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# 2020 – 2024 STRATEGIC PLAN

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## Introduction

Recycle Florida Today's (RFT) Board of Directors and other members annually seek to continue the momentum of the association through our strategic plan. The primary goal of the strategic plan is to provide direction in fulfilling our mission. This plan provides a blueprint for RFT actions and activities to guide us towards reaching our goals.

The Recycle Florida Today strategic plan is organized into four sections:

- Organizational Structure
- Our Mission, Vision, Core Values, and Purpose
- Strategic Goals and Objectives
- Operational Plan

## Organizational Structure

RFT is a non-profit 501(c)(6) organization consisting of approximately 200 members from various governments, businesses, institutions, and organizations that have an interest in advancing recycling, resource conservation, sustainable and environmental stewardship in Florida through source reduction and waste prevention, (reduction reuse, recycling, composting), and legislative advocacy, henceforward notated as **SRWPLA**. 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 of the chair, vice chair, secretary, and treasurer of which are nominated and accepted by the standing Board of Directors. The Association has seven standing and as needed ad-hoc committees. The Board governs RFT per its by-laws that were adopted in April 1992 and updated in June 2017. 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

To provide value to our membership by promoting resource conservation and environmental stewardship in Florida SRWPLA.

## Our Vision

To inform the public, law-making bodies and the business community of the economic significance and importance of waste prevention and source reduction 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.

## Core 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 waste prevention and source reduction. 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 waste prevention and source reduction. This will be achieved through education, special studies, research, and the exchange of ideas and technical knowledge related to all forms of resource conservation and sustainability.

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

## Our Purpose

To function as Florida's state waste prevention and source reduction organization and the premier professional association for resource conservation and environmental stewardship in Florida through sustainable source and waste prevention, (reduction

reuse, recycling, composting) and legislative advocacy association for individuals engaged in the business of recycling. This will be accomplished through our short-term tactical plans and strategic goals and objectives.

- To assist members in improving skills and techniques in waste prevention and source reduction through professional and personal growth opportunities. This will be achieved through our membership services, educational awareness campaigns and communications, research, and the exchange of ideas and technical knowledge related to all forms of recycling
- To educate public, private, and non-profit recyclers to mutually discuss and resolve recycling issues through our network, events, and communications.
- 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. This will be accomplished through educational meetings, publication of articles, association and industry reports, statistics, and other material.

## Strategic Goals and Objectives

**Financial Strength:** Increase the financial sustainability of the organization for long-term growth through the following income generating activities:

- Develop six opportunities for membership engagement via webinars and face-to-face events
- Increase the diversity of our membership demographics and our public and private interest membership
- Diversify program and educational revenue generating programs that include virtual events
- Research opportunities for recycling training and continuing education, including professional (hard) and personal (soft) skills training (epc/membership)
- Research for the development of whitepapers and Florida economic impact reports (epc/membership)
- Assess fee structure every 2 to 3 years (finance and the appropriate committee, as necessary)
  - Sponsorships
  - Membership dues
  - Conference and in-person events
  - Online webinars, roundtables, networking events, and trainings
  - Specialty events such as the ELLS program

**Advocacy and Service:** To serve as an advocate for the importance of waste prevention and source reduction 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 educational resources, e-news alerts, and legislative summary updates
- Collaborations with like-minded organizations
- Increase awareness of membership services and benefits

**Communications Plan:** The committee will 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
- Attendance of industry events by the executive director and chair, as available

**Conduit of Member Services:** RFT will offer industry professional development that focus on the members professional and personal growth. **(New)**

- ROI on membership services through our “**United**” Membership Strategy
- Provide professional (hard) and personal (soft) development skills programs
- Showcase membership through member highlights
- Brainstorm innovative programs annually
- Survey members annually (organizational return and industry advancement)

## 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 1% 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 20 exhibitors
  - Environmental Lunch and Learn Series (ELLS)
  - 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, webinars, and continuing education (epc/membership)
- Research for the development of whitepapers and Florida economic impact reports (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
  - SWANA certifications and trainings

**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

**Conduit of Member Services:** RFT will offer industry professional development that focus on the members professional and personal growth. **(New)**

- ROI on membership services through our “**United**” Membership Strategy
- Provide professional (hard) and personal (soft) development skills programs
  - Webinars, electronic resources, social media shares
- Solicit membership participation of member shares
- Brainstorm innovative programs annually
  - Survey members for recommendations and suggestions for GAP analysis
- Survey members annually (organizational return and industry advancement)
  - Survey members for other organizational interest and participation in industry events and training programs

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# KEY PRIORITIES FOR 2020-2021

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## Analyze Fee Structures

- Evaluate membership dues structure for continued growth and sustainability
- Create opportunities for fee structure membership services and events
- Develop service opportunities for membership professional (hard) and personal (soft) skills trainings

## Advocacy Outreach

- Create opportunities to engage members with legislative resources
- Create a legislative toolkit and engagement letter
- Develop bi-annual legislative summary updates

## Education and Communications Resources

- Expand membership offerings to include a fall virtual event
- Increase online engagement with our membership and network
- Develop a social media educational and resource toolkit
- Encouragement membership

## Governance

- Update and refresh association documents with current scope of membership services and terminology
- Update all committee work plans

## Membership Retention and Growth

- Implementation of the United Membership Strategy
- Diversify and expand our membership with a focus on expanding like-minded partnership, identifying opportunities to expand our members professional and personal develop through education, resources, and trainings