

NEBRA Five-Year Strategic Plan 2024-2029

Our Mission

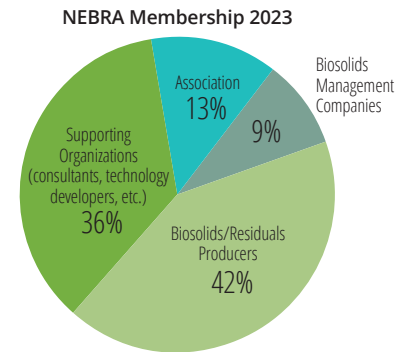
NEBRA's mission is to cooperatively promote sustainable diversion, recycling, and beneficial use of biosolids and residuals from the municipal and industrial sectors

Executive Summary

The New England Biosolids and Residuals Association (doing business as “Northeast Biosolids and Residuals Association”), or “NEBRA” is a non-profit 503(c) organization. NEBRA is a non-profit professional association advancing the environmentally sound recycling of biosolids and other organic residuals in Northeast United States and Eastern Canada. Our membership includes the municipalities, environmental professionals and organizations that produce, treat, test, consult, regulate, and manage most of the region’s biosolids and other large volume recyclable organic residuals.

NEBRA is funded by membership fees, donations, and project grants. Our Board of Directors are from around the region. NEBRA services approximately 300 members. Member demographics can be found in the two figures, below. NEBRA, through its Board of Directors and its Executive Director, have developed a strategic plan for the next five years (2024-2029). The previous NEBRA strategic plan was completed in 2017.

A strategic plan is a roadmap for an organization to allow for growth and change. A strategic plan should communicate to its members and Board the goals, strategies and programs of the organization and reflect changes in social, technological, economic, regulatory, and environmental climate. The strategic plan will provide guidance on the organization’s priorities.



Key Strategic Priorities

Our key strategic priorities were developed from performing a Strength, Weakness, Opportunities, and Threats (SWOT) analysis and reflect areas which will help our organization be sustainable for our members. This section outlines NEBRA's priorities, the goal of each priority and target are

Organization Management

Develop a well-defined and documented, sustainable organization that will allow for consistent management and future growth.

Bylaws	Establish ad-hoc committee to review and recommend revisions for approval by membership.
Organization Manual	Create manual for direction on establishing and sunseting committees, and developing standard operating procedures
Succession Planning	Create a running list of candidates which will include requirements for strategic planning updates.
Committees	Develop committees which support the growth of the organization
Technology Upgrades	Review upgrades of NEBRA's current systems including integrated systems to determine future needs.

Finance

Develop a working budget to build and increase reserves by 10 percent annually of NEBRA's annual budget to be a sustainable organization.

Support Committees and Board through financial analysis and recommendations.

Finance and Budget Committee	Reactivate and redefine committee; identify cost saving measures.
Organization Manual	Establish process for committees and whether they need budgets, develop protocols for sustainable spending and fundraising.
Sustainable Financing	Identify opportunities for additional funding:
Membership	Increase membership revenues with a goal that NEBRA expenses to fully supported by membership dues.
Staff Support and Development	Financially able to hire an assistant and/or grant writer.

