



2016 – 2020 Strategic Plan

Introduction

Recycle Florida Today's (RFT) Board of Directors and other members annually seek to continue the momentum of the association by reviewing and revising RFT's strategic plan.

The primary goal of the strategic plan is to update and refresh RFT's direction in fulfilling its mission. In addition, the plan will provide a blueprint for RFT actions and activities for the short term of the current years' activities.

The Recycle Florida Today 2016-2020 Strategic plan is organized into three sections including:

- RFT Organizational Structure
- RFT Mission Statement
- RFT Guiding Principles and associated action items

Organizational Structure

RFT is a non-profit 501(c)(6) organization consisting of approximately 165 members from various governments, businesses, institutions, and organizations that have an interest in advancing recycling in Florida. RFT is governed by a twelve-member Board of Directors comprised of representatives from various sectors of the recycling, reuse, solid waste, non-profit, and environmental fields. The Executive Team is comprised by Chair, Vice Chair, Secretary, and Treasurer of which are nominated and accepted by the standing Board of Directors. There are also numerous standing and ad-hoc committees. The Board governs RFT per its by-laws, which were adopted in April 1992 and most recently amended in June 2010. RFT's daily affairs are currently managed, on behalf of the Board, through an agreement for professional services with Premier Management Group and Associates.

Our Mission

Our mission is to provide value to our membership by promoting resource conservation and environmental stewardship in Florida through sustainable waste prevention, reuse, recycling, composting and legislative advocacy.

Our Vision

To inform the public, law-making bodies and the business community of the economic significance and importance of recycling, and to demonstrate the high professional standards of those involved in the business of recycling. This will be accomplished through sponsorship of educational meetings, research and publication of articles, reports, statistics, and other material.

Who We Are - Our Values

We value knowledge, collaboration, respect, dignity, and compassion. These values are core to our ability to lead our membership and network of recycling, environmental professionals and those interested in the business of recycling to ensure that will deliver our mission and achieve our vision.

Collective Action: To function as a professional association among individuals engaged in the business of recycling. Engaging and organizing our membership to work together for the common good, mutually respecting our diverse working relationships.

Education and Continuous Learning: To assist individual members in improving skills and techniques in recycling. This will be achieved through education, special studies, research, and the exchange of ideas and technical knowledge related to all forms of recycling.

Professionalism and Collaboration: To provide a forum for public, private, and non-profit recyclers to mutually discuss and resolve recycling issues.

Our Purpose

- To function as a professional association among individuals engaged in the business of recycling.
- To assist individual members in improving skills and techniques in recycling. This will be achieved through education, special studies, research, and the exchange of ideas and technical knowledge related to all forms of recycling.
- To provide a forum for public, private, and non-profit recyclers to mutually discuss and resolve recycling issues.

- To inform the public, law-making bodies and the business community of the economic significance and importance of recycling, and to demonstrate the high professional standards of those involved in the business of recycling. This will be accomplished through sponsorship of educational meetings, research and publication of articles, reports, statistics, and other material.

Strategic Goals and Objectives

Financial Strength: Increase the financial sustainability of the organization for long-term growth.

- Develop bi-monthly events for membership engagement via webinars and face-to-face events
- Increase the diversity of membership to include non-traditional recycler (hospitals, school districts, corporate partners)
- Diversify sponsorship funding options and highlight sponsor services
- Research opportunities for training through a GAP analysis

Advocacy and Service: To serve as an advocate for the importance of recycling and waste reduction and the environmental, energy, natural resource and economic benefits to legislative bodies, the business community, and those with an interest in recycling.

- Educate, empower, and mobilize members by providing resources and links online
- Continue collaborations with like-minded organizations
- Increase awareness of membership services and benefits

Communications Plan: Will work with the communications committee to develop a plan to increase the visibility and awareness of the organization.

- Develop a one-page communication plan
- Identify advertising and marketing opportunities list
- Showcase sponsors through highlights on our website, newsletter, and email
- Showcase membership through member highlights
- Attendance of industry events by the Executive Director

Organization Development: RFT will continue to examine its organizational structure.

- Strengthen participation from our municipalities
- Evaluate and strengthen definition of roles and responsibilities of leadership
- Streamline process for voting, tools for communication, membership status and participation

Operational Plan

Financial Strength: Increase the financial sustainability of the organization for long-term growth.

- To sustain membership of 185 members, with a goal to increase by 5% of the previous year.
- Six annual events for membership engagement via virtual offerings, teleconferences, webinars, and face-to-face events (epc/communications)
 - Annual Conference and Exhibition with 150 attendees and 25 exhibitors
 - Environmental Lunch and Learn Series (ELLS)
 - Four Florida Tour of Counties webinars
 - Online webinars and face-to-face collaborations with like-minded organizations
- Increase outreach and encourage participation from non-member municipalities
- Increase the diversity of membership to include non-traditional recycler with outreach to hospitals, school districts, corporate partners (membership)
- Diversify sponsorship opportunities through social media, direct emails, website and at events (sponsorship/communications)
- Highlight sponsor services through newsletter features, special editions, highlight opportunities at our conferences and website (sponsorship/communications)
 - Three newsletter releases and one special edition sponsor only release
- Research opportunities for recycling training and continuing education (epc/membership)

Advocacy and Service: To serve as an advocate for the importance of recycling and waste reduction and the environmental, energy, natural resource and economic benefits to legislative bodies, the business community, and those with an interest in recycling.

- Educate, empower, and mobilize members by providing resources, downloadable content and links provided on our website (epc/membership/communications)
- Continue collaborations with like-minded organizations for sharing of information and events (epc)
- Increase awareness to governing bodies and membership engagement on legislative issues (legislative)
- Increase awareness of membership services and benefits through non-transactional offerings (membership)

Communications Plan: To develop a plan to increase the visibility and awareness of the organization.

- Develop a one-page communication plan that outlines objectives, as well as a target audience and method of sharing information.
 - Develop a list of local, state and federal groups, state recycling organizations, and other like-minded industry organizations to connect with on social media
 - Follow organizations of members and sponsors
 - Bi-monthly social media shares
 - Monthly direct email shares
 - Showcase sponsors through highlights on our website, newsletter, and email
 - Highlight members through a membership spotlight feature in the newsletters
- Identify a press release, advertising, and marketing opportunities list
- Attendance of industry events by the Executive Director
 - Participation and attendance in leadership development and training (FSAE)
 - Collaboration and attendance to state and like-minded industry events that focus on state and regional interest
 - Attendance focuses on drawing new membership, sponsors, content for education shares and to expand the RFT network

Organization Development: RFT will continue to examine its organizational structure.

- Evaluate and strengthen definition of roles and responsibilities of leadership
 - Establish plans of work for committees
 - Develop written policies and procedures guidelines
- Streamline of voting and nominations process
- Biennial review of bylaws and update as necessary

Approved February 21, 2017