

**ASSOCIATION OF OHIO RECYCLERS
THREE YEAR STRATEGIC PLAN
Adopted by the Board of Directors on September 22, 2015**

I. BACKGROUND

1. Strategic Plan Introduction

The goal of this plan is to assist the Association of Ohio Recyclers (AOR) in identifying the strengths, weaknesses, opportunities and threats the organization faces, and to provide the recommended steps needed to address them.

Specifically, the plan seeks to:

- Provide context to the organization's current situation.
- Map out our strategic priorities for 2015, 2016 and 2017.
- Create the foundation for an active committee structure to help meet our strategic priorities.

2. Organizational Mission & Vision

- **Mission:** To promote and advance waste reduction, reuse, and recycling through statewide leadership, communication, research, education, and networking opportunities.
- **Vision:** To lead, encourage, and facilitate maximum diversion of materials from the waste stream.

3. SWOT Analysis

AOR engaged in an organizational analysis to understand the strengths, weaknesses, opportunities and threats directly affecting the AOR. We found that AOR has many valuable strengths including longevity, brand recognition, well-attended conferences. Our biggest weaknesses are the lack of staff to support AOR's functions and a low membership base. The potential AOR members in Ohio represents a great opportunity for growth.

4. Position in Market

A review of competitors shows that AOR does not have direct competition as there is currently no other state recycling organization (SRO) in Ohio that focuses solely on advancing waste reduction, reuse, and recycling. There are other organizations that focus on recycling, composting, environmental education and waste management. It is best to view these groups as potential strategic partners rather than competitors.

5. Operating Strategy

Based discussions in our strategic planning process, we endeavored to use an operating strategy that:

- Focuses on building relationships
- Takes a proactive approach to membership development
- Effectively markets our programs and services
- Guarantees that services are seen favorably by members
- Ensures that financial needs are met

6. Committee Structure

During the strategic planning process, we identified the need for a stronger committee structure. Moving forward, we will utilize the following board committees to be led by board members and populated by board members and organizational members (where appropriate).

- Strategic Planning (oversee strategic planning process, ensure plan is being implemented, reviewed and potentially revised annually)
- Governance (recruiting/training board members, oversee state/federal filings and other organizational paperwork)
- Finance (set annual budgets, oversee bookkeeping efforts, etc)
- Development & Programming (membership recruitment, fundraising, special events/conferences, research projects, etc.)
- Communications (website, social media, discussion forum)

7. Current Membership Structure

As of January 2015, we changed the membership structure. AOR now has 4 categories of memberships:

- Business, \$300 per year
- Government, \$200 per year
- Non-Profit and University, \$125 per year
- Individual, \$100 per year

8. Current Program & Service Offerings

The following are the list of current programs and services, some are open to the public and others are for members-only.

Our public services include:

- relevant news and events via social media
- educational resources via our website's "Resources" page

Our member services include:

- Invitations to special events such as our networking events, member/board meetings, conferences (free or fee, depending on the event. If there's a fee, it's discounted for members)
- Membership to NRC

- Opportunity to serve on the board

II. STRATEGIC PRIORITIES

The following highlights AOR's key priorities for 2015, 2016, and 2017, and the correlated goals and activities that will help make them happen. Please note that they are listed in order of importance, although many activities will be on a concurrent implementation schedule.

Strategic Priority #1: Engage in a Continuous Strategic Review Process

Goal 1.1: Establish a Strategic Planning Committee by 5/31/15

- Assign a Chair for the Strategic Planning Committee, which works to oversee the strategic planning process and documentation for the organization.
- The Chair will be responsible for, but not limited to, overseeing/completing the following tasks:
 - Populate the committee (open to all dues-paying members).
 - Host regular meetings.
 - Post meeting notes to the BOD folder in googledocs.
 - Provide updates at the Board Meetings.
 - Oversee strategic planning process every three years.
 - Ensure the current strategic plan is being implemented, reviewed and potentially revised annually.

Goal 1.2: Implement current Strategic Plan (2015-2017) through 12/31/17

- Work with the committee members and AOR Board to implement the plan accordingly.

Goal 1.3: Develop new Strategic Plan (2018-2020) by 9/31/17

- Work with the committee members and AOR Board to develop the plan accordingly.

Strategic Priority #2: Develop Organizational Governance Structure

Goal 2.1: Establish Governance Committee by 7/31/15

- Assign a Chair for the Governance Committee (ideally the Board President), which works to ensure the Board is fully staffed, important insurances are in place, and all members are trained and informed of any pressing issues; and all organizational filing requirements are met (state/federal filings, etc).
- The Chair will be responsible for, but not limited to, overseeing/completing the following tasks:
 - Populate the committee.
 - Host regular meetings.
 - Post meeting notes to the BOD folder in googledocs.
 - Provide updates at the Board Meetings.

- Ensure that all BOD members have reviewed, acknowledged and signed their Board Manual (once developed).
- Perform an annual review of current board members to see what expertise is on hand, and can be accessed by staff, likewise recruit where skills are needed.
- Enforce board rules (committee participation, attendance, membership dues, etc) as per “Board Orientation”.

Goal 2.2: Complete Governance Action Plan by 12/31/15

- Work with committee to create a simple, one-page plan to address our need to oversee the organization and board, and will include but is not limited to the following action items:
 - Develop a Board Manual (clarifies roles and responsibilities of board positions and committees, makes it clear that the board is a working/fundraising board, set a rule that each board member must chair and/or sit on one board committee, set a rule about “give or get” contributions, include a signature/acknowledgement feature).
 - Makes sure current and new Board Members are committed to their roles and responsibilities, and that they sign and return their board manuals.
 - Hosts an annual meeting.
 - Formalizes a recruitment/vetting process.
 - Analyzes pros and cons of legal structure (Foundation (501C3) vs AOR (501C6)).
- Send action plan to Board for review/comment period, and vote/adoption.

Goal 2.3: Implement Governance Action Plan by 12/31/17

- Work with the committee members and AOR Board to implement the plan accordingly.

**Strategic Priority #3:
Enhance Financial Oversight Infrastructure**

Goal 3.1: Establish Finance Committee by 12/31/15

- Assign a Chair for the Finance Committee (ideally the Board Treasurer), which works to ensure the budget and books are in order, membership data (dues, etc.) prepares for the annual audit, and submits tax information.
- The Chair will be responsible for, but not limited to, overseeing/completing the following tasks:
 - Populate the committee.
 - Host regular meetings.
 - Post meeting notes to the BOD folder in googledocs.
 - Provide updates at the Board Meetings (including a quarterly financial report to the entire Board including P&L, Budget to Actuals and Balance Sheet)
 - Ensures that A/R and A/P is being tracked

Goal 3.2: Complete Finance Action Plan by 12/31/15

- Work with committee to create a simple, one-page plan to address our need to oversee the organization’s financial needs - which will include, but is not limited to, the following action items:

- Prepare annual budgets
- Inputs financials into a tracking document
- Create a database that can manage members data
- Collects and scan financial statements and make them available in the BOD folder in google docs
- Send action plan to Board for review/comment period, and vote/adoption.

Goal 3.3: Implement Finance Action Plan by 12/31/17

- Work with the committee members and AOR Board to implement the plan accordingly.

**Strategic Priority #4:
Advance Financial Viability & Strengthen Programming**

Goal 4.1: Establish Development & Programming Committee by 7/31/15

- Assign a Chair for the Programming & Development Committee, which works to ensure the programs and services are running well and appropriate milestones are being met).
- The Chair will be responsible for, but not limited to, overseeing/completing the following tasks:
 - Populate the committee (open to all dues-paying members).
 - Host regular meetings.
 - Post meeting notes to the BOD folder in googledocs.
 - Provide updates at the Board Meetings.

Goal 4.2: Complete Development & Programming Action Plan by 12/31/15

- Work with committee to create a simple, one-page plan to address our need to secure a mix of revenue that allows us to address the needs this through programming - which will include, but is not limited to, the following action items:
 - Special Events Sub-Committee
 - Develop and oversee AOR Annual Meetings
 - Develop and oversee AOR Conferences
 - Develop and oversee Partner Conferences
 - Programming Sub-Committee
 - Map out the current offerings, and proposed offerings.
 - Determine what is working well and what is not working as well (via member surveys, etc.).
 - Determine “What is the value of AOR?” through member surveys
 - Review data and prepare recommendations.
 - Data management project (could develop membership with ReTrac on statewide basis with ability for members to pull data).
 - Materials Exchange (iWasteNot Systems to create a statewide virtual materials exchange).
 - Quarterly Webinars (via NRC)
 - Establish NRC-ROC relationship. Assign board member as liaison.

- Further develop relationships with other organizations (Buckeye SWANA, Keep Ohio Beautiful, Organics Recycling Association, Ohio Association of Litter Prevention)
 - KAB/NRC relationship (Determine benefits, assign representatives)
- Memberships & Fundraising Sub-Committee
 - Grow Membership (recruit private sector, solid waste districts, cities, and consultants)
 - Board Contributions (Give or Get rule)
 - Corporate Sponsorships
 - Fee for Service Projects (trainings/webinars)
 - Consulting Fees
 - Grant Writing - review and apply for timely grants (operations & project-related)
- Send action plan to Board for review/comment period, and vote/adoption.

Goal 4.3: Implement Development & Programming Action Plan by 12/31/17

- Work with the committee members and AOR Board to implement the development plan with the goal of increasing member entities by 25%*.

* At time of adoption current membership was 75 entities (organizations and individuals), so our goal is to get to ~100 entities.

**Strategic Priority #5:
Enhance Visibility of Sector and Organization**

Goal 5.1: Establish Communications Committee by 7/31/15

- Assign a Chair for the Communications Committee, which works to increase the profile of the sector, the organization (including members).
- The Chair will be responsible for, but not limited to, overseeing/completing the following tasks:
 - Populate the committee (open to all dues-paying members).
 - Host regular meetings.
 - Post meeting notes to the BOD folder in googledocs.
 - Provide updates at the Board Meetings.

Goal 5.2: Create Communications Action Plan by 12/31/15

- Work with committee to create a simple, one-page plan to address our need to enhance the industry and the organization's visibility - which will include, but is not limited to, the following action items:
 - Manage website and social media - Have a consistent and engaging presence on social media. Increase followers and engagement.
 - Oversee Listserv
 - Create Member profiles on AOR website/ social media.

- Quarterly e-newsletter (tbc)
- Members only area of website (tbc)
- Promoting AOR programming and marketing through our network of members
- Obtaining a pro-bono PR firm
- Send action plan to Board for review/comment period, and vote/adoption.

Goal 5.3: Implement Communications Action Plan by 12/31/17

- Work with the committee members and AOR Board to implement the plan accordingly.

III. CONCLUSION

By unlocking and leveraging the time, efforts and expertise within our Board of Directors and member organizations we will be able to:

- Engage in a continuous strategic review process.
- Develop organizational governance structure.
- Improve our financial oversight infrastructure.
- Strengthen our program and service offerings.
- Advance our financial viability of the organization.
- Enhance the visibility of the 3R's Sector.
- Improve awareness of AOR.

It is our hope that by developing and/or implementing activities related to the aforementioned strategic priorities will help AOR grow and thrive.