

2011-2014

Washington State Recycling Association
Strategic Plan



*Washington State
Recycling Association*

Last Updated: October 2011

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Introduction

About WSRA

The Washington State Recycling Association (WSRA) was founded in 1976 to promote recycling and the recycling industry throughout the State of Washington. The Association has operated continuously for over 35 years, and serves as an important resource to the State's recycling industry and its membership.



Mission

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

Vision

The WSRA envisions a world in which the concept of waste no longer exists

Current Environment

During the 2010-2011 fiscal year, the Board of Directors initiated a significant change in the WSRA staffing model in an effort to reduce operating costs and further bolster the long-term financial and organizational health of the Association. The WSRA reduced permanent staff from two to zero during an interim period, hiring a contracted managing director and the services of Seattle Operating Support to maintain operations. In April 2011, the managing director was hired by the WSRA as the executive director, while the part-time services of Seattle Operating Support were maintained to assist with basic office functions and event and conference logistics.

This transition to a new executive director enabled the WSRA to complete projects in-house that had previously been contracted to technology firms, and also resulted in the streamlining of many additional day-to-day processes. These improvements resulted in the reduction of thousands of dollars in annual expenditures, while providing new, value-added services to membership.



The Strategic Planning Process

In 2009 the WSRA began the current comprehensive strategic planning process with input and significant contributions from the membership, the Board and the Strategic Planning committee. This Plan was developed through the following process:

- The Board conducted a Web-based survey of the membership to understand what recycling, waste reduction and Association issues were important to membership.
- In March 2010, the Board hosted a Webinar open to all members. Participants discussed the results of the membership survey, evaluated the WSRA mission statement, and discussed the possibility of creating a Vision Statement for the Association.
- At the May 2010 Annual Meeting, the Board of Directors hosted an open forum with membership to obtain additional membership input.
- At the June 2010 annual Directors' retreat, the Board identified its priorities for WSRA, examined the Association's financial and membership trends, synthesized member comments and identified the priorities common to membership and the Board. This effort identified strong continuity between Board and member visions for WSRA.
- During Summer and Fall 2010, and Winter 2011 Board members Angela Wallis and Dustin Bender led the Strategic Planning committee through a series of planning meetings to identify specific strategies, action steps and outcomes that would allow the WSRA to accomplish our mission.

The Strategic Plan is intended to guide Association activities through 2014, and to be a working document subject to annual revision.

Actions from Opportunities: Planning Methodology

This section of the Strategic Plan identifies the primary areas in which WSRA functions, called *targets*, which includes **Revenue, Member Services, Leadership & Advocacy** and **Future Leadership**.

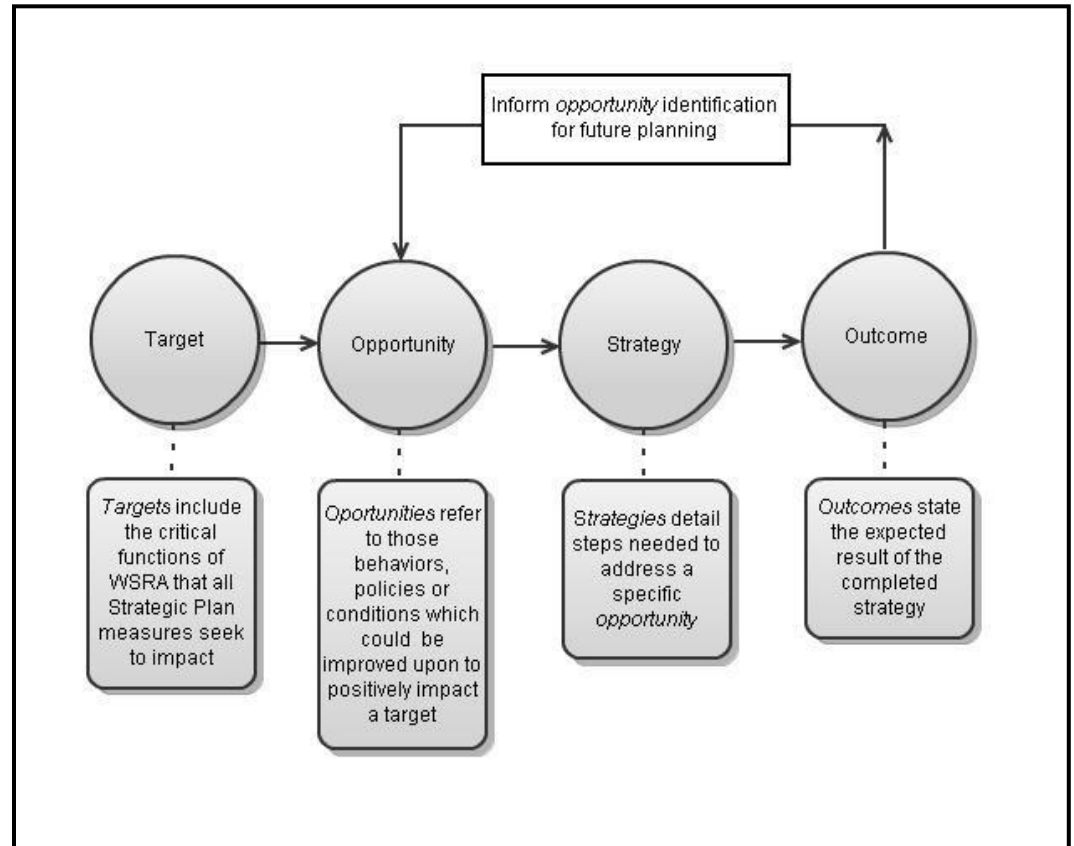
Within each of the 4 target areas, *opportunities* were identified, scored and ranked based on the opportunity's current status within the Association, and the feasibility, cost and expected impact of addressing it in the next three years.

One or more *strategies* were identified to address each opportunity. These strategies were also considered against the criteria of feasibility, cost and potential impact.

An *outcome* or goal was established for each strategy. Each outcome defines success, or the expected result, of an implemented strategy.

This methodology was employed in order to produce specific strategies that can be evaluated and measured, and that will address opportunities with the largest potential impact on WSRA's target categories.

Figure 1: Strategic Planning Methodology



Strategic Plan Outline

TARGET: MEMBER SERVICES

Opportunity: Efficiently Use Technology to Communicate with Statewide Membership

Strategies:

MS 1: Test Web-based meeting technology and make determination on subscription to annual service

MS 2: Determine usefulness and feasibility of using video meeting technology to conduct WSRA business

Opportunity: Improve WSRA Marketing

Strategies:

MS3: Develop a marketing package for membership

MS 4: Promote WSRA's recycling community

Opportunity: Provide New Opportunities for Member Networking and Participation in WSRA

Strategies:

MS 5: Sponsor after-hours events for membership

MS 6: Determine feasibility of hosting joint conference with like organizations

Opportunity: Engage Like Organizations

Strategies:

MS 7: Establish session at 2012 conference that highlights like organizations

MS 8: Request reciprocity with like associations to publicize Association events and conferences

MS 9: Hold Board meetings at member offices

MS10: Invite speakers to Board of Directors meetings

TARGET: REVENUE

Opportunity: Develop New Revenue Sources

Strategies:

R1: Develop annual sponsorship brochure for membership

R2: Increase revenue from WRED events

R3: Include member recruitment requirement in 2012 elections Board Commitment document

Opportunity: Optimize and Modernize Membership Dues Structure

Strategy:

R5: Analyze and revise dues structure

Opportunity: Recruit Members from New Sectors of the Recycling Industry

Strategy:

R6: Organize annual membership drive

TARGET: LEADERSHIP & ADVOCACY

Opportunity: Effectively Market WSRA to Members and the Public

Strategies:

L&A 1: Design new WSRA logo

L&A 2: Write and implement an annual marketing plan

Opportunity: Engage Membership in Advocacy for State and Local Waste Reduction and Recycling Issues

Strategies:

L&A 3: Engage membership to promote waste reduction and recycling issues

L&A4: Establish a WSRA committee to identify best practices for multi-family recycling

Opportunity: WSRA Committees Implement Annual Goals

Strategy:

L&A 5: Committees hold annual goals setting meetings

Opportunity: WSRA Develops Relationships with Peer Organizations

Strategy:

L&A 6: WSRA offers member pricing for WSRA events to peer organizations

TARGET: FUTURE LEADERSHIP

Opportunity: Promote Careers in the Recycling Industry in Washington State

Strategies:

FL 1: Establish a conference scholarship program for young professionals

FL 2: Make personal contact with each new attendee to WRED events

FL 3: Establish a WSRA mentorship program

Strategic Plan

STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES	START DATE	OUTCOME
TARGET: MEMBER SERVICES				
OPPORTUNITY: Efficiently Use Technology to Communicate with Statewide Membership				
MS1: Test Web-based meeting technology and make determination on subscription to annual service	<ol style="list-style-type: none"> 1. Communications Committee uses Web-based meeting technology for one meeting in 2012. 2. Communications Committee Chair and Executive Director collaborate to set up a trial of Web-based meeting software. 3. Executive Director determines annual cost of Web-based meeting service. 4. Education Committee Chair reports at subsequent Board meeting on the usefulness of Web-based meetings for conducting WSRA business. 5. Board discusses usefulness of Web-based meetings for additional committees. 6. Board determines whether to subscribe to a Web-based meeting service. 	LEAD: Communications Committee Communications Chair Executive Director	Q3 2011	<ol style="list-style-type: none"> 1. WSRA tests Web-based meeting software, and determines applicability for use in WSRA business by June 30, 2012 If applicable: <ol style="list-style-type: none"> 2. WSRA subscribes to Web-based software by September 20, 2012.
MS2: Determine usefulness and feasibility of using video meeting technology to conduct WSRA business	<ol style="list-style-type: none"> 1. Communications Committee Chair and Executive Director determine ability of membership to participate in meetings using video conferencing. 2. Executive Director determines cost of video conferencing infrastructure. 3. Executive Director includes costs in 2013-2014 budget. 	LEAD: Executive Director Communications Committee Chair	Q2 2012	<ol style="list-style-type: none"> 1. WSRA tests virtual meeting technology, and determines applicability for use in WSRA business by June 30, 2012.

MEMBER SERVICES

STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES	START DATE	OUTCOME
OPPORTUNITY: Improve WSRA Marketing				
MS3: Develop a marketing package for membership	<ol style="list-style-type: none"> 1. Communications Committee reviews membership materials of like associations, and recommends design to Executive Director. 2. Executive Director designs and packages materials, including new member brochure, logo native files with rules for use, and WSRA window display. 3. Executive Director presents materials to Communications Committee for review. 4. Communications Committee Chair presents package to Board at regularly scheduled meeting during Q2 2012. 5. Executive Director oversees distribution to all existing members, and ongoing distribution to new members. 6. Executive Director makes materials available to members through WSRA Web site, and announces availability to members via email. 7. Communications Committee reviews materials bi-annually, and executes updates. 8. Executive Director surveys membership after 6 months to determine percent using each item, and how it is used. 	LEADS: Communications Committee Communications Committee Chair Executive Director, Board of Directors	Q1 2012	<ol style="list-style-type: none"> 1. 100% of members receive marketing package. 2. 50% of members responding to survey report using WSRA logo in business operations (on Web site, invoices, etc).
MS4: Promote WSRA's recycling community	<ol style="list-style-type: none"> 1. Executive Director and Communications Committee develop a one-page brochure with information that promotes the variety of member organizations in WSRA. 	LEADS: Executive Director Communications	Q1 2012	<ol style="list-style-type: none"> 1. WSRA develops established talking points promoting the depth and breadth of membership.

MEMBER SERVICES

STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES	START DATE	OUTCOME
	<ol style="list-style-type: none"> 2. Include brochure in Membership Marketing Package and on WSRA Web site. 	Committee		
OPPORTUNITY: Provide New Opportunities for Member Networking and Participation in WSRA				
MS5: Sponsor after-hours events for membership	<ol style="list-style-type: none"> 1. Board Members volunteer to coordinate and host after work event. 2. Board Member volunteer and Executive Director plan event (location, time, etc). Schedule events at various regions across the State, and not during months when WRED events are held. 3. Executive Director or contracted staff emails two invitations to membership per event, and requests RSVPs. 4. Evaluate after-hours events after two are held, considering: attendee count, other indicators. 	LEAD: Board of Directors Executive Director, Contract Staff	Q4 2011	<ol style="list-style-type: none"> 1. WSRA provides 2 after-hours events per year. 2. A minimum of 15 people attend each event
MS6: Determine feasibility of hosting joint conference with like organizations	<ol style="list-style-type: none"> 1. Board of Directors discusses intent of and goals for a joint conference at a regularly scheduled Board Meeting. 2. President of Board or Executive Director call WORC, AOR, and other like associations to propose joint conference. 3. President or Executive Director report to Board by April 2012 Board meeting. 	LEAD: Executive Director Board President	Q1 2012	<ol style="list-style-type: none"> 1. Co-host joint conference by 2015. 2. Reduce conference costs by at least 25% for joint conference year.
OPPORTUNITY: Engage Like Organizations				
MS7: Establish session at 2012 conference that highlights like organizations	<ol style="list-style-type: none"> 1. Conference Planning Committee assigns a session champion to recruit speakers for session and design the theme. 	Conference Committee	October 2011	<ol style="list-style-type: none"> 1. Session highlighting like associations at 2012 conference.

MEMBER SERVICES

STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES	START DATE	OUTCOME
MS8: Request reciprocity with like associations to publicize Association events and conferences	<ol style="list-style-type: none"> 1. Executive Director requests that like associations advertise WSRA annual conference and events to their memberships, and offers. 2. Executive Director advertises conferences and events of like associations on WSRA Web site, and in The Report member newsletter. 	LEAD: Executive Director Communications Committee	Q1 2012	<ol style="list-style-type: none"> 1. WSRA events are regularly publicized by at least one like association annually. 2. WSRA publicizes events of at least one like association per year.
MS9: Hold Board meetings at member offices	<ol style="list-style-type: none"> 1. Board President invites members via phone call or email to serve as host sites for two Board of Directors meetings per year. 2. Board participates in site tour, or hears informal presentation from host member as part of Board meeting. 	Board President, Board of Directors, Members	Q4 2011	<ol style="list-style-type: none"> 1. Two Board meetings per year are hosted by non-Board of Directors members.
MS10: Invite speakers to Board Meetings	<ol style="list-style-type: none"> 1. Executive Director and Board President identify and invite guest speakers for Board meetings. 2. Invite speakers to at least 4 Board meetings per year. 3. At least one speaker per year should be from a member organization. 	Executive Director, Board President, Membership	Q4 2011	<ol style="list-style-type: none"> 1. At least four Board meetings per year include a guest speaker.

TARGET: REVENUE

STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES	START DATE	OUTCOME
OPPORTUNITY: Develop New Revenue Sources				
R1: Develop annual sponsorship brochure for membership	<ol style="list-style-type: none"> Executive Director, in conjunction with Fundraising Committee, develop annual sponsorship plan. Executive Director and Fundraising Committee Chair develop brochure for membership. Executive Director or Board President sends e-mail messages to membership in February and July of each year announcing remaining sponsorship opportunities. 	LEADS: Executive Director Fundraising Committee Communications Committee	Q3 2011	<ol style="list-style-type: none"> Non-conference sponsorship opportunities are announced at least twice yearly to membership. Increase revenue from sponsorships by 5% through 2014
R2: Increase revenue from WRED events	<ol style="list-style-type: none"> WRED committee organizes 4 WRED events per year. WRED committee designs budget to net \$3,750 per event. 	WRED Committee	Q2 2012	<ol style="list-style-type: none"> Generate revenues of \$15,000 per year or greater.
R3: Include member recruitment requirement in 2012 elections Board Commitment document	<ol style="list-style-type: none"> Executive Committee writes membership recruitment language for inclusion in 2012 elections Board Commitment document. Executive Committee presents to Board for approval by February 2012 Board meeting. Nominations Committee Chair ensures language is included in commitment document. 	LEAD: Executive Committee Nominations Committee Chair	Q1 2012	<ol style="list-style-type: none"> Every Board member makes at least two member recruitment or retention calls per year.

REVENUE

STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES	START DATE	OUTCOME
OPPORTUNITY: Optimize and Modernize Membership Dues Structure				
R4: Analyze and revise dues structure	<ol style="list-style-type: none"> Executive Director designs new dues structure and provides revenue analysis to Board by February 2012 Board meeting. WSRA Implements new structure in time for 2013 dues processing. Executive Director considers change in dues amounts every three years. 	<p>LEAD: Executive Director</p> <p>Board of Directors</p>	Q1 2012	<ol style="list-style-type: none"> Membership dues structure protects revenue that may be affected by merger and acquisitions. Dues structure increases revenue from memberships.
OPPORTUNITY: Recruit Members from New Sectors of the Recycling Industry				
R5: Organize annual membership drive	<ol style="list-style-type: none"> Fundraising Committee Chair and Executive Director identify priority sectors from which to recruit membership. Fundraising Committee organize membership drive. Fundraising Committee Chair requests that Board members sign up for time slots on day of membership drive. Board members participate in annual membership drive from WSRA office, or place of business. 	<p>LEADS: Fundraising Committee</p> <p>Executive Director</p> <p>Fundraising Committee Chair; Board of Directors</p>	Q2 2012	<ol style="list-style-type: none"> Recruit five new members from each targeted sector by October each year through 2014.

TARGET: LEADERSHIP & ADVOCACY

STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES	START DATE	OUTCOME
OPPORTUNITY: Effectively Market WSRA to Members and the Public				
L&A1: Design new WSRA logo	<ol style="list-style-type: none"> 1. Executive Director, with input of Communications Committee, designs at least 3 logo options. 2. Present options to Board of Directors and selected members for review and comment by September 2011 Board meeting. 3. Board of Directors votes by October 2011 Board meeting on new logo. 4. Executive Director implements use of new logo for all communications and materials by January 1, 2012 	<p>LEADS: Executive Director</p> <p>Communications Committee</p> <p>Board of Directors</p>	Q3 2011	<ol style="list-style-type: none"> 1. Adopt new WSRA logo by December 2011.
L&A2: Write and implement an annual marketing plan	<ol style="list-style-type: none"> 1. Executive Director writes marketing plan by June 30 every year with input of Executive Committee. 2. Actions to be addressed in the plan include: media interview and press release opportunities; partnerships with member organizations and member companies; use of Letters to the Editor. 3. Executive Director presents 2012-2013 marketing plan to Board of Directors for approval at January Board meeting. 4. Executive Director presents annual marketing plan to Board of Directors through 2014. 5. Executive Director provides copies of media contact and other marketing 	<p>LEAD: Executive Director</p> <p>Executive Committee, Board of Directors</p>	Q1 2012	<ol style="list-style-type: none"> 1. WSRA is featured in two written or televised media pieces per year. 2. Press releases for Board elections are submitted to Board members' local newspapers. 3. WSRA and member organization are featured together in one media event per year.

LEADERSHIP & ADVOCACY

	efforts to Board of Directors at Board meetings.			
STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES	START DATE	OUTCOME
OPPORTUNITY: Engage Membership in Advocacy for State and Local Waste Reduction and Recycling Issues				
L&A3: Engage membership to promote waste reduction and recycling issues	<ol style="list-style-type: none"> 1. Policy & Advocacy Committee and Executive Director identify one recycling or waste reduction issue or legislative bill per year to promote to membership. 2. Request Board approval to request membership participation. 3. Request that Membership contact legislators or organizations in support of Board-approved bills and issues. 4. Executive Director creates form letters for Membership to submit electronically to Legislature or organizations. 5. Executive Director distributes notice of opportunities for advocacy to membership via email. 	Policy & Advocacy Committee and Chair, Executive Director	January 2012	<ol style="list-style-type: none"> 1. WSRA Board, staff and membership advocate publicly for at least one issue/year.
L&A4: Establish a WSRA committee to identify best practices for multi-family recycling	<ol style="list-style-type: none"> 1. Board assign multi-family committee chair 2. Multi-family committee chair sends email to membership and recycling coordinators lists announcing new committee, and requesting participation 3. Committee Chair identifies co-chair 4. First meeting to be held Q4 2011 5. Determine committee priorities, assign tasks 6. Co-chairs set regular meetings (frequency to be determined) 7. Committee members write and design best practices; Co-chairs and editing sub-committee review and edit 8. Complete project by 2013 Annual Meeting 	LEAD: Multi-family committee co-chairs Member participants	Q4 2011	<ol style="list-style-type: none"> 1. By May 1, 2013, Committee publishes free document or documents that recommend best practices for successful multi-family recycling.

LEADERSHIP & ADVOCACY

STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES	START DATE	OUTCOME
OPPORTUNITY: WSRA Committees Implement Annual Goals				
L&A5: Committees hold annual goals setting meetings	<ol style="list-style-type: none"> 1. Committee Chairs set meeting with committee members in July or August of each year and establish measureable goals. 2. Committee Chairs report status of goals implementation annually at February Board meeting, and to membership at Annual meeting. 	Committee Chairs, WSRA members	July 2012	<ol style="list-style-type: none"> 1. All Committee Chairs submit annual goals to Executive Director and present goals annually to Board of Directors at September Board meeting. 2. 90% of all goals established are met during target timeframe.
OPPORTUNITY: WSRA Develops Relationships with Peer Organizations				
L&A6: WSRA offers member pricing for WSRA events to peer organizations	<ol style="list-style-type: none"> 1. Executive Director or Board President verbally invites leadership of peer associations to attend WSRA conference or other event at member price. 2. Finance Committee budgets annually for Executive Director or one Board member to attend an event or conference of like organizations. 3. Executive Director or Board member attends one event per year. 	LEAD: Executive Director Finance Committee, Board of Directors	January 2012	<ol style="list-style-type: none"> 1. At least one member of leadership of like associations attends one WSRA event or the conference annually. 2. One member of WSRA leadership attends one event or conference of like organization annually. 3. Generate new ideas for WSRA events and conference.

TARGET: FUTURE LEADERSHIP

STRATEGY	ACTION STEPS	RESPONSIBLE PARTIES	START DATE	OUTCOME
OPPORTUNITY: Promote Careers in the Recycling Industry in Washington State				
FL1: Establish a conference scholarship program for young professionals	<ol style="list-style-type: none"> 1. Education Committee designs scholarship program, and proposes to Board of Directors. 2. Education Committee raises funds for scholarship in cooperation with Fundraising Committee, and seeks support from Board of Directors 	LEAD: Education Committee Fundraising Committee, Board of Directors	July 2012	<ol style="list-style-type: none"> 1. At least 3 young professionals receive scholarship to 2013 conference. 2. At least 5 young professionals receive scholarship to 2014 conference.
FL2: Make personal contact with each new attendee to WRED events	<ol style="list-style-type: none"> 1. Executive Director identifies new participants at each event, and emails Board requesting volunteers to call or email attendees. 2. Board volunteers and Executive Director invite attendees to join WSRA, and explain volunteer opportunities and membership benefits. 3. Board volunteers follow up with Executive Director if attendee expresses interest in membership. 	Executive Director, Board of Directors	Q3 2011	<ol style="list-style-type: none"> 1. All new attendees to WRED events receive welcome call or email from Executive Director or Board.
FL3: Establish a WSRA mentorship program	<ol style="list-style-type: none"> 1. Education Committee develops Web-based WSRA mentorship program by April 30, 2012. 2. Education Committee Chair(s) or member posts mentorship information on Web site, announce via email to 	Education Committee, Education Committee Chair	Q2 2012	<ol style="list-style-type: none"> 1. Ten members sign up for mentorship program within 3 months of announcement 2. All members seeking a mentor are matched within

FUTURE LEADERSHIP

<p>FL3: Establish a WSRA mentorship program, <i>cont'd.</i></p>	<p>members.</p> <ol style="list-style-type: none">3. Education Committee Chair(s) promotes mentorship program at WRED events and annual meeting during announcements.4. Education Committee tracks program activity, assesses program through participant survey, and reports annually to Board.			<p>6 months of program launch, or program sign-up.</p>
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Conclusion

The Strategic Planning Committee will review the status of the strategies and outcomes in this Plan twice annually, and work with responsible parties to promote implementation in accordance with Plan timelines. The Committee will report implementation status twice yearly at Board meetings.

The Strategic Plan is designed as a living document, and may be updated upon the recommendation of the Committee, with Board approval. The Plan will go through a full review and rewrite every four (4) years, beginning in 2014, or as needed.

A summary of Strategic Plan activities and accomplishments will be provided to the membership annually in *The Report*, the WSRA Newsletter.

Acknowledgements

The following WSRA members served on the 2010-2011 Strategic Planning Committee:

Angela Wallis, Strategic Planning Co-Chair and Assistant Treasurer, Board of Directors

Dustin Bender, Strategic Planning Co-Chair and Treasurer, Board of Directors

Scott Campbell, President, Board of Directors

Conan O'Sullivan, Executive Director

Signe Gilson, Board of Directors

Pat Kaufman, Vice President, Board of Directors

Shannon McClelland, WSRA Member, Washington State Department of Ecology

The WSRA Board and Executive Director would like to thank 2010-2012 Board Member Angela Wallis for her work and leadership towards completion of the Strategic Plan, and Theresa McCartney of King County Housing Authority for providing an objective review of the plan.

Appendix

Strategy Implementation by Party Responsible and Year

Responsible Committee or Person	2011	2012	2013	2014
Board of Directors – ALL	MS5, MS9, L&A1	MS3, MS9, R4, R5, L&A2, L&A6, FL2	MS9, R5, L&A2, FL2	MS9, R5, L&A2, FL2
Board President	MS9, MS10	MS6, MS9, MS10	MS9, MS10	MS9, MS10
Communications Committee	MS1, R1, L&A1	MS3, MS4, MS8, R1 L&A5	R1, L&A5	R1, L&A5
Communications Committee Chair(s)	MS1, MS2, R1	MS3		
Conference Committee	MS7,	L&A5	L&A5	L&A5
Conference Committee Chair(s)				
Education Committee		L&A5, FL1, FL3	L&A5, FL1	L&A5, FL1
Education Committee Chair(s)		FL3		
Executive Committee		R3, R4, L&A2, L&A5	L&A2, L&A5	L&A2, L&A5
Executive Director	MS1, MS2, MS5, MS10, R1, L&A1	MS3, MS4, MS6, MS8, MS10, R1, R5, L&A2, L&A3, L&A6, FL2	MS10, R1, R5, L&A2, L&A3, FL2	MS10, R1, R5, L&A2, L&A3, FL2
Finance Committee		L&A5, L&A6	L&A5	L&A5
Fundraising Committee	R1	R1, R5, L&A5	R1, R5, L&A5	R1, R5, L&A5
Fundraising Committee Chair		R5	R5	R5
Member Programs & Services Committee (WRED Committee)		R2, L&A5	R2, L&A5	R2, L&A5
Multi-family Recycling Committee	L&A4	L&A4, L&A5	L&A4	
Multi-family Recycling Committee Chair(s)	L&A4	L&A4	L&A4	
Nominations Committee Chair		R3		
Policy & Advocacy Committee		L&A3, L&A5	L&A3, L&A5	L&A3, L&A5
Policy & Advocacy Committee Chair(s)		L&A3, L&A5	L&A3, L&A5	L&A3, L&A5