



**THE SUCCESS  
OF RECYCLING  
IN COLORADO  
DEPENDS ON YOU**

**JOIN CAFR | CAFR.ORG**

# MEMBERSHIP DIRECTORY

and Annual Report

## 2017-2018

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  
PO Box 901  
Fort Collins, CO 80522-0901  
720-839-9531

Directory information also  
online at [www.cafr.org](http://www.cafr.org)



***Turning today's waste into tomorrow's resources***

**METAL**  
  
**recycles  
forever**

**Aluminum and  
Steel Cans are  
100% Recyclable.**



**FULL SERVICE  
ELECTRONICS RECYCLING**

- ◆ **SW Facilities**
- ◆ **Municipalities**
- ◆ **Businesses**
- ◆ **Schools**
- ◆ **Non-profits**
- ◆ **Residents**

100 N. Link Lane, Unit 100  
Fort Collins, CO 80524  
Phone: (970) 797-2934  
recycling@itrefresh.org  
www.itrefresh.org



**SAVE THE DATE**

**Summit for Recycling**

*The 2018 conference heads back to the high country*



**SNOWMASS  
JUNE 3-5, 2018**



# Table of Contents

About CAFR .....	3
Standard Membership Benefits.....	3
New Membership Levels .....	5
2016 CAFR Annual Report .....	7
CAFR Financial Statements .....	11
CAFR Staff and Board of Directors .....	12
Sponsors .....	13
Supporters.....	13
Friends .....	13
Business Members.....	14
Government Members.....	18
Nonprofit/School/University Members.....	21
Individual Sustaining Members .....	22
Individual Members .....	23
Student/Associate Members.....	24
Exchange Members .....	25
Colorado Composting Council.....	25
Colorado Council for Sustainable Purchasing .....	27
Colorado Product Stewardship Council.....	27



# 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

CAFR provides value to its members in a variety of ways. Year-round, through committees and councils, members keep up to date on the latest trends in recycling and materials management, form new professional relationships, make sure their voice is heard, and participate in numerous fun events.

### 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!

### Programs, Events, Tours, and Work Groups

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.

### 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 Committees

### Annual Meeting

The Annual Meeting Committee organizes the Annual Meeting that happens each year in October. This committee starts the planning process in March and works both on the logistics of the meeting as well as the program. This includes securing the venue, working with CAFR staff on the agenda, planning for food, planning networking opportunities, tours, and attending the annual meeting and assisting staff with registration, set-up and other meeting details the day of. The Annual Meeting is attended by over 100 members and is one of the most fun events each year.

This is a good committee for members who do one or more of the following:

- Enjoy timeline projects
- Enjoy working as part of a team
- Don't mind meeting deadlines as an individual and part of a group
- Love to take action and make things happen
- *Also great for members who haven't done event planning but want to learn or grow their skills.*

### Nominating Committee (ad-hoc)

The Nominating Committee is an Annual Meeting Committee ad-hoc committee that works a few months out of the year to coordinate the board of directors' nominations and elections. The committee works to collect paperwork from nominees, present candidates to the board and execute the voting process. This committee works directly with the Annual Meeting Committee to plan the part of the meeting agenda that presents candidates.

This is a good committee for members who do one or more of the following:

- Want to serve on a committee but can't make a year-long commitment
- Are good at working in a group
- Want to be involved in the selection process for the board

#### Development Committee

The Development Committee works to establish and grow relationships with all partner-level members, business partners, and individual sponsors and donors. The committee secures partner support for the Summit for Recycling, the Annual Meeting and overall support for CAFR programs and mission-based activities. Members of this committee are active in looking for new opportunities for CAFR to expand its network as well as opportunities to grow its base of large business supporters. This committee will also begin to look at grant opportunities and opportunities for additional fundraising sources.

This is a good committee for members who do one or more of the following:

- Enjoy building long-term relationships
- Are goal oriented
- Like to connect the dots with partnership opportunities
- Don't mind asking for financial support and commitments
- Prefer to get on the phone and get things done versus attending a lot of meetings
- *Also great for members who have not raised money before but would like to learn how with the help of a mentor!*

#### Finance

The Finance Committee meets bi-monthly to review CAFR financials and investments. Headed by the CAFR treasurer, the committee is the second set of eyes on financials as well as the group that researches potential investments and makes recommendations to the board and the executive director.

This is a good committee for members who do one or more of the following:

- Have budget oversight experience
- Have experience with financial investments
- Are interested in participating in the financial management of CAFR
- *This committee is also good for members who are interested in working with experienced members to learn about non-profit finance.*

#### Membership and Education

The Membership and Education Committee works to provide learning events, networking, and fun for our members. This committee organizes lunch and learns, social activities, tours, webinars, and outreach events. This committee is in charge of all things that relate to member involvement year-round and looks for ways to tap in to the wealth of knowledge held by our CAFR members. The committee also works with local schools and communities to raise awareness about recycling and sustainable materials management practices. This is a large committee made up of sub-committees that focus on special projects such as education, businesses and outreach.

This is a good committee for members who do one or more of the following:

- Like to plan and organize events
- Enjoy getting out and talking to people
- Are interested in involving local businesses in CAFR
- Enjoy connecting people and building relationships
- Are inclusive and enjoy making sure everyone gets invited
- Are educators at heart and want to organize learning opportunities
- Want to work on special projects like the annual art contest or Future Leaders Program
- *This committee is also seeking those that are confident using social media, promotion and marketing, and like handling behind-the-scenes details.*

#### Poster Contest and Future Leader Program Committee (ad hoc)

These projects are part of the Membership and Education Committee and their sole focus is to engage Colorado students. This committee works 6-8 months out of the year; poster contest runs January to September, Future Leaders Program runs January to June.

This is a good committee for members who do one or more of the following:

- Work on a single project
- Enjoy working with students of all ages
- Have connections with colleges and universities in Colorado
- Enjoy reaching out to the general community to advance recycling participation

#### Policy Committee

The Policy Committee fills multiple roles for CAFR. 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. The committee makes recommendations to the CAFR board of directors regarding involvement

in political issues, hosts stakeholder meetings on current policy issues, and hosts an annual Lobby Day at the Capitol. The Policy Committee meets every month and also holds a one-day policy retreat each year.

This is a good committee for members who do one or more of the following:

- Enjoy legislative work
- Have time to assist monitoring legislative issues
- Want to engage with lobbyists, legislators, and other elected officials
- Enjoy teaching others about policy (Lobby Day)
- Want to help gain support for recycling in the political arena
- Want to be involved in organizing and communicating with stakeholder groups
- *This committee is also seeking those that don't have experience with policy but want to learn or want to understand how policy affects their business.*

#### Summit for Recycling Committee

The Summit for Recycling Committee is in charge of organizing this signature event for CAFR. The annual Summit for Recycling brings together members, industry and business representatives, stakeholders, and anyone interested in recycling in Colorado. The Summit Committee is comprised of sub-committees that each take on a specific part of the Summit such as the program, the gala, awards, venue, tours, silent auction, marketing, and much more. The Summit Committee meets every month beginning in September and meets every two weeks two months prior to the event.

This is a good committee for members who do one or more of the following:

- Want to be part of a very active group
- Enjoy event planning and want to inspire attendees
- Like working on program content
- Have an interest in working with presenters
- Enjoy working with exhibitors
- Want to help with either creative or technical support
- Are interested in managing the silent auction
- *This is also good for anyone that wants to contribute to the Summit and/or get experience in event planning.*

#### **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 Composting Council (COCC)

COCC promotes sustainable utilization of organic resources in communities around the state. COCC focuses on the professional production of quality organic products, developing markets for those products and educating customers in their proper use and application.

#### Colorado Council for Sustainable Purchasing (CCSP)

CCSP shares procurement and supply chain management strategies and learn from each other. CCSP believes that by harnessing their collective knowledge and experience they can better align their efforts and significantly leverage resources and influence in creating a cleaner environment, a healthier community and better workplaces.

#### 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.

#### **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](http://www.nrcrecycles.org).

## **New Membership Levels (Effective July 1, 2017)**

### **Capstone Partner - \$12,000**

Our Capstone Partners are CAFR anchor partners who invest substantially in the health and longevity of the organization. These partners ensure that all we do is a success from small programs to our largest signature events.

### **Cornerstone Partner - \$8,000**

Our Cornerstone Partners are CAFR partners who go the next step in investing in the organization. These partners provide a high level of financial support for CAFR programs and events.

### **Supporting Partner - \$4,000**

Our Supporting Partners are CAFR partners who understand the importance of supporting CAFR by contributing financially to the success of our two signature events each year.

**Business Partner - \$2,000**

Our Business Partners are CAFR partners who want to support CAFR by participating beyond an individual level. These partners understand the important role businesses play in the success of CAFR.

**Community Partner - \$325**

Our Community Partners are CAFR partners that share in being organizations of public or non-profit service.

**Individual Business/Organization Partner - \$125**

Our Individual Partners are people who see the importance of being part of the CAFR community whether they are part of a private or public entity or simply an individual that wants to contribute.

**Citizen Member - \$25**

Citizen Members are members of the community at large who understand the importance of recycling and the responsible management of resources in the state of Colorado. These members want to support CAFR's mission and be kept up to date on important recycling and materials issues that affect their lives in Colorado. Citizen members receive the CAFR newsletter, can access volunteer opportunities and are able to take advantage of attending CAFR events at member rates.

**Partner Benefits**

	Capstone \$12,000	Cornerstone \$8,000	Supporting \$4,000	Business \$2,000	Community \$325	Individual \$125
Summit Sponsor	\$5,000	\$2,500	\$1,500			
Annual Meeting Sponsor	\$750	\$500	\$250			
Member Directory Ad	Free	Free	Free			
Quarterly Newsletter Ad	½-page ad	¼-page ad	¼-page ad			
Future Leader Sponsor	\$500	\$250				
Poster Contest Sponsor	\$250	\$100				
Website Advertising	Free	Free				
Summit Business Partner Booth	Free	Free	Free	Free		
Summit Registrations	6	4	2	1		
Summit Gala Tickets	6	4	2	1		
Annual Meeting Registrations	6	4	2			
Council Memberships	2 Free	2 Free	2 Free	2 Free	2 Free	2 Free
# of Voting Memberships	10	8	4	3	3	1

**First-Time Partners**

CAFR thanks the following members for being the first to show their support for CAFR by renewing or joining at our new partner levels:

Supporting Partners: Republic Services  
Rehrig Pacific  
I.T. Refresh



# 2016 CAFR Annual Report

CAFR has promoted recycling in Colorado since 1991. Each year, we take steps towards making recycling available to more and more residents of Colorado. 2016 was a year of transition for CAFR. In June, CAFR suffered the sudden and tragic loss of its executive director, Cara Russell. An interim executive director was installed for the remaining six months of the year. And in January CAFR was proud to bring on Laurie Johnson as executive director. The board of directors and staff look forward to some exciting new changes for the organization beginning in 2017, such as a new membership structure, new committees and a focus on increasing the value of membership. 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 and one part-time executive assistant. In 2016, CAFR contracted with an accountant, a lobbyist and a Summit program coordinator.

## Membership

In 2016, CAFR's membership decreased slightly to 217 from 225 in 2015. Dues income increased about \$8,200 from 2015. CAFR continues to focus on adding value for its members, evidenced by these sponsor and member networking events held in 2016:

- April 27 at Brixx Wood Fired Pizza in Denver to welcome the new executive director
- May 16 at Fossil Craft Beer Company in Colorado Springs
- June 8 at Stoney's Bar and Grill to celebrate the signing of the tax exemption bill
- July 21 at The Alliance Center in memory of Cara Russell
- September 14 at M Uptown in Denver
- September 23 at the Denver Zoo in conjunction with the Washed Ashore event
- December 8 at Belong Designs in Denver

## Summit for Recycling

Held in Grand Junction for the first time in CAFR's history, the 2016 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 2016 theme was, "Innovate to Succeed: Navigating the New Era of Materials Management." The Summit:

- Connected 210 attendees, including 23 exhibitors, 33 sponsoring businesses and CAFR board members and staff. Attendance levels decreased 18 percent compared to 2015, but this was anticipated given the distance from the Front Range.
- Highlighted three keynote presentations: "Sustainable Materials Management: Waste Management Gives Way to the Circular Economy" by Bob Gedert of the National Recycling Coalition, "Repurposing? Now, What Can We Do With That?" by Damon Carson of Repurposed Materials and "Consumption Emissions and the Waste-Climate Conversation" by Mark Gagliardi of the City of Oakland Public Works Agency.
- Presented a special stakeholder session on the Colorado Climate Plan with Taryn Finnessey, climate change risk management specialist with the Colorado Department of Natural Resources.
- Presented 11 other educational and innovative sessions.
- Provided scholarships for four college students, affording them a key networking and educational experience.
- Hosted the Sunday-evening Recycling Awards Gala, where seven awardees were honored for their work in recycling and attendees enjoyed dinner and entertainment at Varaison Vineyards and Winery.
- Hosted, for the first time, a special "young at heart" networking event on Monday night.
- Coordinated two tours: Mesa County Solid Waste Landfill and Grand Junction recycling.
- Conducted a silent auction with 16 donated items.
- Generated \$41,922 in net revenue for CAFR.

CAFR thanks our 2016 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. CAFR also recognizes the contributions of Amber Swasey and the host committee, who provided invaluable logistical assistance and ensured the Summit was a success.

## Annual Meeting

The 2016 Annual Meeting was held October 19 at the American Mountaineering Center in Golden. In attendance were 122 recycling professionals from around the state. This is an 18 percent increase from 2015 attendance. The program included lightning-round presentations on increasing diversion and lowering collection costs, digester processing, greening state government, glass recycling, hazardous materials management, community recycling ordinances and e-waste. The group also heard updates on the Integrated Solid Waste and Materials Management Plan and the state of CAFR. To finish the afternoon an optional tour of Rooney Road Recycling Center was offered.

## Policy

In 2016, the Policy Committee:

- Organized the Summit for Recycling session "Moving the Recycling Needle in the Front Range" series to develop a list of actions that CAFR, communities and businesses can take in the short- and long-term to increase the diversion rate. The top five issues to emerge from the session were: increasing the quantity and quality of recycling in

communities through education, hard-to-recycle and house hazardous waste, hauler licensing, empowering businesses to maximize waste diversion strategies and organics collection.

- Introduced the Sales and Use Tax Exemption of Equipment Used for Processing of Recovered Materials bill to allow manufacturers that reprocess, remanufacture or reuse manufactured materials to be exempt from state sales and use tax. The bill was signed by the governor. Contact CAFR to find out how to claim the exemption.
- Coordinated and executed a Policy Retreat in September to work with stakeholders, laying the groundwork to introduce a comprehensive recycling bill during the 2017 legislative session.
- Hosted a Lobby Day and Legislative Reception February 8, 2017, to raise awareness about recycling in Colorado. Thirty-three CAFR members came to the Capitol to receive training and then meet with representatives to discuss the positive impacts of recycling. In the evening, CAFR members were joined by six legislators at Stoney's Bar and Grill in Denver to generate more support for recycling.
- Continued to forge relationships with legislators and elected officials, educating them on the economic and environmental benefits of waste diversion and sustainable materials management.

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

### **Education and Outreach**

The Education and Outreach (E&O) Committee continued its work of building relationships with other organizations and communities throughout the state. The Committee participated in different events over the course of the year, expanding our outreach and knowledge base. Key efforts included:

Poster Contest - CAFR received entries from 30 schools in 2016, an increase of 11% in school participation from 2015. CAFR produced a postcard for America Recycles Day showcasing the grand-prize winner and distributed the post-card to more than 1,200 schools and businesses. CAFR coordinated with Pueblo Community College to produce a video highlighting the ten winning entries and the value of recycling. The video was premiered at the CAFR Annual Meeting and distributed to teachers and businesses across Colorado. The video received more than 450 views, an increase of 28% from 2015. A link to the video was sent to government access TV channels and public television stations around the state.

Outreach - The Committee staged an information booth at a recycling education and collection event in April. The one-day event was hosted by the Alliance for Sustainable Colorado in downtown Denver. Approximately 30 visitors stopped at the booth to learn about CAFR and answer recycle trivia. Membership and Summit information was shared with citizens.

Scholarships - Members of the E&O Committee promoted the Summit for Recycling Scholarship Program at colleges and universities in Colorado to entice students to attend the 2016 recycling conference in Grand Junction. Four scholarships were awarded: two from Colorado State University - Fort Collins, one from University of Colorado Boulder and one from Colorado Mountain College. Students rated the experience highly.

Website - The CAFR website, [www.cafr.org](http://www.cafr.org), was visited 17,044 times, an increase of 9% from 2015, and was visited by more than 11,000 unique users. Sixty-four percent of the visitors were new to the site and the average visit duration was almost three minutes.

Colorado Gives Day - CAFR participated in Colorado Gives Day, December 6, joining more than 2,100 other Colorado non-profits. Colorado Gives Day is a statewide celebration to increase online giving, presented by Community First Foundation and FirstBank. A total of \$1,010 was donated to CAFR on this one day.

Communication - CAFR produced and distributed four quarterly newsletters and 26 bi-weekly updates and utilized social media channels.

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 members share and develop best practices as they relate to environmentally preferable purchasing. CCSP evaluates high-impact items important to members and researches best practices. In 2016 CCSP joined the Sustainable Purchasing Leadership Council (SPLC) as a non-profit for the second year in a row. The SPLC is a national organization working to develop industry standards, both nationally and internationally, for sustainable purchasing.

In 2016 CCSP:

- Contacted Staples and asked if they could push their supplier for better pricing for CCSP members.
- Developed guidelines and a list of sustainable "swag" products that are made from recycled content or are recyclable.
- Compared feedback on use of 50% and 100% recycled-content paper.
- Signed a letter to Office Max asking for solutions on packaging.
- Shared information on paint cooperative agreements.
- Published a spreadsheet of "green"/sustainable certifications and who sanctions them.

The goals for CCSP in 2017 include:

- Publish a CCSP handbook of sustainable purchasing goals and objectives.
- Develop a strategic resource database of suppliers and contracts.
- Assist the SPLC in any way possible for the Annual Meeting in Denver in May 2017.
- Work on developing an outreach mechanism for CCSP in the Front Range.

### **Colorado Product Stewardship Council (CoPSC)**

During 2016 the CoPSC shifted focus from monitoring the success of the paint stewardship program to possible materials for future legislative action, and worked with the Policy Committee to understand how and when to collaborate in moving forward with future stewardship opportunities. Council members completed a survey to help identify the focus for the year and spent some time hearing from experts on big-picture product stewardship issues, as well as specific materials. Each month, CoPSC has focused its call-in meeting on a specific item. The group heard from experts on the topics of mattress recycling, electronic waste and right-to-repair legislation.

#### CoPSC Member Survey

In August 2016, CoPSC members took part in a survey designed to narrow the council's focus on which product stewardship materials to include in the 2016/2017 work plan. The top three items were: electronics, mattresses and packaging (national effort). Other items of interest were carpet, pharmaceuticals, the impact of the electronics landfill ban on rural communities and repair legislation (fix-it clinics).

#### Right-to-Repair

The Council heard from Kyle Wiens of iFixit on right-to-repair legislation. Right-to-repair supporters believe that once consumers buy an object – any object – they should own it and be able to modify or repair it, without needing permission from the manufacturer. Council members were very interested in this topic, and felt that a good first step would be to educate CAFR members and others on this movement, before talking about any sort of state legislation efforts.

#### Mattresses

Currently, three states have mattress recycling laws (CA, CT, RI) that were passed in 2013. The Council heard from mattress recycling experts Chris Conway of Spring Back Colorado and Dan Matsch of Eco-Cycle. Spring Back receives 4,000 mattresses per month and is expanding their operations to serve more Colorado locations. In terms of product stewardship, if mattress recycling is mandated, Spring Back could handle the extra volume but is concerned with finding secondary markets for products. Currently, Spring Back has a market for recycled foam, but that may not be a long-term solution.

#### Electronics

Colorado currently bans electronic devices from landfills, but communities are seeing a lot of illegal dumping due to high costs of responsibly recycling electronic waste. The Council heard from Jason Linnell of the National Center for Electronics Recycling and Janice Oldemeyer of I.T. refresh, who were able to share both the national and local perspectives on what's working and what's not with the current ban.

#### Next Steps

CoPSC will host a panel discussion at the annual CAFR Summit for Recycling in June 2017. Participants will hear from industry experts who will make their case for the need to focus product stewardship efforts on materials, such as electronics and mattresses, and will have the opportunity to vote on which topic the CoPSC should pursue in the next year.

### **Colorado Composting Council (COCC – formerly Rocky Mountain Organics Council)**

The Rocky Mountain Organics Council (RMOC) completed a long-considered shift in 2016 to become an official state chapter of the U.S. Composting Council, the national voice of the composting industry. That shift included a name change: RMOC is now the Colorado Composting Council (COCC). COCC remains a Council of CAFR. The move is intended to strengthen the voice of COCC within Colorado, attract new membership and take advantage of the resources offered by the U.S. Composting Council.

In 2016, COCC also:

- Coordinated a presentation at the 2016 Summit for Recycling in Grand Junction: "Food Waste to Value," which made the connection between the EPA food-waste hierarchy priorities of diverting surplus food to human and animal use and new technologies to better utilize food waste in composting and anaerobic digestion.
- Conducted six business meetings, including a December meeting to kick off a new member drive that continues into 2017. The membership at the end of 2016 stood at 25 members.
- Participated in stakeholder meetings to review state compost facility regulations that culminated in adoption of revised regulations in November. The new rules clarify exempt activities, and most importantly ease the permitting burden on yard-waste composting facilities, among other tweaks.
- Re-engaged with Colorado Department of Transportation (CDOT) to vet their existing compost usage specifications and positioned COCC to work with CDOT in 2017 to raise the visibility of the specification by including it in the CDOT "Green Book" and to create a You Tube video application guide to include in CDOT's mobile-friendly app.
- Completed the municipal compost requirement promotional brochure that includes model language for requiring compost application to new construction within a jurisdiction. The brochure will be central to a 2017 effort to meet with key municipal officials across the state to encourage adoption of a compost use regulation.

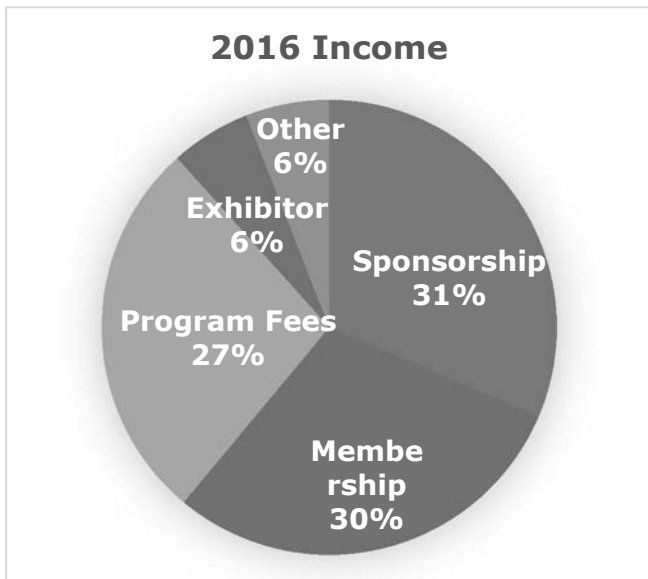
**Financial Health**

The organization ended 2016 with total revenue of \$166,828 and total expenses of \$154,092 resulting in a net gain of \$12,736. At the end of the year CAFR had \$169,916.25 in net assets, this is a 7% increase in net assets compared to year-end 2015.

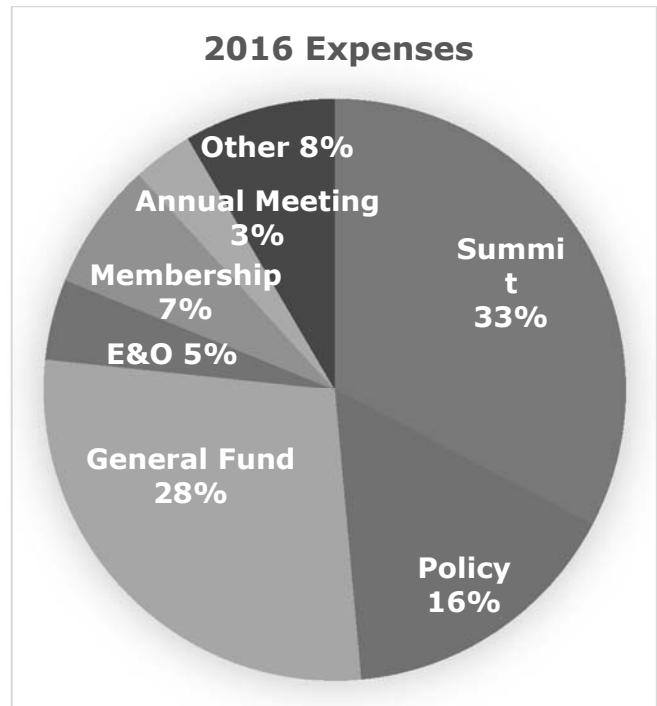
Despite a net profit of \$12,736, the organization did not meet the overall expected income (budgeted revenue \$181,245; actual revenue \$166,828). CAFR did not meet expected revenue in several categories, including membership (budgeted revenue \$50,435; actual revenue \$46,305) and Summit (budgeted income \$103,125; actual income \$92,135). Much of the stunted actual revenue for 2016 is attributed to the fact the organization operated nearly 10 months without a full-time executive director. The lower than expected revenue was offset by lower than expected expenses. The largest expenditures in 2016 were the general fund (\$43,172), the Summit for Recycling (\$50,213), and policy (\$24,338).

As usual, most of CAFR’s income came from two sources: the Summit for Recycling, which accounted for 56% of total income and more than \$41,922 in net profits, and membership, which accounted for 30% of total income. Combined, membership and the Summit generated 85% of CAFR’s total income in 2016. CAFR is continuing to look at ways to diversify our income streams, including developing a new financial policy that will potentially allow us to invest a portion of our savings in assets that will provide returns to the organization.

The commodity markets for 2017 appear to be on an upward trajectory compared to 2016. CAFR’s new executive director and the Board of Directors view 2017 as a year to rebuild and focus our efforts to strengthen the organization. These efforts include increasing the value proposition for our members, partners, and sponsors, focusing on increasing operational efficiencies, and growing the organization’s membership base to include a wider range of members across the private and public sectors. While these efforts might not be reflected in our net revenues for 2017, we expect this renewed focus will strengthen the organization and set us on a path for greater success in the future.



**Figure 1.** CAFR Income 2016 – All Programs Combined



**Figure 2.** CAFR Expense 2016 – By Program

# CAFR Financial Statements

Below is a summary of CAFR's 2016 Income and Expenses.

<b>CAFR Profit &amp; Loss**</b> <b>January through December 2016</b>	<b>Accrual</b> <b>Basis</b>
Ordinary Income/Expense	
Income	
Contributions Income	1,912.03
Exhibitor	9,412.50
Fundraising	15.04
Gala Income	5,425.00
Membership Dues	48,954.74
Program Fees	45,160.25
Sales	23.00
Scholarship Fund	2,050.00
Silent Auction	1,925.00
Sponsorships	51,950.75
Total Income	166,828.31
Expense	
Advertising	330.00
Audio/Visual	3,387.76
Awards	693.94
Bank Service Charge	140.26
Board Retreat	43.18
Contributions	4,900.00
Dues and Subscriptions	709.97
Facility Rental and Food	21,295.27
Gala Expense	6,932.44
Graphic and Design Work	800.00
Insurance	-28,102.72
Licenses and Permits	10.00
Memberships & Subscriptions	1,000.00
Online Processing Fees	4,489.21
Payroll Expenses	61,592.29
Postage and Delivery	1,157.01
Printing and Reproduction	1,665.26
Professional Fees	60,192.50
Reconciliation Discrepancies	-0.02
Registration Fees	79.72
Scholarship Expense	636.00
Speaker Fees	1,176.77
Supplies	2,112.00
Telephone	580.06
Training/Education	30.00
Travel and Ent	7,072.14
Web Site	781.25
Total Expense	154,092.11
Net Ordinary Income	12,736.20
Other Income/Expense	
Other Income	
Interest Income	122.60
Other Income	100.00
Total Other Income	222.60
Net Other Income	222.60
<b>NET INCOME</b>	<b>12,958.80</b>

<b>CAFR Balance Sheet**</b> <b>As of December 31, 2016</b>	<b>Accrual</b> <b>Basis</b>
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
1 <sup>st</sup> Bank	
Rest. Funds for CCSP	-720.27
Rest. Funds for CoPSC	1,090.43
Rest. Funds for COCC	4,281.27
1 <sup>st</sup> Bank Other	73,876.04
Total 1 <sup>st</sup> Bank	78,527.47
Domini Fund	81,388.10
Total Checking/Savings	159,915.57
Accounts Receivable	
Accounts Receivable	9,850.68
Total Accounts Receivable	9,850.68
Other Current Assets	
Petty Cash	150.00
Total Other Current Assets	150.00
Total Current Assets	169,916.25
<b>TOTAL ASSETS</b>	<b>169,916.25</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	999.81
Other Current Liabilities	
Deferred Revenue	16,457.91
Direct Deposit Liabilities	6.00
Payroll Liabilities	1,087.66
Total Other Current Liabilities	17,551.57
Total Current Liabilities	18,551.38
Equity	
Retained Earnings	138,406.07
Net Income	12,958.80
Total Equity	151,364.87
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>169,916.25</b>

\*\*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

<b>Staff</b>	Laurie Johnson Executive Director	Phone: 720-839-9531 laurie@cafr.org
	Amy Randell Executive Assistant	Phone: 970-372-5615 amy@cafr.org
<b>Board of Directors</b>	Juri Freeman, President Resource Recycling Systems Boulder, CO	Phone: 303-827-6586 jfreeman@recycle.com
	Tim Dailey, Vice President Waste-Not Recycling Johnstown, CO	Phone: 303-375-9115 tim@hi-tecplasticsinc.com
	Janice Oldemeyer, Vice President I.T. Refresh Fort Collins, CO	Phone: 970-797-2934 joldemeyer@onsiteelectronicsrecycling.com
	Megan Lane, Treasurer City & County of Denver/Denver Recycles Denver, CO	Phone: 303-446-3404 megan.lane@denvergov.org
	Beth Lenz, Secretary Upper Arkansas Recycling Canon City, CO	Phone: 719-275-1675 x1 beth.lenz@uaacog.com
	Chris Berry Republic Services Commerce City, CO	Phone: 720-590-4321 cberry@republicservices.com
	Jessica Burley, Vice President High Country Conservation Center Frisco, CO	Phone: 970-668-5703 jessie@highcountryconservation.org
	Geoffrey Davis Clear Intentions Denver, CO	Phone: 720-277-9647 gdavis@clearintentions.glass
	Brandy Dietz Colorado Industrial Recycling Colorado Springs, CO	Phone: 719-390-9500 brandy@coloradoindustrialrecycling.com
	Cliff Henry Yuma County Sanitary Landfill Eckley, CO	Phone: 970-359-2467 yumalandfill@plainstel.com
	Eric Heyboer CO Dept.of Public Health & Environment Denver, CO	Phone: 303-691-4955 eric.heyboer@state.co.us
	Caroline Mitchell City of Fort Collins Fort Collins, CO	Phone: 970-221-6288 cmitchell@fcgov.com
	Randy Moorman Eco-Cycle Boulder, CO	Phone: 303-444-6634 randy@ecocycle.org
	Lisa Skumatz Skumatz Economic Research Associates Superior, CO	Phone: 303-494-1178 skumatz@serainc.com
Jerry Williams Denver International Airport Denver, CO	Phone: 303-342-2087 jerry.williams@flydenver.com	



**Colorado Association for Recycling**

PO Box 901  
Fort Collins, CO 80522-0901  
720-839-9531  
[www.cafr.org](http://www.cafr.org)

Printed on 100% post-consumer recycled-content paper.