



# Strategic Plan

## Fiscal Years 2018-2021



**Mission:** WSRA provides leadership and education that fosters the expansion, diversity and economic vitality of recycling in support of sustainable resource management.

**Vision:** We envision a world in which the concept of waste no longer exists.

In 2018, the WSRA Board of Directors and staff developed a 3-year strategic plan for the organization. In this plan, WSRA will stabilize the organization and enhance programming for members.

## Goal 1: Organizational Objectives

WSRA board and staff are responsible stewards of the organization and strive to be responsive, efficient and financially responsible. Board members listen to staff recommendations and follow through on commitments.

### 1.1 – Create Efficient Committee Structure (Responsible Party: Committee Chairs)

- Focus committees on key member benefits and programs: Conference, Member Programs and Services, Policy and Advocacy and Membership.
- Each committee chair will develop an annual work plan that is reviewed by the board. The work plan will include:
  - Outline of key projects for the year
  - Volunteer roles and recruitment strategy
  - Member engagement strategy
  - Revenue goals
- Committees are empowered to make decisions as noted in the work plan and held accountable for meeting the deliverables of their work plan.

### 1.2 - Attain Financial Stability (Responsible Party: Executive Director with support of the Treasurer)

- Board of Directors will operate within our annual budget, increase year over year revenue and reduce expenditures where possible.
- Create an annual budget that will realize a two-month operating reserve by 2021.
- Review and revise (as needed) the annual rate structure for dues and events that supports the necessary income to achieve an operating reserve and aligns with realistic expenditures.
- Review costs and associated benefits for membership and adjust in relationship to strategic and budgetary goals.
- Research the funding structure of similar recycling associations to determine if our rate structure is within industry standards.

### 1.3 - Strengthen Leadership of the Association

- Increase engagement and accountability from board members. (Responsible Party: President)
  - Further solidify board operations, position duties and expectations.
  - Address board absenteeism and lack of engagement.
- Build a pipeline of potential board members. (Responsible Party: Committee Chairs)
  - Develop significant and engaged relationships with departing directors and their organizations to further foster connections and recruit potential new board members.
  - Recruit active, engaged, and passionate individuals to fill board positions.
- Facilitate peer to peer training for Board of Director leadership succession, primarily focused on Executive Committee and the role of president. Consider changing Executive Committee election timeline to better transition leadership positions at the annual conference and allow for transition training. (Responsible Party: Executive Committee)
- Develop a plan to retain current staff. Determine key retention strategies (i.e. provide trainings, structure for salary increases etc.). (Responsible Party: Executive Committee)
- Develop a staff succession plan to have in place for when/if staff changes occur. (Responsible Party: Executive Committee)

### 1.4 – Retain and Grow Membership (Responsible Party: Membership Committee)

- Develop a plan for increasing Precious Metal Partnerships (PMP) and other memberships that includes:
  - PMP membership:
    - Identify key contacts of PMPs organizations and determine known connections.
    - Identify former PMP's and their current membership status.

- Establish relationship leads with Board Members and Staff and identify timelines for outreach with PMPs.
    - Identify non-PMP level members who have potential to upgrade their membership to a PMP level.
    - Upgrade at least one Precious Metal Partner to a higher level or upgrade a regular organization to the Precious Metal Partner levels per year.
  - General membership:
    - Identify and pursue potential new members from both the traditional recycling industry as well as potential members with a broader materials management focus.
    - Identify repeat event attendees that are not current members and encourage membership in the association.
- Review costs and associated benefits for membership and adjust in relationship to strategic and budgetary goals.

## Goal 2: Programming Objectives

WSRA is a member centric organization that provides a high level of member value through relevant industry programming and networking opportunities.

### 2.1 – Develop Member Centric Committees

- Host committee events where members feel valued, engaged and involved.
- Seek and act on member feedback.
- Recruit members volunteers to serve on committees and make contributions that are meaningful.

### 2.2 – Provide High Quality Member Programs (Responsible Party: Committee Chairs)

- Provide programming that is relevant, proactive and provides leadership in the industry. When possible, include a perspective from outside of Washington.
- Annual Conference and WRED Events
  - Continue to provide relevant, educational and inspirational content and events.
  - Utilize conference opportunities to engage experts from other regions to provide our members the opportunity to learn about new and different recycling and waste prevention programming and ways to evolve the industry
  - Find opportunities to highlight member expertise
  - Consider members in Central and Eastern Washington when planning events. Seek out programming opportunities and volunteers in these regions to better serve members.
- Host Industry Expert Forums
  - Within Member Programs and Services committee, develop the schedule and potential format.
- Focus program offerings on current issues and problems, new industry trends and best practices.
- Focus on engaging current and potential members to speak and participate in the event to engage membership, showcase their industry and their staff.
- Evaluate event format and adjust to best fit membership needs and relevancy of topics.
- Develop innovative program offerings that are responsive to members' needs. This could include networking events, tours of recycling facilities, and/or webinars.

### 2.3 – Engage Members in Statewide Policy (Responsible Party: Policy and Advocacy Committee)

- Host at least one event per year that provide members with information on potential policies and a way to submit feedback.
- Provide members with up to date information on the status of recycling and materials management policies currently under consideration.
- Solicit feedback from members about how they would like to engage with WSRA on policy issues.

## 2.4 – Leverage and Seek Out New Organizational Partnerships

- Facilitate partnerships for programming and events with Association of Oregon Recyclers (AOR) and Washington Organics Recycling Council (WORC).
- Invite partner organization leadership to present updates at Board Meetings and/or Conference.
- Explore additional partnership opportunities with NRC, ISRI and other industry organizations that can enhance value for WSRA members.
- Explore board or staff representation and participation within state wide and national stakeholder groups.