

MEMBERSHIP DIRECTORY

and Annual Report

CAFR's mission is to advance infrastructure, end markets, and state and local policies in waste reduction, recovery, and diversion.



2018-2019



Directory information also online at www.cafr.org

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Colorado Association for Recycling

Turning today's waste into tomorrow's resources

About CAFR

Vision

To transform Colorado into a national leader in waste reduction, recovery and diversion.

Mission

To advance infrastructure, end markets, and state and local policies in waste reduction, recovery and diversion.

CAFR is the leading independent, non-profit organization in Colorado that is actively working to advance infrastructure, end markets, and state and local policies so that Colorado's waste stream is recycled, composted or diverted to reuse or remanufacturing.

Standard Membership Benefits

There are multiple benefits to joining CAFR and supporting the organization's vision and mission. Year-round, through councils and round tables, members keep up to date on the latest trends in recycling and materials management, have the opportunity to join tangible, actionable and measurable workgroup projects, 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 members' recycling information and services. This published membership directory is one benefit of membership, too!

Programs, Events, Councils and Work Groups

Attending CAFR events and participating in a council or round table 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.

CAFR Councils

Members have the option of joining one of CAFR's councils. CAFR councils develop projects and action groups that advance infrastructure, end markets, and state and local policies in waste reduction, recovery, and diversion. Regional councils focus on a specific region in Colorado while subject-matter councils bring together people interested in specific focus areas of waste reduction, diversion and recovery across the state or in certain industries or sectors.

Cannabis Council

The Cannabis Council seeks to drive regulatory advancement and industry innovation to help state, county, city, and local communities meet and exceed their waste reduction and landfill diversion goals.

Colorado Springs Council

This regional council is a group of organizations who are willing to work together to increase recycling in Colorado Springs.

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. COCC is state chapter of the United States Composting Council; additional fees apply for official membership.

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 who want to share news about events, research, legislation, or other information relevant to recycling professionals in the state.

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.

Annual Meeting

The Annual Meeting happens each year in the fall and is a networking meeting for CAFR members and people interested in becoming members. The event highlights what's going on in recycling around the state and the recent activities and accomplishments of CAFR. The Annual Meeting is attended by over 100 members and is one of the most fun events each year.

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 periodically hosts events at the Capitol. The Policy Committee meets every month and also holds a one-day policy retreat each year.

Summit for Recycling

The annual Summit for Recycling brings together members, industry and business representatives, stakeholders and anyone interested in recycling in Colorado. The Summit agenda includes round tables, plenaries, awards, tours, silent auction and more. Members can take part in the Summit Committee, which meets every month beginning in September.

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. NRC partners with and facilitates activities between and among non-profit organizations, businesses, trade associations, individuals and government to maintain a prosperous and productive American recycling system that is committed to the conservation of natural resources. For more information about NRC, visit www.nrcrecycles.org.

Partner and Member Levels

Capstone Partner - \$8,000

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. Number of voting memberships: 8.

Cornerstone Partner - \$6,000

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. Number of voting memberships: 6.

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. Number of voting memberships: 4.

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. Number of voting memberships: 3.

Community Partner - \$325

Our Community Partners are CAFR partners that share in being organizations of public or non-profit service. Number of voting memberships: 3.

Individual Business/Organization Partner - \$125

Individual Business/Organization members 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. Number of voting memberships: 1.

Citizen Supporter - \$25

Citizen Supporters 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 individuals 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 support is for individuals not involved professionally in the waste or recycling business. Citizens receive the CAFR newsletter, can access volunteer opportunities and can attend events at member rates.

Partner and Member Benefits

	Capstone \$8,000	Cornerstone \$6,000	Supporting \$4,000	Business \$2,000	Community \$325	Individual \$125
Summit Sponsor	Platinum	Gold	Silver			
Annual Meeting Sponsor	\$1,000	\$500	\$250			
Summit Round Table Sponsor	Free	Free				
Future Leader Sponsor	\$500	\$250				
Poster Contest Sponsor	\$500	\$250				
Member Directory Ad	Free	Free	Free			
Quarterly Newsletter Ad	½ page	¼ page	¼ page			
Website Advertising	Included	Included				
Summit Registrations	4	3	2	1		
Summit Gala Tickets	4	3	2	1		
Annual Meeting Registrations	6	4	2	1		
Business Partner Booth	Free	Free	Free	Free		
# of Voting Memberships	8	6	4	3	3	1

2017 CAFR Annual Report

CAFR has promoted recycling in Colorado since 1991, and it was time for us in 2017 to take steps towards innovation and toward the promotion of the circular economy in Colorado. In January CAFR was proud to bring on Laurie Johnson as executive director to guide the organization through a strategic planning process that resulted in a better defined vision and mission and an operations plan to guide and measure CAFR's focused areas of impact. CAFR moved forward with creating regional councils to truly be a statewide represented membership. Much of CAFR's structure changed in 2017, including membership, partnership benefits and the policy committee, and there was an overall increase in the value of membership. We welcome you to explore the new tangible, actionable and measurable projects and councils that were created in 2017 and maximize your involvement in order to maximize your value as a CAFR member.

Operations

CAFR employs one full-time executive director and one part-time associate executive director. In 2017, CAFR contracted with an accountant and a Summit program coordinator.

Membership

CAFR's membership increased 9 percent to 238 in 2017 from 217 in 2016. Dues income decreased \$4,100 from 2016. CAFR continues to focus on adding value for its members, evidenced by these events and tours in 2017:

- February 8 Lobby Day at the Capitol
- April 12 at the Rio Grande Restaurant in Boulder to Boulder Happy Hour April 12 to learn about bottle-to-bottle glass recycling
- May 2 at Horse & Dragon Brewery in Fort Collins to promote business recycling
- June 29 first Strategic Planning Committee meeting
- July 27 CAFR Colorado Springs Council kick-off
- August 31 at Declaration Brewing Company in Denver to discuss the potential future of implementing a Pay As You Throw system in the city of Denver
- August 31 tour of Microchip in Colorado Springs
- September 20 tour of Alpine Waste & Recycling in Denver
- October 5 first cannabis industry round table

Summit for Recycling

Held in Fort Collins, the 2017 Summit for Recycling was the best-attended conference to date. The event featured educational and networking opportunities for waste diversion and recycling professionals from the business, government,

not-for-profit and university sectors. The 2017 theme and tagline were, "Recycling—Make it your business; fostering Colorado communities' zero-waste businesses – small, medium and large." The Summit:

- Connected 284 attendees, including 19 exhibitors, 31 sponsoring businesses and CAFR board members and staff. Attendance levels increased 35 percent compared to 2016, but this was not unexpected given the location of the 2015 conference on the Western Slope.
- Highlighted three keynote presentations: "Simple. Serious. Solvable. The Three Ss of Climate Change" by Scott Denning of Colorado State University, "Eat, Drink, Renew: Recycling Along the Food Supply Chain" by representatives from DanoneWave, Snooze and New Belgium Brewing and "The Business of Recycling: What Does the Closed Loop Economy Mean to Colorado?" by representatives from Green Business Certification Inc., U.S. Chamber of Commerce and The ReWall Company.
- Presented 12 other educational and innovative sessions and coordinated the Colorado Composting Council business meeting and the rural and Front Range round tables.
- Provided scholarships for five college students, affording them a key networking and educational experience.
- Hosted the Monday-evening Recycling Awards Gala, where nine awardees were honored for their work in recycling and attendees enjoyed dinner and entertainment at The Agave Room above the Rio Grande Restaurant in Fort Collins.
- Hosted the second "young at heart" networking event on Monday night.
- Coordinated six tours: Colorado State University solar array and biomass boiler (two tours), Larimer County Landfill, Loveland Recycling Center, Fort Collins recycling facilities and Old Town alley walk.
- Conducted a silent auction with 107 donated items, raising almost \$5,000 in donations.
- Generated \$47,382 in net revenue for CAFR.

CAFR thanks our 2017 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 the host committee, who provided invaluable logistical assistance and ensured the Summit was a success.

Policy

In 2017 and 2018, the Policy Committee:

- Re-organized itself to better represent the diverse membership of CAFR and better communicate with CAFR members. The committee now has 14 sector representatives from different regions of the state: seven members from the Front Range, two from the mountains, one from southern Colorado, one from the Eastern Plains, two from the Western Slope and one from a national organization. Of these 14 sector representatives, three represent non-profits, one represents consultants, one represents citizens, two represent haulers, one represents processors, four represent local government and one represents landfills. The sector representatives meet monthly via phone and each representative is responsible for communicating with CAFR members that are in their region and sector about policy issues and decisions facing the organization.
- Wrote recommendations for improvement to the state's Resource Recovery Economic Opportunity grant program.
- Fought and defeated a bill at the state legislature to repeal the Architectural Paint Stewardship Act that CAFR worked hard to pass in 2014. CAFR partnered with PaintCare, Colorado Counties Inc., Colorado Municipal League and Conservation Colorado to advocate against the bill.
- Wrote a policy framework document to guide the organization in making policy decisions and priorities. The policy framework is a detailed position paper on policies as directed by the 2018-2020 CAFR Strategic Plan. The draft is being reviewed by the CAFR membership and the Board of Directors and will be finalized in April 2018.

CAFR Councils

Regional councils focus on a specific region in Colorado while subject matter councils bring together people interested in specific focus areas of waste reduction, diversion and recovery across the state or in certain industries or sectors.

Colorado Springs Council – In August 2017, CAFR chose Colorado Springs as its first new regionally focused council. The council elected officers and a work group was formed from the council membership to take on cardboard diversion by proposing an ordinance that would ban the commercial disposal of old corrugated cardboard (OCC). The council's goal is to get the ordinance passed by the end of 2018.

Accomplishments:

- Attained consensus from the council to pursue a city ordinance to ban the disposal of OCC in the commercial sector.
- Met with Fort Collins representatives to understand better how they achieved the same ban in their community.
- Gained support for the initiative from the five largest waste haulers in the community.
- Presented initiative and received verbal support from multiple City Council members.
- Presented sample ordinance to the Chamber/EDC of Colorado Springs in order to begin dialogue with the business sector.
- Met with Colorado Springs Mayor's Office to educate the staff on the benefits and potential challenges of the ban and provided documentation to assist them with crafting an ordinance for our community.

Colorado Council for Sustainable Purchasing (CCSP) - Due to decreased participation it was determined that sustainable purchasing would best be addressed by utilizing the CAFR round-table method when issues arise or when a group of members is ready to mobilize and move forward with a plan of action. The formal structure of the CCSP was discontinued.

Colorado Product Stewardship Council (CoPSC) - CoPSC hosted a panel discussion at the Summit for Recycling in June 2017. Participants heard from industry experts who made their case for the need to focus product stewardship efforts on materials, such as electronics and mattresses. Participation was minimal, however, and no action resulted. Due to decreased participation it was determined that product stewardship would best be addressed by utilizing the CAFR round-table method when issues arise with certain products or when a group of members is ready to mobilize and move forward with a plan of action regarding product stewardship. The formal structure of the CoPSC was discontinued.

Colorado Composting Council (COCC)

The COCC is an official state chapter of the U.S. Composting Council, the national voice of the composting industry.

In 2017, COCC:

- Updated and published a new Colorado Composting Council Compost Classifications chart, which clarifies specifications for purchasers by eliminating classifications for products that are not true compost and simplifying remaining classifications to "Class 1 – USCC Certified STA Compost" and "Class 2 – Fully composted, stable mature Compost."
- Hosted the state's first-ever "Compost Operators' Training Course" at Colorado State University. The course was held October 31 to November 3 and sold out well in advance, drawing 36 participants from Colorado and other states.
- Organized two presentations at CAFR's annual Summit for Recycling: "Food Waste Diversion: Know the End Before You Begin" and "Could Compost Be the Key to Fighting Climate Change?"
- Developed a list of prospective COCC members in anticipation of a 2018 membership drive.
- Added two new positions to the COCC executive committee, a membership drive coordinator and a communications coordinator to assist in assembling the monthly newsletter.
- Published four COCC Membership Newsletters late in the year. The average open rate was 30 percent.
- Participated in regularly scheduled US Composting Council State Chapter meetings as an official chapter of USCC.
- Held four quarterly business meetings.

Round Tables

Round tables are the first step in exploring the establishment of working groups that take on tangible, actionable and measurable projects over the course of a 12-month period.

Rural and Front Range Round Table - March 22 – These coinciding round tables at Community First Foundation in Arvada built on discussions from the 2016 Summit for Recycling. Twenty-six members attended and each group worked together on common solutions to issues such as data collection and hauler licensing, hard-to-recycle materials, organics infrastructure and education.

Colorado Springs Business Round Table - April 25 – Seventeen people attended this round table at American Overhead Door in Colorado Springs to discuss new opportunities and resources for Colorado Springs businesses.

Cannabis Industry Round Table - September 18 - In an effort to position the cannabis industry as a leader in diverting material from the landfill, this round table discussion focused on educational and regulatory hurdles about what is recyclable/compostable and how the cannabis industry can help Denver and Colorado reach its sustainability goals while at the same time improving business and the bottom line. Twenty-five people attended this event at the Wellington Webb Municipal Office Building in Denver.

Annual Meeting

The 2017 Annual Meeting was held October 4 at the Great Wolf Lodge in Colorado Springs. In attendance were 85 recycling professionals from around the state. This is a 30 percent decrease from 2016 attendance. The program included regional updates from CAFR members, board candidate presentations and a report on the state of CAFR. The group also heard updates on the Integrated Solid Waste and Materials Management Plan and the state of CAFR. An optional tour of the Great Wolf Lodge's sustainability program was offered at the end of the meeting.

Community Engagement

Through special projects, CAFR works to build relationships with other organizations and communities throughout the state. Key efforts included:

Webinar – Twenty-five people signed up for the CAFR webinar "Creating Your Business/Organization Materials Management Plan" June 23. Denver businesses that exemplify SMM practices provided the keys to engaging employees, addressing procurement and distribution and ways to identify creative end of life-cycle options. The event was organized in partnership with Certifiably Green Denver.

Poster Contest - CAFR received entries from 22 schools in 2017, a decrease of 27% in school participation from 2016. 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 premiered at the CAFR Annual Meeting and was distributed to teachers and businesses across Colorado. The video received more than 240 views, a decrease of 46% from 2016. The contest was postponed for 2018. To better align contest promotion with teacher planning schedules, the promotion period for the contest will begin in the fall of 2018 to prepare for the 2019 contest.

Scholarships - Members of the Summit planning committee promoted the Future Leader Program at colleges and universities in Colorado to entice students to attend the 2017 recycling conference in Fort Collins. Five scholarships were awarded: two from University of Colorado, one from Colorado State University, one from Colorado Mountain College and one from University of Denver.

Website - The CAFR website, www.cafr.org, was visited 14,648, a decrease of 14% from 2016, and was visited by more than 9,000 unique users. Ninety-seven percent of 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 5, joining more than 2,300 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 \$915 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.

Financial Health

CAFR's executive director and the Board of Directors viewed 2017 as a year to rebuild and focus our efforts to strengthen the organization. CAFR ended 2017 with total revenue of \$164,866 and total expenses of \$198,275 resulting in a net loss of \$33,125. At the end of the year CAFR had \$139,583 in net assets, this is a 22% decrease in net assets compared to year-end 2016. During 2017, CAFR developed a new strategic plan through an extensive stakeholder process, increased the value proposition for our members, partners and sponsors, focused on increasing operational efficiencies and grew the organization's membership base to include a wider range of members across the private and public sectors. While these efforts were not reflected in the organization's net revenue for 2017, we believe these efforts will strengthen the organization and set us on a path for greater success in 2018.

As usual, most of CAFR's income came from two sources: the Summit for Recycling, which accounted for 63.7% of total income and more than \$47,382.72 in net profits, and membership, which accounted for 26.5% of total income. Combined, membership and the Summit generated 90% of CAFR's total income in 2017. 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.

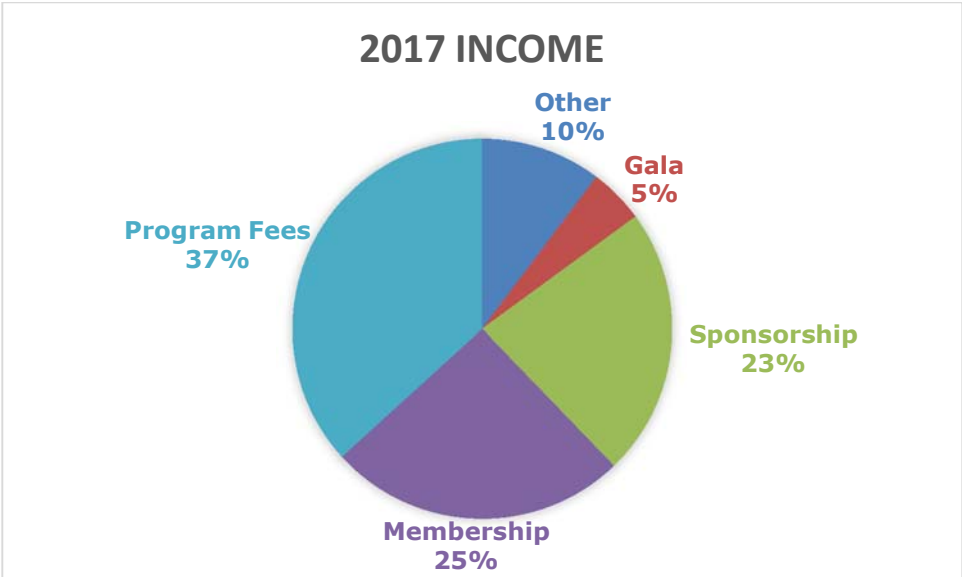


Figure 1. CAFR Income 2017 – All Programs Combined



Figure 2. CAFR Expense 2017 – By Program

CAFR Financial Statements

Below is a summary of CAFR's 2017 Income and Expenses.

CAFR Profit & Loss** January through December 2017	Accrual Basis
Ordinary Income/Expense	
Income	
Add-On Sponsorship/Scholarship	350.00
COCC Sponsorship	3,833.00
Contributions Income	1,382.33
Donations	90.00
Exhibitor	5,101.00
Gala Income	7,716.50
Membership Dues	41,954.57
Misc Income	300.00
Program Fees	60,598.55
Reimbursed Expenses	880.22
Silent Auction	5,071.00
Sponsorships	37,680.00
Total Income	164,866.17
Expense	
Awards	606.90
Bank Service Charge	186.00
Board Retreat/Board Meetings	542.18
Booth Rental	100.00
Committee/Council Expense	944.68
Dues and Subscriptions	399.20
Facility Deposit	540.00
Facility Rental and Food	39,124.85
Gala Expense	7,049.10
Insurance	2,186.00
Licenses and Permits	10.00
Meeting Expense	35.00
Memberships & Subscriptions	750.00
Miscellaneous	42.23
Online Processing Fees	4,894.52
Payroll Expenses	104,645.69
Postage and Delivery	1,046.50
Printing and Reproduction	530.11
Professional Fees	20,940.95
Reconciliation Discrepancies	10.00
Registration Fees	139.14
Rent	2,098.44
Scholarship Expense	200.00
Speaker Fees	555.96
Storage	510.00
Supplies	588.09
Telephone	419.52
Travel and Ent	8,386.73
Web Site	515.51
Total Expense	198,274.50
Net Ordinary Income	-33,408.33
Other Income/Expense	
Other Income	
Interest Income	258.54
Other Income	25.00
Total Other Income	283.54
Net Other Income	283.54
NET INCOME	-33,124.79

CAFR Balance Sheet** As of December 31, 2017	Accrual Basis
ASSETS	
Current Assets	
Checking/Savings	
1 st Bank	
Rest. Funds for COCC	6,716.61
1 st Bank Other	51,721.96
Total 1 st Bank	58,438.57
Domini Fund	81,610.64
Total Checking/Savings	140,049.21
Accounts Receivable	
Accounts Receivable	-616.13
Total Accounts Receivable	-616.13
Other Current Assets	
Petty Cash	150.00
Total Other Current Assets	150.00
Total Current Assets	139,583.08
TOTAL ASSETS	139,583.08
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	1,873.33
Other Current Liabilities	
Deferred Revenue	13,517.92
Direct Deposit Liabilities	6.00
Payroll Liabilities	3,316.38
Prepaid Membership Dues	2,521.37
Total Other Current Liabilities	19,361.67
Total Current Liabilities	21,243.00
Equity	
Retained Earnings	151,464.87
Net Income	-33,124.79
Total Equity	118,340.08
TOTAL LIABILITIES & EQUITY	139,583.08

**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

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