

# ASSOCIATION OF OHIO RECYCLERS

## 2019-2021 STRATEGIC PLAN

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### 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 2019-2021 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

Despite having different motivations and strategies, a review of competition reveals that AOR may compete with other organizations. An emerging state organization (Ohio Recycling Coalition) currently focused on businesses poses the most imminent threat because it targets an audience and membership base similar to AOR's, which has limited time, financial resources and need. There are other organizations that focus on beautification (KOB), recycling education

(OALPRP), composting (ORAO) 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, fundraising)
  - *Chair: John Woodman, Co-Chair: Michael Darling*
- Communications and Programming (website, social media, newsletters, etc.)
  - *Chair: Molly Kathleen, Co-Chair: Lauren Karch*
- Governance & Legislation (recruiting/training board members, legislation in General Assembly, oversee Board elections, update Code of Regulations as needed)
  - *Chair: Matthew Hittle, Co-Chair: Tiffany Barker*
- Events Planning (biennial professional development conference, planning for biennial partners conference, special events/conference registrations)
  - *Chair: Taylor Greely, Co-Chair: Abby Anderson*
- Finance (set annual budgets, oversee accounting efforts, treasurer for Partners Conference, oversee state/federal filings)
  - *Chair: Carol Giulitto, Co-Chair: Maria Ortiz*
- Ad-Hoc Committees, as needed

## 7. Current Membership Structure

As of January 2015, we changed the membership structure. AOR now has 4 categories of memberships (this will remain intact during this planning period):

- 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:

- Posting news and events via social media
- Educational informational via our website's "Resources" page

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
- Discussion Forum (to be developed)
- Online Resource Library (to be developed)
- 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 2019-2021, 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.

### GOAL 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; Lauren Karch*
  - Participants: *Tony Gillund*
  - Status: Meets monthly.
- **Event Planning Committee**
  - Purpose: Develop and implement events including the annual Members Meeting, biennial AOR Conferences, and biennial Partners Conferences
  - Chair: *Taylor Greely; Abby Anderson*
  - Participants: *TBD*
  - Status: Meets monthly.
- **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; Maria Ortiz*
  - 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; Tiffany Barker*
  - 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: *Tiffany Barker*
  - Status: Meetings TBD, via conference call.

## **GOAL 2. Enhance visibility of sector and organization**

Communications & 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

## **GOAL 3: Improve the value proposition for members**

Communications & Programming Committee will work on activities that include, but are not limited to, the following:

- 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.
- Create a members discussion forum via google groups
- Create a members resource library (on website or through google drive)

## **GOAL 4: Advance financial stability of organization**

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)
- Increase board contributions (consider “Give or Get” rule)
- Seek out Corporate Sponsorships
- Consider Fee for Service Projects (trainings/webinars)
- Review and apply for timely grants (operations & project-related)

## **GOAL 5: Continually improve organizational governance**

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

- 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).
- 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”.
- 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 Members Meeting.
- Formalizes a board recruitment/vetting process.
- Analyzes pros and cons of legal structure (Foundation (501C3) vs AOR (501C6))

## **GOAL 6: Enhance financial oversight infrastructure**

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

## **GOAL 7: Streamline event planning processes**

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

- Create a event planning template(s) that allows ease of use for future planners.

## **GOAL 8. Ensure strategic plan is implemented in a timely manner**

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

- Check in with the committee chairs/co-chairs on a monthly basis to ensure the strategic plan is being implemented in a timely manner.

**GOAL 9. Position AOR as Subject Matter Experts / Address Changing Needs of Industry (Domestic Markets, Contamination, etc.)**

**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.