



ASSOCIATION of  
**OREGON**  
**RECYCLERS**

## **Association of Oregon Recyclers**

### **STRATEGIC PLAN FOR 2015-2017**

*Approved on January 26, 2015*

#### **Introduction**

In order to better guide Board actions, decision-making and priorities for the calendar years 2015 through 2017, the Board has created the following strategic plan. An accompanying work plan serves as a timeline for supporting fulfillment of the below objectives. The strategic plan and work plan will be reviewed on an annual basis at the Board retreat to ensure accountability and to fine-tune the plan as needed. The strategic plan is divided into two categories: organizational objectives and institutional objectives. Note that the strategies under each goal are listed in no particular order of importance.

#### **ORGANIZATIONAL OBJECTIVES**

*Organizational objectives are externally focused and broad aims focused on AOR's programmatic offerings.*

**Goal 1: Education** - Offer forums for discussion, networking, and educational opportunities throughout the state regarding recycling and materials management in Oregon.

**Goal 2: Business and Professional Development** – Identify and provide statewide opportunities for members to engage with other industry professionals for the purpose of advancing careers, business, and recycling and materials management.

**Goal 3: Spur Innovation through Partnerships**– Convene, collaborate, and develop strategic partnerships to better promote AOR's mission, support existing and new programs to advance recycling and materials management throughout the state of Oregon.

**Goal 4: Advance Policy** – Provide leadership through policy development, legislation, lobbying, and advocacy at the local, regional, and state level.

#### **GOAL 1: Education**

*Offer forums for discussion, networking, and educational opportunities throughout the state regarding recycling and materials management in Oregon.*

### **Strategies for Achieving Goal:**

- Host annual conference that provides high-level, engaging content relevant to all sectors of the recycling industry.
- Host (2) tours of recycling, reuse, composting, or other related businesses per year.
- Host (2) forums per year regarding current recycling, reuse, composting, or related topics, that provides for and represents all sectors of the industry.
- Fund, promote and maintain Recycling 101, making recycling education available throughout the state via online learning.
- Provide relevant communications with members and supporters.
- Promote statewide online learning opportunities regarding current recycling, reuse, composting, or related topics, and promote sharing of educational resources.

### **Goal 2: Business and Professional Development**

*Identify and provide statewide opportunities for members to engage with other industry professionals for the purpose of advancing careers, business and recycling and materials management.*

### **Strategies for Achieving Goal:**

- Provide networking opportunities at all AOR sponsored events.
- Host annual Sponsor Appreciation Night for recognizing organizational and conference sponsors.
- Maintain online member directory.
- Create and maintain state map with geographic locations of members to facilitate communications and support relationship development for members.
- Create and engage local committees and create regional organization ambassadors.

### **Goal 3: Spur Innovation through Partnerships**

*Convene, collaborate, and develop strategic partnerships to better promote AOR's mission, support existing and new programs to advance recycling and materials management throughout the state of Oregon.*

### **Strategies for Achieving Goal:**

- Participate in and represent AOR in various local, regional and statewide workgroups related to recycling and materials management in Oregon.
- Develop strategic partnerships and opportunities to better promote AOR's mission and advance recycling and materials management.
- Develop public relations and marketing strategies that further AOR and brand recognition for the organization and its partners.

### **Goal 4: Advance Policy**

*Provide leadership through policy development, legislation, lobbying, and advocacy at the local, regional, and state level.*

### **Strategies for Achieving Goal:**

- Serve as a leader, convener, and initiator of policy initiatives by:
  - Managing an active legislative committee composed of AOR members, with the purpose of supporting and advancing materials management and related legislation in Oregon;
  - Actively lobby to represent AOR and its mission in supporting and advancing recycling and materials management policy in Oregon;
  - Participating in policy workgroups;
  - Developing policy positions, statements, and fact sheets with the purpose of outlining the organization's position (aligned with the organization's vision, mission and goals), as well as providing clear guidance for members and the general public on policy and legislative issues;
  - Being recognized as "the" resource for recycling and materials management information in the state by presenting factual information to lawmakers when they are faced with issues that affect materials management in Oregon.

## **INSTITUTIONAL OBJECTIVES**

*Institutional objectives are internally focused and are aimed at increasing the AOR's capacity to do its programmatic work.*

**Goal 1: Membership** – Recognizing that membership is a proxy for increased engagement and involvement by members and others in Oregon, the goal is to increase membership across all sectors of the industry in order to strengthen the organization.

**Goal 2: Revenue** – Increase and diversify revenue streams to ensure long-term fiscal health and sustainability of the organization.

**Goal 3: Leadership** – Improve board leadership and cultivate future organization leaders.

**Goal 4: Staffing and Administration** – Improve efficiency and management of organization.

### **Goal 1: Membership**

*Recognizing that membership is a proxy for increased engagement and involvement by members and others in Oregon, the goal is to increase membership across all sectors of the industry in order to strengthen the organization.*

### **Strategies for Achieving Goal:**

- Increase rate of converting non-members attending events into members.
- Diversify membership by targeting new members, with focus on businesses involved in recycling, waste prevention and materials management.
- Strengthen membership beyond the Portland-Metro area and I-5 corridor through development of "organizational ambassadors" and the creation of strategic partnerships.
- Develop and promote membership benefits, and identify ways to further support and promote member activities and successes

## **Goal 2: Revenue**

*Increase and diversify revenue streams to ensure long-term fiscal health and sustainability of the organization*

### **Strategies for Achieving Goal:**

- Adopt balanced operating budget each year.
- Develop organizational sponsorship opportunities and new program development.
- Explore grant opportunities to support new and existing programs.
- Develop realistic fundraising goals based on historical performance of events and other revenue generating activities conducted by the organization.
- Explore partnership opportunities with other organizations as a means to decrease program costs, and develop stronger relationships with peer organizations.
- Host events, e.g. tours, forums and conference.
- Increase attendance at AOR events, especially the annual conference.

## **Goal 3: Leadership**

*Improve board leadership and cultivate future organization leaders.*

### **Strategies for Achieving Goal:**

- Ensure all board members have clear understanding of their role on the board by providing job descriptions and outlining roles and responsibilities for serving the organization.
- Ensure current board members are actively seeking to identify future board members who are representative of the organization's membership, particularly by their strong involvement in committees or organizational ambassador program.

## **Goal 4: Staffing and Administration**

*Improve efficiency and management of organization.*

### **Strategies for Achieving Goal:**

- Develop policies and procedures manual with clear guidelines for decision-making.
- Improve overall functionality of organization through technological improvements and/or by streamlining activities.
- Develop plan to transition to an Executive Director staffing model.
- Review staff positions and job descriptions on annual basis, including evaluation options.