Ad Hoc Committee on Recertification will be?

10.03.d. Please expand on the concept of the advertising campaign by mentioning some of the venues you are considering.

10.03.f. We question whether technical standards is an appropriate role for the AMS. There are already national and international standards agencies.

10.03.g. The plan is in essence recommending a speakers' bureau, not a panel of experts. For this activity, speaking ability and "showmanship" is just as important as technical credentials.

10.03.i. Interaction with the National Council of Industrial Meteorologists is emphasized. We believe the plan should also consider the AMS role vis a vis the Commercial Weather Services Association (CWSA) which can act as a trade association if the AMS doesn't choose to take on that role.

12.03. Does this mean the CCM brochure, the Products and Services Guide, and the Job Fairs are going to be self-sustaining in revenue? If so, how?

13.01. Please identify the specific groups from which comments are being solicited, e.g., the PSB. Will there be any review between Executive Committee and Council consideration?

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From: Paul Gross [paulg@gatecom.com](mailto:paulg@gatecom.com)  
Subject: Comments on draft plan

Gary...just back from Alaska vacation. Here is a brief summary of my comments regarding the draft plan which, by the way, is excellent and clearly represents a significant investment in time.

#### 2.01 Extend our outreach efforts

Very, very important. Enhancing widespread recognition of the AMS as a premier scientific and technical organization in general. Every time that JAMA (or universities, or research centers, etc.) is about to publish the results of some significant medical research, prominent news organizations get the article (or a plain language summary) a day or so in advance with release of the information to the public embargoed until a certain time the day the article goes public. The AMS should do exactly the same thing with a significant paper about to come out in one of its journals. Even better yet, anytime that AMS scientists are about to release research results with important implications to society, this channel of information should be funnel toward the media.

#### 9.02 PS support

The points about the amount of AMS lobbying is well taken, but it should be realized that most of the research done by AMS PS members promotes the public good. In fact, the climate change area currently is critical to society's future and the current direction society needs to take...and this area in general needs a "push" due to all of the public confusion about the issue itself, as well as the perception that scientists are "working for" a particular side of the controversial issue.

#### 10.01 Improvements in progress

The guide to products and services and the brochure are important parts of an overall package explaining the importance of PS meteorology to various businesses and organizations that needs to be put together. This package should include an interesting explanation of the benefits and potential profitability of using PS meteorology (which also explains which types of PS meteorologists are appropriate for which types work), the list of CCM's...arranged by area of expertise and location, and information directing them toward links on the AMS website. ACQUIRING ADDITIONAL INFORMATION NEEDS TO BE AS EFFORTLESS AS POSSIBLE FOR THESE PEOPLE. This overall package (as opposed to just the individual components by themselves), naturally then needs to be made available to the potential beneficiaries of the information via trade shows, etc.

#### 10.03D Advertising Campaigns

A well thought out, well devised ad campaign would effort the above two comments. As George Frederick states, an ad campaign must "emphasize the value-added nature of" PS meteorology, and "be focused and the right people need to be educated on what we can do for them" I cannot say this any better myself, nor underscore the importance of this any more.

#### Licensing

Finally, as I wrote to you in my original e-mail, the AMS needs to be a STRONG advocate for licensing of PS meteorologists by the states. This point was also made quite well by Theodore R. Mettlach in appendix you included with the draft plan:

"Licensing PS meteorologists may offer a way for government workers to recognize the professionalism of the PS and thus allow them certain privileges with regard to data, information and dialog. Presently, military, industrial, weather service and WMO entities have disparate standards for qualification. Licensing for meteorologists, as is done for other professions, is not a new idea, but one which, if implemented, may bridge the perceived gap between government and private entities."

Each individual state will want to, naturally, establish its own guidelines toward licensing, but I think that the CCM program already provides a pretty good guide.

Well, those are my thoughts at this time. As you can imagine, I'm in major catch-up mode having just returned from a two-week vacation. I hope these comments reach you in time for consideration. Thanks...

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