

Overarching Strategic Goals	Getting from Here to There → ←	What Success Looks Like	Who Is Responsible?	When Will It Be Completed?
(All goals have equal priority and are not listed in any particular order.)	Tactics/Strategies			
<i>NRC is seen as the primary forum where stakeholders from all parts of recycling – industry, government, NGOs, trade associations, individuals, etc. – come together to share information and address issues of mutual concern</i>	Short Term Tactics* • Hire an Executive Director	Part-time, contracted Executive Director (ED) is hired to provide day-to-day assistance and resources to membership.	Oversight by NRC Board and Executive Committee, with specific aspects delegated	Hiring of ED • Timing contingent on fundraising results to ensure continued financial solvency of NRC. Per board resolution, candidate search will commence once \$25,000 raised, equivalent to 75% of 1st year's salary & expenses
	National Conference & Regional Workshops Provide educational, networking and technical assistance programming, practical tools and resources to meet the needs of NRC Members in 2017 (in partnership with Resource Recycling), and Other events, such as mini-SMM Summits, will take place in conjunction with other regional meetings.	• Develop strategic partnership to co-host the Resource Recycling Conference. • Collaborate with current conference provider on content to better align program with ROC and NRC interests • • Holding one or two SMM mini-summits in collaboration with other regional meetings or RO conferences, if mutually agreeable.	• NRC/RR Conference Steering Committee (and Executive Director, depending on hiring timeline) • SMM Committee	• Fall 2017 (Resource Recycling) • Winter 2016 (SERDC)
	Library Develop white papers, fact sheets, list of best practices, and other informational pieces • Assist with producing and delivering webinars, possibly some printed materials • Facilitate idea sharing / information / education through diverse forums including social media	• Library of resources online for members is developed (copies of presentations made at conferences, articles, past newsletters, webinars, members can contribute studies and resources to share – one-stop shop)	Resources Library: • Short term - Communications Committee and Staff Asst; Campus Council, Markets Council, other committees could contribute. • Long term - developed & maintained by ED (reach out to ROs for info)	•Resource Library: December 2016 •2 White Papers: December 2016 •Board to review progress towards goal 6 months following start date of ED, and again 12 months after
	Webinars	More webinars offered as a membership benefit for our members	• Webinars: overseen by Offering through PAMC - Continue 6/year with PAMC; • Opportunities for Campus Council, Markets Council, others - • Membership Committee would lead – industry focused (2-3 in addition)	Webinars: Ongoing - work with PARM on ideas for topics for webinars

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	Social Media	<ul style="list-style-type: none"> • There are active, engaged social media outlets • There is an increase in media publishing information on recycling that is consistent with NRC message (aim to increase last years outreach/editorials by a percentage) • Relevant presentation and content templates for ROs & members 	Social Media: overseen by NRC Communications Committee – (Staff Asst will sign up for GoogleAlerts), enewsletters, articles go on Facebook and Twitter Tracking of NRC Messaging in Media: ED maintains and provides summary report monthly to Communications Committee and Board	Social Media: On-going Quarterly tracking of NRC Messaging in Media: Google Alerts, website hits (ultimately for ED) Social Media/Resource Library: ongoing; look for a date to shoot for to transfer the information from old website; by Dec 31, have all board members connect with NRC accounts (help us push out social media)
	Mid-Term Tactics*			
	<ul style="list-style-type: none"> • Host a national Markets Summit even if Mid-Term, but would need to be activated in the near-term • Continue Education and Technical Assistance (library, speakers, papers, etc.) • Increase communication (newsletters, emails, etc.) 	<ul style="list-style-type: none"> • A national meeting is held in 2017 – 	Markets Council Committee; Conference Committee; Fund Development Committee	Jun-17
	Training (National Standards Certification Board)	<ul style="list-style-type: none"> • Help more states to establish accredited training programs under National Standards Certification Board • Educate ROs, Members, and States about certification program 	<ul style="list-style-type: none"> •Campus Council Help states to establish accredited training programs with model programs, technical assistance and identifying grants to help fund startup of training •National Standards Certification Board 	On-going. Goal: Add 2 additional accredited training programs
	Long-Term Tactics*			
	<ul style="list-style-type: none"> • Establish greater visibility and partnerships at events with other national recycling organizations • Continue research on additional or expanded national meeting • Redevelop Jobs Through Recycling initiative, including addressing NAICS codes • Increase accredited training • Increase member recruitment 			

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Strong Recycling Organization Affiliate partnerships	Short Term Tactics* <ul style="list-style-type: none"> • Enhance timely and direct outreach to RO's regarding issues relating to NRC and of national importance • Develop organizational development materials for ROs and other informational pieces (practical tools and resources) • Facilitate idea sharing / information / education through diverse forums including social media • Develop and initiate a formal and regular process for ROC / NRC collaboration / interaction (e.g. voting board seats, regular meetings of leadership). Make ROC agenda item at NRC meetings about what ROs want/need (timely) 	<ul style="list-style-type: none"> • There are obvious indicators of NRC working closely with ROs • The number of RO affiliates has increased by: short-term, 1; long-term 3 • There are reciprocal relationship with ROs • A library of information for RO affiliates is created • NRC board / staff are attending RO events as NRC Rep (higher profile) • ROs are bringing policy and other requests to NRC Board for consideration and input 	Executive Director, RO Liaison, RO Steering Committee and Membership Committee - Prior to ED, President appoints one board member to each RO; NRC works with RO Liaison and RO Steering Committee to provide regular updates , RO Steering Committee; NRC President will host conference calls with RO leaders and members (short-term, bi-annual; mid term, quarterly). Attending Events: NRC Board and Staff - Each Board member would connect with an RO, for regular, on-going two-way communication, a conduit for understanding the ROs needs, challenges and successes to ensure that NRC is addressing them; attend RO Board meeting annually, work directly with RO staff, ask to provide NRC update.	By July 1, 2016 - October, 31, 2016 Communication to ROs from NRC Board Chair regarding Strategic Plan process and containing report on board activities and finances, commitment to hire an ED and strengthen the connection with the ROs By August 31 -October 31, 2016: <ul style="list-style-type: none"> • Formation of Board RO Liaison Committee with announcement of Committee at Resource Recycling Conference • "Town Hall" mtg with ROs at Resource Recycling Conference to create/reinforce dialogue between NRC Board & the ROs. Announce intention to make annual. • Participate and engage in one-on-one time with NRC and ROs at RRS/Carton Council dinner at Resource Recycling Conference 2016
NRC seen as the reasoned voice on policy issues that affect recycling and is a valued resource for advocacy work	Short-Term Tactics* <ul style="list-style-type: none"> • Address "anti-recycling" negative press and put out pro-recycling positive press. 	<ul style="list-style-type: none"> • Minimum of 15 Op-Eds or news releases to national media • The trade press and national media turn to NRC before publishing a story on recycling • Connect recycling to other issues through follow-up e-mails (Climate Change, economics, security, energy) 	Form a small communications task force of board members responsible for quickly responding	Jan - Dec 2017
	Mid- to Long-Term Tactics*			

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	<ul style="list-style-type: none"> Review and update as necessary policy positions on current issues of importance to recycling stakeholders Mixed-waste MRFs Single Stream Sustainable Materials Management (Highest and Best Use) Product Stewardship Zero Waste Food Waste / Composting Increase national advocacy (increase awareness – promoting/getting engaged in issues that arise. Develop policy positions / papers 	<ul style="list-style-type: none"> Develop comprehensive library of NRC policies (Short- and Mid-Term) Develop best practices fact sheets and/or white papers (Short- and Mid-Term) Create a process for getting stakeholder input on policies and best practices (Mid-Term) 	<ul style="list-style-type: none"> Policy Committee responsible for development and review of policies and positions to be brought to the NRC Board for adoption 	<ul style="list-style-type: none"> Library of existing Policy Positions organized by ED and reviewed by Policy Committee and approved by the Board by January 28, 2017 Policy committee to begin review of existing policies to ensure they meet standard of “reasoned voice” and suggest changes to policies for board approval, if necessary. Develop procedure for review of policies, which includes an expiration and mandatory review cycle by December 31, 2016 (review process in place by 12/31. Many are outdated (aspects) that need to be updated, but time consuming and each board change is complicating review process.
<p>NRC builds a sustainable / expanding level of membership, diverse funding and ensures its organizational health and vitality</p>	<p>Short Term Tactics*</p> <ul style="list-style-type: none"> Develop outreach to ROs for additional affiliates Enhance member recruitment Evaluate membership categories and dues levels for non-affiliates and trade associations 	<ul style="list-style-type: none"> Annual cash flow from memberships and dues meets all non-discretionary costs, including ED salary and overhead. Respond in writing to RO letter providing feedback, update on activities outlined in letter, invite ROs to participate in Strat Plan review 	<p>Membership Committee; Fund Development Committee</p>	<p>July 2016:</p> <ul style="list-style-type: none"> Participate in July/Aug or Sept RO call and present draft plan for feedback and discussion Set goals for member recruitment campaign by January 1 Develop value statement and revise Membership materials by January 1 Begin outreach campaign, 3 new state RO memberships by December 31, 2017. 5 new corporate memberships by December 31, 2017.
<p>TIMELINE: Board discussion and approval on 8/19/16; Roll out plan during annual meeting and ROC meeting at Resource Recycling Conference; Committee signups during 8/30 board meeting (existing and new board members)</p>				