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OF RECYCLING
IN COLORADO
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MEMBERSHIP DIRECTORY

and Annual Report

2015-2016

CAFR supports, educates and guides individuals and leaders in business, education, nonprofits and government to take action that turns ever greater amounts of waste into marketable resources.

Colorado Association for Recycling
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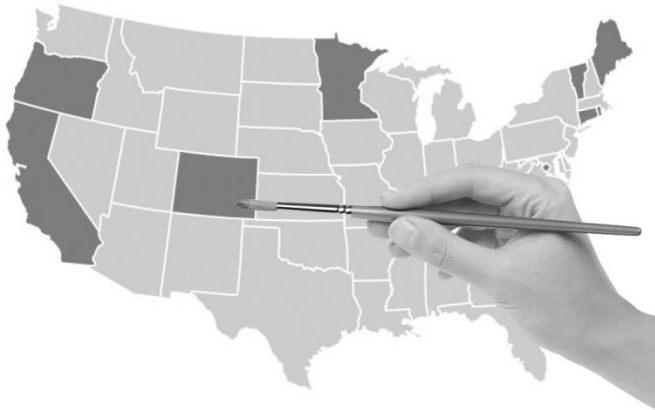


Carton Council

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Colorado Association for Recycling

Turning today's waste into tomorrow's resources

About CAFR

Vision

To be the catalyst, leader, voice of recycling, and ongoing resource for the growth and sustainability of the recycling community in Colorado.

Mission

To support, educate and guide individuals and leaders in business, education, nonprofits and government to take action that turns ever greater amounts of waste into marketable resources.

CAFR is the leading independent, nonprofit organization in Colorado that is actively working to promote and encourage recycling through programs that educate the public, local governments, businesses and Colorado's elected officials and through programs designed to provide technical assistance to those wishing to recycle. We pride ourselves in offering the following services to our members and to the state.

Standard Membership Benefits

Annual Meeting

This annual event is a networking meeting for association members to learn about what others are doing around the state and includes an annual update on the programs, services and state of CAFR. It is also an opportunity for CAFR members to meet and talk face-to-face with the CAFR Board of Directors and officers.

Annual Summit for Recycling Conference

The Colorado Summit for Recycling is Colorado's only statewide recycling conference. As a CAFR member, you receive discounted registration rates and the opportunity to participate in the planning of the conference. The Summit offers technical training workshops, general recycling sessions, exhibit hall, recycling awards and excellent networking opportunities.

Board Meetings and Tours

The Board of Directors meets every other month in various locations around the state. Everyone is welcome to participate in the meetings and join the directors for a tour of a member facility. It's another great networking and learning opportunity. If your organization or community would like to host a meeting and tour, please let us know.

Canopy Airport Parking

CAFR members receive 30% off daily rates at Canopy Airport Parking at Denver International Airport. Canopy's Denver location is a green parking facility utilizing solar, geothermal, and wind power combined with CNG and Biodiesel shuttle buses. Canopy Airport Parking is a Green Parking Council Certified Demonstrator Site, and is registered with the certification goal of LEED® Certified Gold.

Education and Outreach

One of CAFR's goals is to maximize exposure of the recycling industry. This includes reaching out to other businesses and institutions in the community and promoting the activities and accomplishments of CAFR and its members.

Poster Contest - CAFR promotes recycling education through the annual recycling poster contest. All Colorado students and youth organization members are invited to participate and show their commitment to the environment. Students and teachers win recycling-related prizes.

America Recycles Day - CAFR promotes America Recycles Day, celebrated November 15. America Recycles Day is the only nationally recognized day dedicated to the promotion of recycling in the United States. One day to educate and motivate. One day to get our neighbors, friends and community leaders excited about what can be accomplished when we all work together.

Website and Promotional Video - CAFR's online membership directory is a tool for members and the public to find a nearby recycling facility or service; search by location or material. CAFR produced a professional video that members can use to tell others about CAFR and help with outreach and education efforts. Find the video on the CAFR website homepage, www.cafr.org, or link to the video directly, http://youtu.be/1_KJUhb9o0. The video is a great resource for CAFR members and the public.

Membership Directory

CAFR's online membership directory provides the public with access to your recycling information and services. This printed membership directory is one of your benefits, too!

Networking

Membership in CAFR helps get you in the loop. CAFR provides you with the opportunity to stay up to date with your peers, local recycling trends, state policy and, through CAFR's affiliation with other organizations, national issues.

Policy

The committee tracks and promotes items of importance to the recycling community, educates legislators and decision makers and works with other organizations to ensure that the voice of recycling is heard in Colorado. In the past seven years of involvement at the state legislature, CAFR has been successful in passing historical legislation beneficial to the recycling industry in Colorado.

Publications

Quarterly Newsletter – The electronic newsletter provides the latest information on CAFR programs and activities and highlights member accomplishments. Article submissions are open to all CAFR members and non-members who want to share news about events, research, legislation, or other information relevant to recycling professionals in the state. Each issue contains articles, news briefs, events, and editorials.

Bi-weekly Updates – We combine various announcements and news items into one convenient e-mail every two weeks, including news from members, training and meeting announcements, and other noteworthy items that cross our desk.

CAFR Councils

Members have the option of joining one of CAFR's councils for an additional membership fee. Each council focuses on a distinct aspect of waste diversion in the state.

Colorado Product Stewardship Council (CoPSC) – CoPSC works to integrate the principles of product stewardship into the policy and economic structures of Colorado's waste management system.

Electronics Recycling and Reuse Council (ERRC) – ERRC seeks to improve communication between the electronics recycling industry, those interested in using its services and relevant government agencies and departments. ERRC seeks to enable CAFR to formulate policy positions on the subject of electronics recycling.

Rocky Mountain Organics Council (RMOC) – RMOC promotes sustainable utilization of organic resources in communities around the state. RMOC focuses on the professional production of quality organic products, developing markets for those products and educating customers in their proper use and application.

Getting the most out of your membership

Attending CAFR events and participating in a committee are the best ways to utilize the benefits that CAFR has to offer. CAFR represents you and, to ensure that your voice is heard, you need to stay involved. We understand that this may be difficult for members in remote areas and that is the reason that CAFR communicates with you using conference calling, e-mail and the internet. Each of the previously mentioned benefits is managed by a CAFR committee that you may participate in!

National Recycling Coalition (NRC)

CAFR is an affiliate of the National Recycling Coalition (NRC). NRC is national nonprofit advocacy group with more than 6,000 members. The Coalition represents and advocates for every sector of the recycling industry across the country. You will receive national information from NRC through CAFR. For more information about NRC, visit www.nrcrecycles.org.

Membership Levels

Sponsor - \$3,500

- Placement of your logo on CAFR's Web site (1 square inch) and a link to your site
- Listing in CAFR's online membership directory including information on your recycling products, services and/or activities
- Free ½-page advertisement in the annual printed membership directory
- Listing as a sponsor in the annual printed membership directory
- Four free ¼-page advertisements in CAFR's quarterly newsletter (one each issue)
- Given the first opportunity to sponsor events such as the annual Colorado Summit for Recycling
- Signs at CAFR events with your logo
- Member rates for up to five individuals from your organization to attend CAFR events
- Four additional non-voting individuals from your organization can receive electronic news and updates from CAFR
- Standard member benefits

Supporter - \$1,800

- Placement of your logo on CAFR's Web site (3/4 square inch) and a link to your site
- Listing in CAFR's online membership directory including information on your recycling products, services and/or activities
- Free ¼-page advertisement in the annual printed membership directory
- Listing as a supporter in the annual printed membership directory
- One free ¼-page advertisement in CAFR's quarterly newsletter
- Signs at CAFR events with your logo
- Member rates for up to four individuals from your organization to attend CAFR events
- Three additional non-voting individuals from your organization can receive electronic news and updates from CAFR
- Standard membership benefits

Friend - \$750

- Listing of name on CAFR's Web site and a link to your site
- Listing in CAFR's online membership directory including information on your recycling products, services and/or activities
- Listing as a friend in the annual printed membership directory
- Listing of name in one edition of quarterly newsletter
- Signs at CAFR events with your name
- Member rates for up to three individuals from your organization to attend CAFR events
- Two additional non-voting individuals from your organization can receive electronic news and updates from CAFR
- Standard membership benefits

Large Business (more than 75 employees) - \$500

- Listing in CAFR's online membership directory including information on your recycling products, services and/or activities
- Listing in the annual printed membership directory
- Member rates for up to two individuals from your organization to attend CAFR events
- Two additional non-voting individuals from your organization can receive electronic news and updates from CAFR
- Standard membership benefits

Medium Business (15-75 employees) - \$350

- Listing in CAFR's online membership directory including information on your recycling products, services and/or activities
- Listing in the annual printed membership directory
- Member rates for up to two individuals from your organization to attend CAFR events
- One additional non-voting individual from your organization can receive electronic news and updates from CAFR
- Standard membership benefits

Small Business (less than 15 employees) - \$200

- Listing in CAFR's online membership directory including information on your recycling products, services and/or activities
- Listing in the annual printed membership directory
- Member rates for up to two individuals from your organization to attend CAFR events
- One additional non-voting individual from your organization can receive electronic news and updates from CAFR
- Standard membership benefits

Large Government (population of more than 80,000 served) - \$300

- Listing in CAFR's online membership directory including information on your recycling products, services and/or activities
- Listing in the annual printed membership directory
- Member rates for up to two individuals from your organization to attend CAFR events
- Two additional non-voting individuals from your organization can receive electronic news and updates from CAFR
- Standard membership benefits

Medium Government (population of 15,000-80,000 served) - \$225

- Listing in CAFR's online membership directory including information on your recycling products, services and/or activities
- Listing in the annual printed membership directory
- Member rates for up to two individuals from your organization to attend CAFR events
- One additional non-voting individual from your organization can receive electronic news and updates from CAFR
- Standard membership benefits

Small Government (population of up to 15,000 served) - \$150

- Listing in CAFR's online membership directory including information on your recycling products, services and/or activities
- Listing in the annual printed membership directory

- Member rates for up to two individuals from your organization to attend CAFR events
- One additional non-voting individual from your organization can receive electronic news and updates from CAFR
- Standard membership benefits

Nonprofit/University - \$150

- Listing in CAFR's online membership directory including information on your recycling products, services and/or activities
- Listing in the annual printed membership directory
- Member rates for up to three individuals from your organization to attend CAFR events
- One additional non-voting individual from your organization can receive electronic news and updates from CAFR
- Standard membership benefits

Individual Sustaining - \$100

- Listing in the annual printed membership directory as Individual Sustaining Member
- Standard membership benefits

Individual - \$75

- Listing in the annual printed membership directory
- Standard membership benefits

Student/Associate - \$30

- Listing in the annual printed membership directory
- Non-voting
- Standard membership benefits

2014 CAFR Annual Report

CAFR has been working to promote recycling in Colorado since 1991. Each year, we take steps towards making recycling available to more and more residents of Colorado. We celebrated our 23rd year in 2014 with a series of significant activities and accomplishments via our programs, highlighted in this Annual Report. CAFR is very grateful for the continued support of our members. We encourage you to hold us accountable and to share your thoughts and suggestions with us about your needs and the direction we should take as we work for more and better recycling and waste diversion throughout Colorado.

Operations

CAFR employs one full-time Executive Director (ED) and one part-time Executive Assistant (EA). In 2014, CAFR contracted with a lobbyist, a Summit program coordinator and a Front Range Sustainable Purchasing Network consultant.

Membership

In 2014, CAFR's membership decreased slightly to 222 from 226 in 2013. Dues income increased almost \$20,000 from 2013.

Summit for Recycling

Held in Colorado Springs, the 2014 Summit for Recycling featured educational and networking opportunities for waste diversion and recycling professionals from the business, government, not-for-profit and university sectors. The 2014 theme was, "The Changing Landscape: How Limited Resources, New Technologies and Human Behavior Are Reshaping the Recycling Industry." The Summit:

- Connected 271 attendees (the greatest number of attendees ever), including 26 exhibitors, 47 sponsoring businesses, and CAFR Board members and staff. Attendance levels increased 5 percent compared to 2014.
- Highlighted two keynote presentations: "Critical Trends Affecting Recycling's Future" by Jerry Powell of Resource Recycling and "It's Not Your Grandpa's Dirty MRF" by Steve Viny of Envision Waste Services.
- Presented plenary sessions on new MRF trends and recycling markets, along with a variety of other educational and innovative sessions.
- Provided scholarships for six college students, affording them a key networking and educational experience.
- Hosted the Monday evening Recycling Awards Gala where seven awardees were honored for their work in recycling and attendees enjoyed the great sounds of Olachi.
- Coordinated three tours: Bestway Recycling's material recovery facility, the University of Colorado - Colorado Springs LEED Gold Osborne Center and a combined tour of El Paso County's HHW facility, the City of Colorado Springs' Commodes to Roads program and Rocky Top Resources.

CAFR thanks our 2014 Summit sponsors. Their enduring financial support allows the Summit for Recycling to continue to be the premier waste diversion conference of the Rocky Mountain region.

Annual Meeting

The 2014 Annual Meeting was held October 21 at Red Rocks Park & Amphitheatre in Morrison. In attendance were 112 recycling professionals from around the state. The program included lightning round presentations on sustainability programs at the University of Colorado-Boulder and Denver International Airport. The group also heard updates on the new architectural paint legislation and proposed changes to Colorado's composting regulations, as well as several other topics

impacting recycling in Colorado. Environ International and the Colorado Department of Public Health and Environment also presented the new findings of a study determining the economic impact of recycling in Colorado. To finish out the afternoon the group toured the venue and learned about sustainability efforts at Red Rocks.

Policy

In 2014, the Policy Committee:

- Organized the Summit for Recycling session "Regulating with Results: Moving the Needle with Legislation" that taught attendees how legislation can change behavior and how the waste stream is affected when manufacturers become responsible for their product through end-of-life take-back programs. The session received a rating of 4.22 out of 5 with very positive comments.
- Passed the Architectural Paint Stewardship Program bill to establish a paint stewardship program for the environmentally sound disposal of postconsumer paint.
- Through the RREO program, helped fund the Economic Study of Recycling in Colorado report, which outlines how reuse and remanufacturing have positive economic impacts on the state's economy.
- Continued to forge relationships with legislators and elected officials, educating them on the economic and environmental benefits of waste diversion.
- Worked with various stakeholders and CAFR's Colorado Products Stewardship Council to navigate the implications of implementing a paint stewardship program by July 1, 2015.
- Laid the groundwork for 2015 legislation to develop a tax credit bill for purchasing recycling equipment.
- Met with the Governor's office to discuss how the administration can help support recycling in Colorado.
- Presented a proposal to and received approval from the Capitol Building Advisory Committee and Department of Personnel and Administration to re-introduce recycling at the Capitol Building.

The Policy Committee continues to work with CAFR's contract lobbyist, Jensen Public Affairs, and several stakeholders, including the Colorado Department of Public Health and Environment, Conservation Colorado and PaintCare. We greatly appreciate the contributions and commitment of these partners to CAFR's advocacy efforts.

Education and Outreach

The Education and Outreach Committee continued its work of building relationships with other organizations and communities throughout the state, including Colorado Environmental Health Association and Colorado Alliance For Environmental Education, just to name a couple. The committee participated in many different events over the course of the year, expanding our outreach and knowledge base. Our key efforts included:

- **Roundtables** - Working with Healthy Hospitals Initiative, CAFR hosted two educational roundtables on "Managing Waste in Healthcare." The April 9 event was held in Brighton. The program identified best practices for waste reduction, recycling and other diversion methods, identified barriers and challenges to achieving environmental performance goals. The December 5 event was held in Westminster. The program identified real solutions for energy and waste reduction, recycling, and diversion focusing on blue wrap, electronics, and unused medical supplies and equipment, developed a step-by-step plan for implementing environmental practices in small-group exercises. Both events developed regional contacts and networks for ongoing support of sustainability efforts. Twenty-three participants registered for each event.
- **Poster Contest** - CAFR received entries from 23 schools in 2014, a very slight 4% decrease in school participation from 2013. CAFR printed 650 calendars highlighting the twelve winning entries and distributed the calendars to teachers and businesses across Colorado. Nine of the 12 winning students attended an award ceremony at the Summit for Recycling in Colorado Springs.
- **Member Tours** - CAFR offered three tours to members: Goodwill Industries of Denver, repurposed Materials and Western Disposal Services.
- **Website** - The CAFR website, www.cafr.org, was visited 13,979 times, an increase of 1 percent from 2013, and was visited by 9,055 unique users. Sixty-three percent of the visitors were new to the site and the average visit duration was almost three minutes.
- **Communication** - CAFR produced and distributed four quarterly newsletters and 26 bi-weekly updates and utilized social media channels.
- **RREO Assistance Committee** - Through the executive director and other members, CAFR fully participated in the Colorado Department of Public Health and Environment's Recycling Resources Economic Opportunity (RREO) Assistance Committee, working to refine the rebate program and to award grant funding.
- **Member Promotion** - CAFR highlighted member successes throughout the year in our newsletters, bi-weekly updates, at the Summit for Recycling and at the Annual Meeting.

Colorado Council for Sustainable Purchasing (CCSP)

CCSP began 2014 as an ad hoc group of governmental purchasing officers interested in clarifying what was truly sustainable in an ocean of "green" options. The group, then known as the Front Range Sustainable Purchasing Network, gathered momentum with help and staffing from a technical assistance contract awarded to CAFR and became an official council of CAFR at the start of 2015.

CCSP has accomplished many things since its formation, including:

- establishing the group as a council under the CAFR
- researching topics such as managed print services/multi-function devices, hand dryers vs. paper towels, and the sustainability efforts of cooperative purchasing organizations

- encouraging participation in the State Electronics Challenge (SEC)

In 2015, the CCSP intends to explore the topics of alternative vehicles/fuels, sustainable construction (including paint and carpet), and promotional items. If you're interested in making a positive impact on the goods and/or services that your organization procures, then consider joining CCSP.

Colorado Product Stewardship Council (CoPSC)

A major task and achievement of the council was working to support the CAFR Policy Committee as SB14-029, the paint stewardship bill, navigated the legislature and was ultimately signed into law. CoPSC actively worked behind the scenes to rally support, provide information and letters of support, and help answer questions. Council representatives also provided updates to the paint stewardship factsheet and attended all the legislative committee hearings.

Since the passage of the paint bill, CoPSC has supported the implementation of paint stewardship in the state by:

- Helping to plan for and attend stakeholder meetings and HHW facility visits with PaintCare staff in Pueblo, Alamosa, Durango, Grand Junction and Glenwood Springs.
- Supporting discussion on paint stewardship at the 2014 CAFR Summit via the council's exhibit booth and a council meeting attended by PaintCare.
- Hosting presentations, circulating a model PaintCare HHW contract, and providing a forum on paint stewardship during its monthly meetings.
- Providing a "benefits of paint stewardship" document to HHW programs.
- Attending a two-day workshop in Boston hosted by PaintCare and PSI to discuss harmonization of paint care laws.

Also during 2014, the council began to explore and consider potential extended producer responsibility (EPR) for batteries and mattresses, with its sights set on 2017 to introduce another EPR bill. The council pushed through a period of low attendance at meetings and has begun to see much stronger interest, and even a slight growth in paid membership. The council was chaired by Hilary Collins and Ruth Gaulke volunteered as the council's vice-chair part way through the year.

Electronics Recycling and Reuse Council (ERRC)

The Council held a meeting during the 2014 Summit for recycling, covering updates on an ERRC special event with Mike Mills on plasma recycling for CRTs and rare earth extractions from e-waste. The Council has since been on sabbatical and will be discussing the future of the council at the 2015 Summit.

Rocky Mountain Organics Council (RMOC)

During 2014, RMOC sponsored and participated in the CAFR Summit for Recycling held in June in Colorado Springs. RMOC's session at the Summit, "The Changing Landscape of Organics Recycling," featured Jim Potter of Heartland Biogas, LLC, who presented on their new anaerobic digester facility under construction in Weld County, the largest facility of its kind in North America, and David Snapp of the Colorado Department of Public Health and Environment (CDPHE), who presented on possible changes to solid waste regulations regarding the siting of composting facilities in Colorado.

RMOC had 20 members in 2014 and held four quarterly meetings, three in person and one through a conference call. RMOC submitted a white paper to CDPHE that offered RMOC's ideas and perspectives for the department to consider related to the possible regulation changes. Dan Matsch was installed as co-chair of RMOC and Bryce Isaacson continued as co-chair and Lisa Friend continued as vice-chair.

In 2015, RMOC plans to work with the Colorado Department of Transportation to develop new compost markets and will continue to engage with CDPHE on updates to the compost classification document.

Financial Health

During the budget process, the CAFR Board of Directors passed a budget for fiscal year 2014 with a minor loss of \$50. However, at the end of the year, CAFR was in the black with a strong net profit.

Income in 2014 was nearly 18% higher than 2013 income, mostly due to an increase of more than \$20,000 in membership dues. In part, this is caused by the timing of when dues are paid and in part to a couple of new higher-level members joining at year's end. Some additional income in 2014 relates to billing for 2015 Summit sponsorships. Additionally, there was an adjustment to deferred income that caused a slight increase in revenue for 2014. We are still finalizing the end-of-year financials, but at this time, it appears CAFR will have an income of approximately \$22,000 at the end of fiscal year 2014.

Total 2014 assets increased by 7.2% (\$11,800) over 2013, an increase from \$163,000 to \$174,800, mostly in cash and accounts receivable. Our Domini Fund account remained static over the course of the year. With the decrease in deferred income, our liabilities decreased about \$10,000, from \$34,000 in 2013 to \$24,000 in 2014.

Sponsorships were responsible for the largest part of CAFR's income (35%), followed by program fees (30%) and membership dues (27%). (Figure 1) Most of those sponsorships came from the Summit which, between sponsorships and program fees, brought in nearly 50% of CAFR's income. After the Summit and membership, revenue streams include a grant (now completed), the Annual Meeting and the Poster Contest.

Last year, the Summit was responsible for 34% of our overall expenses, while the General Fund came in at nearly 23% and Policy at slightly over 14%. The General Fund expense was slightly higher in 2014 compared to 2013 because of additional time spent establishing policies and procedures and planning. Additional expenses include grant expenses (6.4%), education and outreach (4.5%) and board meetings (3%). Membership expenses totaled about 2%. (Figure 2)

As you can see, income from the Summit is extremely important to CAFR's financial health. This year, we are hoping to expand our membership base thereby expanding income from dues to offset some of the burden of fundraising for the Summit. This should allow for an even more robust revenue stream and organization.

We, as always, have you and your organizations, communities and businesses to thank for making CAFR financially sound. Your continued support of CAFR helps make it a strong, healthy, diverse and vibrant organization. We look forward to continuing to work for you and with you in growing our great recycling industry in Colorado.

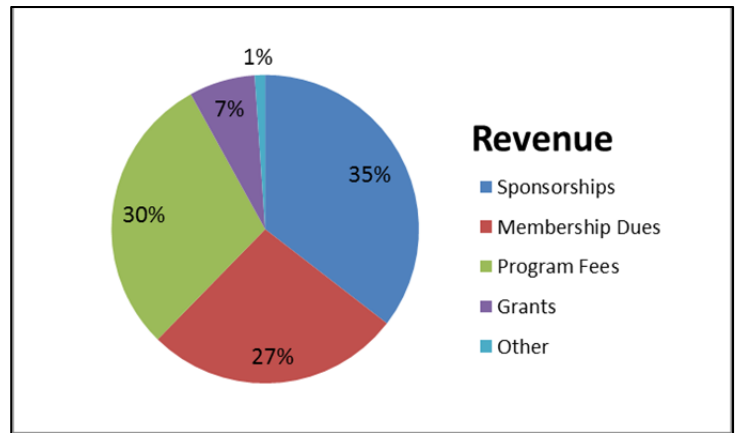


Figure 1. CAFR Revenue 2014

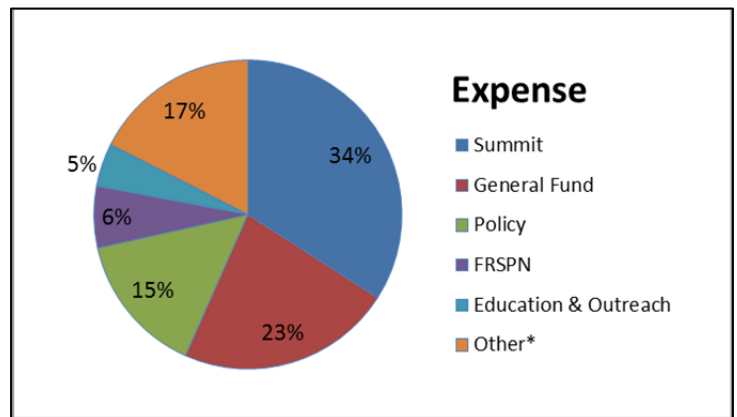


Figure 2. CAFR Expense 2014

CAFR Financial Statements

Below is a summary of CAFR's 2014 Income and Expenses.

CAFR Profit & Loss** January through December 2014	Accrual Basis
Ordinary Income/Expense	
Income	
Contributions Income	1,912.55
Exhibitor	9,241.25
Gala Income	6,451.00
Grants	16,199.85
Grant Writing Seminar	470.00
Membership Dues	62,606.66
Program Fees	46,265.25
Reimbursed Expenses	2,544.45
Sales	565.00
Scholarship Fund	1,945.00
Silent Auction	4,675.79
Sponsorships	78,790.00
Total Income	233,056.80
Expense	
Audio/Visual	3,096.20
Awards	470.34
Bank Service Charge	46.23
Dues and Subscriptions	610.00
Facility Rental and Food	34,898.85
Gala Expense	5,762.55
Insurance	1,825.00
Licenses and Permits	10.00
Meetings	31.92
Memberships & Subscriptions	245.00
NRC Dues	1,000.00
Online Processing Fees	5,903.55
Payroll Expenses	89,898.22
Postage and Delivery	870.97
Printing and Reproduction	3,376.91
Professional Fees	41,813.75
Registration Fees	529.00
Rent	6,660.00
Repairs	180.00
Roundtable Expenses	510.00
Scholarship Expense	200.00
Silent Auction Expenses	1,000.94
Speaker Fees	1,988.42
Supplies	1,511.58
Telephone	1,044.66
Training/Education	175.00
Travel and Ent	6,692.53
Website	420.00
Total Expense	210,810.62
Net Ordinary Income	22,246.18
Other Income/Expense	
Other Income	
Bad Debt Collected	95.58
Interest Income	53.01
Total Other Income	148.59
Net Other Income	93.59
NET INCOME	22,339.77

CAFR Balance Sheet** As of December 31, 2013	Accrual Basis
ASSETS	
Current Assets	
Checking/Savings	
1 st Bank	
Rest. Funds for CoPSC	482.37
Rest. Funds for RMOC	2,668.74
Rest. Funds for ERRC	3,265.15
1 st Bank Other	66,517.12
Total 1 st Bank	72,933.38
Domini Fund	81,298.46
Total Checking/Savings	154,231.84
Accounts Receivable	
Accounts Receivable	20,440.81
Total Accounts Receivable	20,440.81
Other Current Assets	
Petty Cash	150.00
Total Other Current Assets	150.00
Total Current Assets	174,822.65
TOTAL ASSETS	174,822.65
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Deferred Revenue	21,605.00
Direct Deposit Liabilities	6.00
Payroll Liabilities	2,610.66
Other Total Current Liabilities	24,221.66
Total Current Liabilities	24,221.66
Equity	
Retained Earnings	128,261.22
Net Income	22,339.77
Total Equity	150,600.99
TOTAL LIABILITIES & EQUITY	174,822.65

**The unaudited financial information provided above is preliminary and subject to adjustments and modifications. If you have questions, please contact us.

CAFR Staff and Board of Directors

Staff	Marjorie Griek Executive Director PO Box 11130 Denver, CO 80211-0130	Phone: 303-975-6975 Email: mgriek@cafr.org
	Amy Randell Executive Assistant	Phone: 970-372-5615 Email: amy@cafr.org
Board of Directors	Shaun LaBarre, President University of Colorado Boulder, CO	Phone: 303-492-1286 Email: shaun.labarre@colorado.edu
	Bryce Isaacson, Vice President Western Disposal Services Boulder, CO	Phone: 303-444-2037 Email: bisaccson@westerndisposal.com
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