2023-2026 Strategic Plan

1. Membership

**Goal:** Grow net membership 5% year over year reflective of macro industry growth

1. Objective: Refine and then clearly articulate membership value proposition
   a. USCC members individually
   b. State Chapter members including bi-directional benefits.
2. Support State Chapters in growing composting infrastructure - funnel Target Organics frameworks to state chapters.

2. Advocacy

**Goal:** To improve and expand legislative and regulatory advocacy at regional and national levels

1. Objective: Hire a national level lobbyist to address current and ongoing issues (PFAS, PH, & Contamination) If successful create ongoing funding sources for lobbyist
2. Objective: Market to members the advocacy efforts we are achieving
3. Objective: Maintain updated positioning statements on current and ongoing topics such as diverting organics for beneficial reuse, PFAS, persistent herbicides
4. Objective: Utilize State Chapters as primary conduit for state level advocacy efforts
5. Objective: Continuously update industry economic impact analysis

3. Professional Development

**Goal:** Create a professional development strategic plan with the goal of expanding industry-wide education and certification for compost producers and professional specifiers.

1. Objective: Grow USCC annual conference program and revenue year over year
2. Objective: Launch, promote, and grow Operator Certification and Compost U
   a. Work with state regulators to required certified and trained operators
3. Objective: Grow the careers center to help attract, hire, and retain people in the industry
4. Objective: Increased funding for YPs program to attract the next industry leaders
4. Marketing, Communications, and Public Relations

**Goal:** Communicate the value of USCC to Members and Legislature

1. Objective: Develop a comprehensive marketing plan for all USCC operations to include specific strategies for each program:
   a. Advocacy
   b. State Chapters
   c. Certification
   d. Compost U
   e. STA
   f. Careers Center
   g. Membership
2. Make readily available all positioning statements created by USCC

5. Internal Operations

**Goal:** Grow, strengthen and sustain the USCC financially and operationally

1. Objective: Create and refine Vision and Values
2. Objective: Make USCC an association leader for DEIA
3. Objective: Create annual operating rhythm for planning which includes annual strategic planning, budgeting, conference, and quarterly collaboration
4. Objective: Create a succession planning template for leadership roles at USCC
5. Objective: Refresh and maintain key policy docs every two years (i.e. nominations, financial policy, & ethics)