



MINUTES FOR THE NRC BOARD OF DIRECTORS MEETING

May 13, 2015

(Meeting held in person after SMM Summit at University of Maryland, College Park, and via conference call/webinar)

Approved by the NRC Board of Directors at July 17, 2015 Meeting

Board Members Present/On Call: Gary Bilbro, Maggie Clarke, Susan Collins, John Frederick, Jack DeBell, Marjie Griek, Mark Lichtenstein, Gary Liss, Julie Rhodes, Antonio Rios, Lisa Skumatz, Michelle Minstrell, Fran McPoland

Board Members On Call: Jeff Cooper, Maite Quinn, Juri Freeman, Doug Hill, Michael VanBrunt, Robin Wiener

Board Members Absent: Stephen London, Will Sagar

Staff and Guests Present: Laura Flagg and Lisa Ruggero, NRC Staff; Jay Bassett, USEPA Region 4; Charlie Reighart, Manager of Baltimore Recycling Program and on board of Maryland Recycling Network. Lisa Baranello, NRC Fund Development Contractor

Mark

One of Amtrak trains derailed. Judith Enck, Mike Van Brunt, David Levine who were travelling back to NYC by train were not on the train and all OK.

Approval of Agenda

Gary – Would like to move Summit up.

Julie – Need Summit

Move approval – Julie/2nd Gary Motion Unanimous.

Other Introductions

Charlie Reighart – manage Baltimore Recycling Program and on board of Maryland Recycling Network

Mark – Thanks to high level participation of MRN, VRA and NRC here.

President's Report

At ROC meeting after SMM Summit got some great feedback.

Minutes

Gary – Just got hand written detailed edits for January and March. Defer to next meeting.

SMM Summit

Gary- 131 Registered.

Mark – Thank Sponsors! Joe Pickard did great presentation. Appreciate your support and other Sponsors. Room looked really full. Put NRC in really good light.

Julie – Want to hear what you want to say. Thanks for coming. Just like with the ROs, we tried to sell them on their participation. Was same for NRC Board. Important for you to come. Your presence was critical to show we are all in this together.

Reflections on SMM Summit from Board

Marjie – As Membership Co-Chair, I think from a membership perspective this was very helpful. Brought NRC to the fore. Brought lot of people together. Encouraged dialog. Would like to see something very tangible and concrete that can be used effectively by members and ROs, and others who might want to be members. Really important to show success. Turn it into something real and have it have impact and meaning to the industry, in a relatively short period of time. Lot of ideas out there. Need to concentrate on a couple of small things we can do and do well.

Mark – want to talk about roles for the future. Need to be concerned about amount of effort it took for 2 volunteer Board members.

Maggie – In ROC meeting, there was discussion of Mission, which came out of new Hierarchy. Something that happened in 1988, when EPA came out with hierarchy and disposal industry turned it into a menu. Should we expand to SMM? Should we stay with recycling? Lot of ROs are interested in and have been doing SMM for years. Unanimous vote for “Recyclers+” idea was important. Need to expand Mission to properly embrace SMM.

Lisa Skumatz – very valuable. Nice to hear every perspective. White papers great asset. Really valuable product. Nice mix of attendees. Delegates vs. Observers liked it. Made it something to strive for. Made it seem like a more formal process. Not just multiple people from one company. Data – lot of talk about that. Don’t need perfect data to drive decision-making. Do not need to get nuts about data. Don’t need perfect data to hold us up. This morning I heard was really important – everyone came from one place. NRC needs to be best in recycling. If we don’t, someone else will.

Mark – Be critical about this. Idea of Delegates vs. Observers/Attendees. I promoted as model I wanted. As facilitator, gave mike to some of Observers/Attendees. Could tighten that up.

Gary B. – Opportunity to take advantage of getting this ball rolling. With Lisa Baranello, will hopefully get some funding for outcomes from Summit. Come out of this with some gravy on top of plate. The gap between our sponsorship goal may be met with sponsors for the National Plan. Need to work on getting funding for full-time staff. Gary L and Julie drove this bus. They’re not going to do that again.. We need to be able to get funding.

Mark – we have 2 contract employees working for us now (Laura and Lisa R).

Jack – Positive. Recognition for colleges and universities. White paper well received with critical comments in survey responses. Had lively dinner last night with 8 people and great recs for Campus Council. Kudos to leaders – came thru. Have 3 arrow on my logo for a reason. Captures the scope. Even though more sophisticated, NRC should lead on. NRC is being looked at for leadership. Not far out of our Guiding Principles. SMM - Bring it on!

Lisa S. – multiple note-taking helped. Didn't always see their ideas go on the Board. Really happy we captured everything .

Mark – Lisa S. and Lisa R. captured in different ways that were helpful.

John Frederick – Seemed like another step forward for NSCB. 8 people at our dinner last night on that. Talked to others along the way. Got a nice brochure printed and handed out.

Mark – Had a great Reception and Topic Dinners Worked well. RO Roundtable and Food Recovery Roundtable went well.

Susan Collins – Great note-taking. Neat – because it was designed as a dialog, so many people got to say what they wanted to say. Most events don't do that. Many people felt heard. Heard different criticisms:

- ◆ No brandowners in room or end-markets in room
- ◆ Scope of problem – should it be bigger or smaller

2-3 years ago I addressed Alcoa Action to accelerate recycling. Heavily prepared for in advance. Guess what happened? Zero. And that was well funded. So ignore the criticism.

Don't say EPR, because we'll be shut down. We need to be impatient. Status quo has gotten us nowhere. The things we want to do we should do. We should do what we would do if we knew we could not fail.

Charlie Reighart – Maryland Recycling Network. One of 8 people who talked with John about Certification. 5 states there beyond those already accredited.

Mark - Jay Bassett has been leader of SMM. Mathy Stanislaus did a good job. Judith Enck was a good anchor. She pushed perspectives.

Jay – There actually were some things out of the Alcoa meeting and dialog in 2009. May not see it 1-2 months later, or 12 months. But things came out that may be seen in a year or 2. Getting alignment was a key benefit. May be something to move forward on. People were here that haven't heard from folks in your membership for a long time. Info sharing was great. Nina Goodrich and ASBC, as examples. We all go to our own circles. Lot of value in dialog like this. Helps connect different pieces. SMM vs. recycling. Tendency to get wrapped up in semantics. World is a Rubik's cube. Infinite number of right ways. Depends on where we sit. Where do we agree? Don't have to win all the big battles. Susan Collins right on target. Long-term – where do you want to be? What are immediate opportunities as well? Those are the small successes that will help you get where you want to go. Lot of good ideas suggested. Can enhance NRC brand, success and trust.

Mark – It was great that Cheryl Coleman was here throughout the Summit.

Jay – When you talk about SMM, the official that owns SMM is Mathy Stanislaus. You need to look at the fact that he's saying the things we all want. It all comes down to Mathy. Cheryl Coleman is under Johnson Barnes with a Division of 15 people. They can't fill 2 branches of what should be 4 branch program.

Gary – Could we consider getting EPA to support us to get funding from other federal agencies for SMM?

Jay – DOD Net Zero program, DOD has realized that it doesn't make economic sense that they run their own MRFs and composting facilities. How do they partner with local governments to get volume of materials to do systems right? How do you bring those pieces together? Tie in whole supply chain and Recyclers+ - value is bringing together our common interests.

Julie – Appreciate Jay's insights and having EPA here in full force was useful for our members as well as partnerships with EPA. Even with resurrecting JTR, doesn't have to be money. High level leadership, policy and being together on issues could be equally valuable. Instead of a waste characterization, could do a feedstock study. Make sure that we keep those types of doors open. Had that conversation with Cheryl.

Mark Next steps?

Gary - \$25K to budget for Contractor to do what Julie and I did. May not cover full costs for doing that work, but may be able to find someone who would do it for that amount. Raise funds, do RFP, then hire someone to lead next Summit.

Budget Discussion

Julie – Reported details of Treasury – Need to import from Treasurers report. Donations from Board - \$5,528. Thanks for those contributions! New Fiscal year now, so welcome Board donations of any size again. Revenues for March - \$6K for RO memberships for end of FY. \$17,251 in deferred membership on balance sheet.

Laura – sent reminders to ROs. Everyone re-affiliating has paid, or it's on the way.

Julie – 1 affiliate decided not to re-affiliate last year. They are re-thinking (MN).

Mark – Appreciate Doug Hill going there to encourage them to rejoin. RAM also invited me to speak at their Annual Conference.

Julie – Also had 3 non-affiliated ROs here. Including AL, and TN. Very good things said. Critical for us to show we can build our members. All Summit revenues are under 2015 \$20,500. Costs show up on 2016 budget. Approved budget for last year. Budgeted \$72,328 and actual was \$49,478. Balance as of 3/31/15. \$106K in savings, checking and PayPal accounts. Doing repayments to Fox Scholarship Fund. On track to pay monthly. File annually a 99DEZ and end of FY compilation report. In touch with accounting firm. Review and adopt budget today hopefully. Thank Juri and Susan for help in putting together the budget.

Mark – excellent report.

Susan Collins – before approved, couple things I didn't hear:

- ◆ Didn't spend as much as didn't get bill for attorneys' work for state certifications.
- ◆ Payback of \$500/month to Murray Fox fund, in accounting terms is payment from one account to another account. Only see on balance sheet – don't see it as an expense. So have to budget for ~\$6K for Murray Fox that we need to raise, that will go back to ourselves.

Mark – Due to early 2000s, NRC took a loan from the Murray Fox fund of \$40K. Need update of how much paid.

Maggie – How much made from Smile.amazon.

Susan – Under \$200/year.

Julie – under donations for “others”

**Motion: Jack/Marjie – Approve Financial Report
Unanimous**

Budget

Julie – every line item consistent with previous years, except Summit, and how we report Murray Fox \$ so it doesn't look like have more \$ than we actually do. \$34,000 budgeted for full year of Fund Development Contractor.

Susan Collins – Murray J Fox revenue should be zero. Will recognize as an expense. Won't recognize as revenue. Scholarship Fund is on the books.

Lisa S. – Sent email about Awards - \$1000 for both revenue and expense. Will zero out.

Mark – took out \$6K out of revenue, and putting in \$1100 for Awards on both revenue and expense.

Michelle Minstrell – US Mail for mailing to members for voting included?

Marjie – Is \$ included for RO reimbursement for travel to events?

Gary – Summit budget included \$500 per RO to be covered by financial Supporters and registration fees, not General Budget of NRC.

John - \$500 for Summit was very good investment. Needed ROs here. Built bridges where we needed to build them. I think the Affiliation Fee is ridiculously low. Over long term need to increase and figure out to make that palatable.

Mark – Membership Committee could review that.

Susan – Also inequitable. Every state paying same is issue. In some states get NRC membership for \$5/person and others \$25/person.

Mark – need to rebalance Budget.

Julie – This isn't exactly final income and expenses for Summit. Shows Net of \$13K here. More likely to be \$10K. Need to figure out how to generate more revenue. Looking for guidance on that. Absent \$ brought in from Summit, would be hard place. Certification Board would like to show something similar. Some of these are our basic costs.

Susan – Let's preliminarily adopt this budget, and bring back for another look at next meeting and re-adopt. After an event, you get more information. Can hold off on decisions. Might balance budget. Finance Committee asked for Donate Now button to work on our website. For the first time, we budgeted for small donations - \$4800; and this year we got \$6600. Something worked. How come? Let's do more.

Julie – A couple of very generous Boardmembers. And a few others.

Gary – The Summit generated a net of about \$10K because we were very careful on controlling costs.

Michelle Minstrell – Misc expenses – storage fees. Don't know we'll get rid of storage.

Susan – Where can we get some more \$ is what I was asking.

Gary B - \$60K in fund development came about before Lisa B. hired. Confident we'll far exceed that with Lisa B to help us on Fund Development and at least covering her salary. Could add \$34K from Fund Development Committee to Budget as anticipated revenues to cover her cost. Change from \$60K to \$94K. Came a long way since last year. Tremendously strong plan for Fund Development. Our goal was to do more than at least pay for her expenses.

Maggie – Consider replacing Constant contact with Mail Chimp as a free alternative.

Marjie – Based on what Gary B said, and Donations button, and now have membership categories, **Move that we approve Preliminary Budget as proposed.**

Lisa S. - 2nd

Mark – Unanimous, except for Michelle Minstrell.

Fund Development Committee

Gary B – Introduced Lisa Baranello. Summit was roller coaster ride. Need new outreach. Reviewed list of past Supporters and prospects. Trying to get strong list of folks we know we can ask. Trying to get funding for SMM Summit was daunting. Let's see what happens. What the NRC is able to do...Very excited to ride this wave and go after additional funding sources. Feel confident that will be able to bring in new people for membership and

support, and other things. Lisa is extremely good at grants. I have a couple I've learned about. I travel a lot and meet and get in front of lot of good people. Very confident because of what we're doing now, we'll be able to attract more to participate.

Lisa Baranello – Company is FundSource. My firm specializes in small nonprofits and turning them into independent organizations on path to success, not just surviving. Worked for lot of nonprofits and saw how they conquered challenges. Saw need to help others. Will work on diversifying some funding streams. Talked about foundation grants. On-line giving could help when more traffic to website. Using Social Media to drive donations. Lot of avenues for revenues not taking advantage of. College kids could get into it. Smaller size gives. Partnerships with government agencies. Partnerships help in getting government grants. In corporate world have list to go after. Sense momentum building. Worked for similar organization. Did 3 national dialogs. Each one got more people coming. Turned into a national water prize (U.S. Water Prize). Goal was \$100K and made lot more. Always exceeded goals. 80% response on grants. Lot is relationship building. Won't be worrying about small line items – build programs and make a difference.

Gary B. – Lisa B will give us more exposure and positive feedback. Can help on followups. I've had personal family challenges. Building a new business in 6 states in SE. Growth enabled me to hire more people, so will be able to do more NRC Fund Development work and Recycling Jobs Task Force work. Jeff Miller and Julie helping on Fund Development Committee. 1st Thursday of month at 2 pm. Would like others to join. One of my personal goals. We need a full-time Executive Director (that 1 face/powerhouse person). Need \$ to do that. Between Lisa and I will put together Fund Development Plan.

Mark – U.S. Water Prize is a unique organization. Some of your strategies were great. Work with Marjie on Membership Committee. Lot of political realities to be aware of. For Corporate giving, we do have some firewall policies – not to pay to play. Experienced in past perception that corporate giving influenced.

Lisa B – I have a Compliance checklist to make sure we're handling correctly. One is a gift acceptance policy.

Mark – Susan Co-Chairs Finance Committee. Susan uncovered that we never registered for the states for charitable donations.

Maggie – How about a Kickstarter to fund White Papers and Best Practices Manual.

- 1) Economic argument for recycling and SMM.
- 2) Disaster Mitigation Task Force;
- 3) best Practices in behavior science. Get more states to come in and join.

Lisa B – I tend to shy away from those, as not building relationships.

Maggie – may be other thing like kickstarter

Julie – issue of tax deductibility.

Mark – How to field ideas from Boardmembers.

Lisa B. – Emails I like. Speaking to a peer sometimes helpful.

Gary L – Want to work with Fund Dev. Committee on SMM Summit next steps.

Lisa B. - Fundraising Plan will do that. With targets for each goal.

Gary L – Motion: Make fundraising for Summit a priority for Fund Development Committee ASAP.

Maggie – 2nd

Susan Collins – had fear when worked on budget that we have to do what makes sense financially. Can't get ahead of ourselves, funding one project before handling basic needs of the organization. Prioritizing is scary for me. Seen bad decisions. Don't want to take away from what's been said. Have to fund base or do not survive. We can't get our priorities messed up. Can't just fund \$25K for another Summit, because not in the budget. \$25K is just to finish up work for Action Plan.

Maggie – Hear you. Question still remains. Followup to the Summit at September Conference in Indianapolis. Don't know what \$ needs to be spent. Lisa notes want fully integrated with flip charts. Not sure if Gary and Julie will do that.

Jeff – Understand need to keep up momentum of Summit. Need to keep beast alive. Know what happened to old NRC when they became fixated on fundraising for programs. Hate to see same mistake as done in the past.

Julie – \$25K is to continue the momentum of the Summit, not necessarily what it will cost for the next Summit. Greatest opportunity is to capitalize on the Summit.

Gary L. – This Summit raised \$10K that will help balance our overall budget.

Susan – What Julie said helped. I see this next phase for someone to take 54 pages of notes and flip charts and turn into what are we going to do in future, Not to organize the next conference itself.

John – Need to discuss Executive Director. Could be part of the \$ for Executive Director. We've been diddle doodading around about E.D. for 3 years. We're not going to next level ever if we don't hire an Executive Director. As soon as we think we have the \$ to do it, we need to. Otherwise will keep spinning our wheels.

Mark – Know there's support for Summit to be high priority for Fund Development.

Lisa B. – Important to have someone mindful of the base. Getting sponsors for report. Getting sponsors for writing report. Anything raised is unrestricted money. See these events as useful.

Mark – You see things to go out and sell.

Lisa B. – If I can fund a paper clip, I will. Let's try it.

Mark – Healthy discussion. Forced us to have this discussion.

Jay – Couple observations. Just came off this event. There’s a goal out there. Will you have an Action Plan by September? If so, you need to be vocal about it. Example: when did Recycling Partnership work. Came in had the summit. Put mark out there. Asked who’s going to deliver. 120 day plan. Here’s what we’ll deliver. Asked people to deliver. When you push this out, need to be clear. Need to find one or 2 to start the ball.

Gary L. – Withdraw motion. Will figure out by next Board meeting.

Recycling Jobs Task Force

Gary B – Al Rattie, USCC, at organics dinner, asked what can we do to get their own NAICS codes. I’m an organics collection company. Promote use of compost. Bank asks for my NAICS code and I put down as a waste hauler. NRC help lead us to get this done. Heard it’s expensive deal. With Brookings work, got some of the work done. Believe Recycling Jobs Task force is a good place to work on this. Would like help from others.

Susan Collins – Other recycling businesses say it’s problematic for paying workers compensation insurance because of that. Waste haulers #2 in injuries. Sometimes recycling business could be small redemption center, but not same risks as being run over by a truck. Ties into some things that have economic value to businesses. Seems like a fund development opportunity to work thru this. Got list who want to be on Task Force. Some said let us know if you need help with funding. Will find out process. Maybe Cliff Case could help with in-kind work with application.

Mark – Cliff is consumed with some personal stuff.

Gary L.. –NRC could consider organizing an apprenticeship programs as a way to streamline that, as mentioned during the Summit.

Gary B. – National Standards Certification Board – huge asset. That will make a difference to get properly trained individuals. Will want to promote.

Mark – Agree. Not given that as much support as it deserves.

NRC Campus Council

Mark – Dozen alums helping to pull together.

Communications Committee

New website. Easier to use. Been a little slow recently.

Gary B – Does Donate Now generate a receipt?

Laura – Yes. Redirects to PayPal.

Board Development Committee Report

Michelle – invite others to be involved in Committee. Look for survey we’re trying to capture variety of diversity categories missing from current Board.

Elections Committee Report

Michelle - Board members up this September (Susan Collins-2 terms); Lisa S., Maite, Maggie Clarke, and Stephen London all up, had been 1 term.

4 vacant positions didn't fill last year. Would like to figure out before elections. Need Board and non-Board member participation on very small but required Elections Committee.

Mark - draft email for me to send out. Can we wait until July meeting to finalize this?

Michelle - need to figure out that schedule.

Julie - I did get approached by someone interested in running.

Maggie - I tried to get one.

Other Business

Jeff - Will need to discuss renewal of Syracuse U. contract. May need to deal with at ExCom in June

Jay - Charge on.

Motion to adjourn. Julie/Toni 2nd. Unanimous.

Respectfully submitted,

Gary Liss
July 16, 2015