

Colorado Association for Recycling (CAFR)
Strategic Plan, 2005-2010

Vision:

To maximize the amount of material being recycled in Colorado and used as resources.

Mission:

To bring together individuals and leaders in business, education, nonprofits and state and local government to take action to turn ever greater amounts of waste into resources.

Values:

- ◆ Healthy
- ◆ Credible and influential
- ◆ Effective
- ◆ Cohesive and focused
- ◆ Diverse

CAFR Stakeholders:

Our customers and stakeholders are segmented into the following groups in no particular order:

- ◆ Businesses – Large and Small
- ◆ Communities
- ◆ Governments
- ◆ Media
- ◆ Recyclers
- ◆ Waste Haulers

Strategic Goals:

CAFR has adopted five strategic goals (2005 through 2010) to accomplish the mission of the organization:

- ◆ Membership
- ◆ Tools/Education/Outreach
- ◆ Services/Special Events
- ◆ Advocacy/Policy
- ◆ Resources

Membership Goal

- Grow membership by 20% annually
 - Establish personal invitation & contact program
- Achieve a diverse membership base that reflects a representative cross section of public and private sectors.
 - Establish evaluation categories
 - Analyze current membership category distribution
 - Establish program to reach diversity goal
- Maintain 90% membership retention from one year to the next.
 - Establish integration program

Tools/Education/Outreach Goal

To create a set of resources and tools designed to assist members do their jobs and forward recycling. Committee is responsible for conducting the following, with assistance / feed into web site committee and some with special events

Toolkits

- 1st year develop tools around 2-3 key recycling issues – and 1 tool/yr around harder to recycle or unique waste streams. (per year)
- Tailor toolkits and materials to different relevant audiences –
- Immediate 1st year develop list of recycling or solid waste contacts for each county in the state to upload to website (for continual updating)
- Pull together recycling library of at least 50 reports in the first year: add 20-30 in each year; organized around topics for easier searching
- Template legislation for locals
- Members only part of website is One method of dissemination / workshops or others can also be useful methods
- Clearinghouse for looking for grants – make information available to members

Workshops

- At least one specialty workshop per year on key recycling issue of interest (under consideration for our work: single stream, PAYT, improving curbside efficiencies or other topics we ID'd last year)

Media / Information

- Speakers bureau / specialists / experts for Peer match organized by topic and region of the state (for continual updating)
- Create canned press releases quarterly for distribution by CAFR and adaptation/ use by locals / members (newspapers as focus) (and make sure CAFR is mentioned / recognized to grow the “voice”)

County & municipality / business / and solid waste industry outreach

- Each year, contact an additional 25% of counties (and some of the cities within) – [to benchmark level of effort – as if each Board member contacted one county they don't live in each year – but NOT assigning Board members]. – By 5 years we'll have reached all – schools may come out of this also. Used to expand list of recycling and media contacts.
- Each year for solid waste industry, develop a relationship with 10% of the industry...
- Entails gathering information about current activity in recycling, obstacles, education needs / networking; considering attending an event / becoming a member
- Each year for business industry, develop a relationships with 30 per year (developed estimate based on 2 per board member, but not signing Board members up to do the work) Entails – discussions about wastes / waste management practices and problem wastes; education needs; considering attending an event / becoming a members.
- Each year for media relations – develop relationship with 3-5 media total

Statewide basic data collection:

- Start in year 2.
- Develop method for acquiring / tracking current status of recycling statewide
- Use to identify what is / is not being collected, trouble spots, use the contacts with city/county/hauler, etc. to identify data sources that exist, but have not been assembled
- Look for / apply for grants on data collection

Services/Special Events Goal

- Annual Recycling Summit Goals
 - Feature *Annual Recycling Awards*
 - Increase attendance by 15% annually
 - Increase income by 15% annually
 - Generate at least one piece of media coverage per year
- Specialty Workshops/Forums
 - Present two per year
- Annual Meeting
 - Move *Annual Recycling Awards* to Summit
 - Increase attendance by 15% annually
 - Income exceed expenses annually
 - Have CAFR members host and sponsor
 - Increase income annually by 10%
- America Recycles Day (ARD)
 - Have one major community event annually
 - Rotate area of the state to “host” the event
- Newsletter
 - More frequent issues – bi-monthly
- Website
 - Develop and implement *Members Only* pages/services
 - Develop report(s) on the number of hits

Advocacy/Policy Goal

- Pass statewide legislation
 - Hold an annual meeting of the policy committee and the board to discuss ideas for legislation for the upcoming year
 - Access and utilize member resources
 - Facilitate the development of relationships between members and legislators
 - Host events where members interact with legislators
 - Create an organizing mechanism (like a phone tree or something) to get members to contact legislators at bill time – rapid response.
- Help local communities with local legislative issues
 - Virtual library of boiler plate language for ordinances already passed
 - List of experts for presentations
 - Links to resources outside Colorado
 - Links to our own FAQs, data, info, etc on our website
- Explore splitting CAFR into a 501(c)6 and a 501(c)3

Resources Goal

5 year plan

- Fundraising plan in place with annual updates and diversified funding
- Active member involvement on all the committees – goal is 25% of members participate (this was later reassigned to the services committee and each committee individually)
- Maintain and expand staffing and be able to support it
- Maintain active Board participation
- Fiscal management and investment plan in place
- Be a great place to work with benefits, retirement, etc

2005 plan

- Rename the Fundraising committee the “Resource Committee”
- Develop fundraising plan
- Establish CAFR as an employer
- Establish some of the easier employee benefits like vacation and sick leave
- We reassigned:
 - Member involvement
- Maintain and active board – to ED and BOD – recommended establishing a month report from BOD members on their CAFR activities for the month.