

# ASSOCIATION OF OHIO RECYCLERS 2022-2024 STRATEGIC PLAN

Approved: July 19, 2022

## I. INTRODUCTION

The goal of this plan is to create an actionable plan to guide the activities of the Association of Ohio Recyclers (AOR) over the next three years.

Specifically, this plan seeks to:

- Provide context to the organization's current situation, and
- Map out our strategic priorities for 2022-2024 in order to maximize impact of the Board's efforts.

## II. CONTEXT

### 2. Organizational Mission & Vision

- **Mission:** To promote and advance the viability of waste reduction, reuse, and recycling through statewide leadership, partnerships, communication, education, and networking opportunities.
- **Vision:** To be a leading resource and facilitator of partnerships to advance sustainable materials management for recycling professionals in Ohio.

### 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

There are other organizations that focus on beautification (KOB), recycling education (OALPRP), composting (OHOC) and solid waste management (SWANA Buckeye). While there is some overlap in membership, 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 to simplify the Board 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 & Development (oversee strategic planning process, ensure plan is being implemented, reviewed and potentially revised annually, membership recruitment, board member recruitment)
  - *Chair: John Woodman, Co-Chair: Michael Darling*
- Communications and Programming (website, social media, newsletters, etc.)
  - *Chair: Molly Kathleen, Co-Chair: Erin Oulton*
- Governance & Legislation (training board members, legislation in General Assembly, oversee Board elections, update Code of Regulations as needed)
  - *Chair: Matthew Hittle, Co-Chair:*
- Events Planning (biennial professional development conference, planning for biennial partners conference, special events/conference registrations)
  - *Chair: Abby Vickers, Co-Chair:*
- Finance (set annual budgets, oversee accounting efforts, treasurer for Partners Conference, oversee state/federal filings)
  - *Chair: Carol Giulitto, Co-Chair: Erin Oulton*
- Ad-Hoc Committees, as needed

## 7. Current Membership Structure

As of March 2022, the membership structure was revised. AOR now has five categories of memberships (this will remain intact during this planning period):

- Business, \$300 per year, up to 4 representatives
- Government, \$200 per year, up to 4 representatives
- Non-Profit, \$125 per year, up to 2 representatives
- College/University, \$125 per year, up to 2 representatives + unlimited student memberships
- 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:

- Posting news and events via social media

Our Member-only services include:

- Invitations to special events such as our networking events, member/board meetings, conferences (free or fee, depending on the event. If a fee, it's discounted for members)
- Quarterly members e-newsletter
- Membership to National Recycling Coalition (AOR is an affiliate)
- Opportunity to serve on the AOR board

## III. STRATEGIC PRIORITIES

The following highlights AOR's key goals for 2022-2024, with correlating 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.

### 1: Ensure Committees Stay Active & Meet Purpose

It is the responsibility of **all committee chairs** (as listed below) to see that their committee stay active. In order to do so, they should ensure the following:

- Committees are populated (open to all dues-paying members).
- Regular meetings are scheduled and hosted (in-person or via conference call).
- Ongoing meeting notes are posted to the BOD folder in google drive.
- Monthly verbal progress reports are provided to the Board during meetings (if you're unable to attend please send written updates).

It is the responsibility of **all committee chairs** (as listed below) to meet the purpose of each committee, as defined below:

- **Communications & Programming Committee**
  - Purpose: Increase awareness of sector and organization and provide effective programming to members.
  - Chair: *Molly Kathleen;*
  - Participants: *Erin Oulton, Mary Copenbaker*
  - Status: Meets as needed.
  
- **Event Planning Committee**
  - Purpose: Develop and implement events including the annual Members Meeting, biennial AOR Conferences, and biennial Partners Conferences
  - Chair: *Abby Vickers*
  - Participants: *Brad Petry, Mary Copenbaker, Sarah Neltner*
  - Status: Meets as needed.
  
- **Finance Committee**
  - Purpose: Ensure the budget and books are in order, membership data (dues, etc.) prepares for the annual audit, submits tax information, and all organizational filing requirements are met - state/federal filings, etc.
  - Chair: *Carol Giulitto; Erin Oulton*
  - Participants: *TBD*
  - Status: Meets monthly prior to board meetings.
  
- **Governance Committee**
  - Purpose: Ensure Board is fully staffed, important insurances are in place, and all members are trained and informed of any pressing issues.
  - Chair: *Matt Hittle;*
  - Participants: *TBD*
  - Status: Meets as needed.
  
- **Strategic Planning & Development Committee**
  - Purpose: Ensure the forward-thinking financial and strategic goals of the organization are being met.
  - Chair: *John Woodman; Michael Darling*
  - Participants: *Ken Lewis*
  - Status: Meets as needed.

## **2. Communication and Programming Committee**

The Communication & Programming committee will work on activities that include, but are not limited to, the following:

- Manage website and social media (Have a consistent and engaging presence on social media. Increase followers and engagement.)
- Create board member profiles on AOR website, promote through social media.
- Produce and distribute a quarterly e-newsletter
- Develop stronger relationships with other strategic partners organizations (NRC-ROC, Buckeye SWANA, Keep Ohio Beautiful, Organics Recycling Association, Ohio Association of Litter Prevention)
- Promote AOR programming the programming of our strategic partners through our network (e-newsletters, social media, discussion forum)
  - AOR's members discussion forum
  - OEPA's statewide materials exchange (Materials Marketplace).
  - NRC's quarterly market development webinars
- Map out the current offerings and proposed offerings.
- Determine what is working well and what is not working as well, learn "what is the value of AOR? to you" (via member surveys, etc.).
- Review data and prepare recommendations.

## **3. Strategic Planning & Development Committee**

The Strategic Planning & Development Committee will work on activities that include, but are not limited to, the following:

- Increase membership numbers (recruit private sector, solid waste districts, cities, and consultants)
- Check in with the committee chairs/co-chairs on a periodic basis to ensure the strategic plan is being implemented in a timely manner.
- Increase board contributions
- Seek out Corporate Sponsorships
- Continue to develop/define value to members

## **4. Governance Committee**

The Governance Committee will work on activities that include, but are not limited to, the following:

- Revise and update the Code of Regulations as needed (formal adoption requires a membership vote)
- Facilitate Board elections each year
- Keep updated on relevant state and federal legislation and update the board accordingly

## **5. Finance Committee**

The Finance Committee will work on activities that include, but are not limited to, the following:

- Prepare annual budgets
- Inputs financials into a tracking document
- Create monthly 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
- Create a database that can manage members data
- Collects and scan financial statements and make them available in the BOD folder in google docs

## **6. Event Planning Committee**

The Event Planning Committee will work on activities that include, but are not limited to, the following:

- Create an event planning template(s) that allows ease of use for future planners
- Maintain records of past events
- Plan and coordinate education and networking events as applicable

## **7. Strategic Planning & Development Committee**

The Strategic Planning & Development Committee will work on activities that include, but are not limited to, the following:

## **IV. CONCLUSION**

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

1. Ensure committees are active and effective.
2. Develop organizational governance structure.
3. Enhance visibility of sector and organization.
4. Improve value proposition for members.
5. Advance financial stability of organization.
6. Continually improve organizational governance.
7. Streamline event planning processes.
8. Ensure strategic plan is implemented in a timely manner.

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