

October 25, 2019

**NRC BOARD OF DIRECTORS MEETING AGENDA**

**12:00 - 2:00 p.m. (ET)**

(Times listed are tentative)

**Welcome - Chair Barry/President Keeling (12:00 p.m.)**

**Call to Order Board Meeting - Chair Barry/President Keeling (12:01 p.m.)**

**Roll Call - Secretary Pedersen (12:02 p.m.)**

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[October 3, 2019 Board Minutes](#) (September Meeting) [**Motion**]

## **Treasurer's Report - *President Keeling* (12:15)**

[October Treasurer's Report](#)

[September Profit and Loss Statement](#)

[September NRC Financials](#)

Susan (shared highlights from reports on Pres. Keeling's behalf): NRC had a net income of \$14,487 and net unrestricted assets of \$43,139. To provide more details, we will prepare a "run report" to give context of how many months' operating expenses we have in the bank.

Susan (additional comments): The key issues with financials are what we talked about with D&O Insurance, now acquired, thanks to Dave and Sarah. As of Oct, 8<sup>th</sup>, we are covered. We have a couple more challenges—we are still in process of getting two years' tax returns done, and without that we can't do charitable registration filings. There is a hold-up because of communications with our previous accountant—when she transferred information to the guy doing the tax return, he didn't work on it for more than a year. Then he didn't like some of her reportings, and made changes, which significantly changed unrestricted vs. restricted assets—the scholarship funding—what bucket it gets put in. We do our day-to-day expenditures with unrestricted funds.

Bob: Peter Adrian is now on.

Stephen: Thank you Susan. This is important. Do we want to go through the other NRC Financials?

Susan: The P&L and financials are provided in a spirit of transparency. The Word doc is just the key information.

## **Executive Director's Report - *ED DeSouza* (12:25 p.m.)**

[Executive Director's Report](#)

Sarah: The highlights were getting D&O Insurance, and also, follow-up with taxes. Susan is working with the accountant.

Dave has done outreach to 25-30 companies/organizations, asking for them to join NRC as direct members and consider sponsoring bigger items, including 2019-2020 workshops and the National ZW Conference. I provided follow-up, offering assistance. We need to talk about more strategic approach to this—more folks to reach out to and target.

We had a Newsbrief—it is going out bi-weekly. We'll have a refresh on the workshops and conferences in each.

Karen O'Brian has made an actual flyer to spread the word about the Chula Vista workshop.

Lynn: Question about communications—has that gone out recently?

Sarah: Yes, it has. Lynn. You may have a spam issue...

Sarah: Lisa Skumatz solicited \$2,000 for awards program. We want to tie this to other outreach efforts, so people don't get overlap requests/confusion.

Barb Eckstrom: I also assisted.

Sarah: Yes, the awards committee. Regarding the affiliated R.O.s—I've been outreaching. The others I don't expect to see—Alabama and Cooperative Training & Recycling Org.

Dave: Shout-out to Sarah and Susan and Jill working to rectify our tax issues.

Gary: How many RO's do we have?

Sarah: 20. Total members? Same. I have reached out asking for databases. I think it's like 2,600.

Dave: There are a couple of affiliates that won't share databases.

Stephen: Can we move to accept the Treasurers Report?

Susie: Move to accept.

Dave: Opposed? (none) Abstentions? (Alec Cooley)

Dave: Motion passes.

### **President's Report - *President Keeling* (12:35 p.m.)**

[NRC/EPA/CRRA Workshop Co-Sponsorship Agreement](#) [Motion]

[NRC Board Commitment Letter](#)

[NRC Director/Officer Conflict of Interest Policy Statement](#)

[NRC Committees Spreadsheet](#)

[NRC Committee Descriptions and Sign Ups](#)

Directors and Officers Liability Insurance Update

Dave: I apologize for not having a written report. I have received 5 signed commitment letters. NRC needs those, especially Conflict of Interest. Please send if you have not. The State of NY requires it. Susan was a driving force in getting the D&O insurance. We also have General Liability with Hartford and will streamline them.

For the Chula Vista upcoming workshop—you should have received the information (linked above). I would like to move to accept this report.

Rick: Move to accept.

Susie: Seconded.

Dave: All against? (none) Abstentions? (none)

Dave: Motion passes.

Dave: Mick Barry is in listen-only mode. My job search has not been going as expected—it's been humbling. There is a good chance I won't be in the recycling industry. I need to open up my options. I will continue as President as long as I can. But I also need the support of my company.

Chantal: I appreciate you sharing those comments. I think it would be wise for the ExComm or another committee to come up with a Succession Plan (hoping we don't have to use it). Is there a process by which we do that?

Dave: It would be the ExComm to develop that plan.

Dave: Thank you everyone who signed up for Committees on the Google doc. You should have received two docs in my email—a cleaned-up version of the Google doc and also an Excel version showing the results of the sign-up process. I also included some folks on different committees because of their history and longevity with NRC. Please review and let me know of any corrections.

If you've been named a chair or co-chair, it's imperative to set up a separate monthly meeting. We need to recruit non-Board NRC members to serve on committees. We are going to talk about...a lot of us are experiencing burn-out. We need other people to participate, spread the responsibility. Especially Markets, Communications, Conference committees.

Gary: Next in line after President, per by-laws would be Vice-President—Stephen Bantillo.

Stephen: It's a very prescribed process, written in the by-laws.

Dave: I will not leave the NRC in a lurch!

Dave: Did we approve Sarah's contract?

Marialyce: Yes, pending D&O Insurance, which has been handled.

### **Committee Reports (12:50 p.m.)**

- Markets Committee (*Freyer/Gjerde*)

- [NRC/CRRRA Market Development Workshop Flyer](#)
- [Market Development Update](#)

Wayne: We are meeting on the Nov. 13<sup>th</sup> workshop. We have registration open. I don't know how many sign-ups?

Sarah: It went live yesterday; we have one sign up.

Wayne: Regarding burn-out, we have been stretched having calls every week, and are evaluating our Return on Investment. I talked to State of Maryland yesterday—they are proposing legislation to start a Market Development program there. But we are bringing in zero to minimal funds. I suggest we scale back other than the two upcoming workshops and shift to getting Nina's product up to speed, in terms of generating revenue.

For the workshop, we have an agenda. It's similar to the Rio Grande Corridor workshop. We'll have a brief call this afternoon, just about reaching out. I put it on my LinkedIn and encourage others to do so too, to continue to promote it. I think we are hoping to get at least 75 people there; it should be good. Gary, do you want to talk briefly about the agenda?

Gary: On the agenda, I've been on the weekly calls. We're having reps from the state—CalRecycle, etc. talk about So Cal market status. Manuel Medrano, the state's RMDZ leader, is involved. The Director of the EPA in the adjoining state will be on the agenda, highlighting a proposed paper mill, to fill the void from China, to take paper from California and the Southwest. We'll be having a rep from Republic Services, talking about market conditions. Manuel will highlight what the RMDZ is doing. For California, Ruth Abbe will be on the agenda. (She is organizing 3 other workshops for CRRRA's local recycling council as well.) After each panel, there will be a discussion group—a really interesting format, having discussion groups after each presentation. We just need to get the word out. If we are doing these more, we need a longer timeline.

Wayne: Cross-border cooperation is great. I encourage everyone to look at the flyer, put it on your pages, get the word out. Also, we had the STAR Conference in San Antonio.

- [NRC/STAR Workshop Debrief](#)

Chantal: The de-briefing just basically covers the highlights of the conference—we had 64 attendees, an excellent speaker line-up. It did have everything from Market Dev (Betsy Dorn), curb-to-MRF-to-Market, live polling, feedback from attendees. Texas is doing a study to understand gaps and connectivity (in September). Lots of interest in connecting dots between generators and end-users. We asked who knew their Econ Dev people—only one did. Jordan Fengel (Director of STAR) is going to put together talking points for local government and how to connect to Econ Dev., to build a strategy. Overall a great event; people there were highly engaged. Because Texas is so large, logistics are one of their huge factors—detrimental to movement of materials. We talked about hub-and-spoke.

Dave mentioned/ Wayne referred—if you know anyone who is a hard worker, we need some referrals. We don't have a list of affiliates—we need that to recruit to the committees. They have to be NRC members. As a co-chair of a committee, I have no idea except to ask Mary McClellan for the NC group.

Dave: We're going to re-institute the RO Liaison program, to have NRC leads reach out to them, build relationship, seek committee memberships, etc. We do have a list of contacts.

As Wayne mentioned, the financial outcomes of the workshops has not been spectacular; minimal at best. For the NM workshop, we had 1-2 sponsors, zero for STAR. With the California workshop, it's unique, the fourth of a series of workshops on Market Development. So based on attendance fees, we are only charging \$50 (instead of \$100), so there is virtually no profit there—we still need sponsorships. The content is quality but we are not getting financial paybacks.

I asked Alec and Susie to be on the Funding Committee, to develop plans.

Stephen: Regarding committees and burn-out, if you've seen through the committee list, we are re-instituting the Board Development Committee—we haven't worked on this in years. We're now scouting individuals who can get involved with NRC, serve on committees.

Dave: I believe we have a big turnover of board members next year—maybe 10 slots. I want to stress that the Board Development efforts are very important. Shout-out to RRS and Marty Stephens for stepping up on California workshop. Also, thanks to Gary Liss and Rick Anthony, who have taken the lead on organizing.

- Conference Committee (*Lukacs/Liss*)
  - [Conference Committee Report](#)
  - [Updated Zero Waste Conference Budget](#)

Gary: I sent a conference committee report with an attached budget. I want to get approval to authorize the conference committee and get speakers, which wasn't clear from the last motion. Dave needs to provide an update for the next NRC Conference. I included motions approved last month. On the budget, our targets are still the same. The only thing we adjusted is the combo rate, Column E, "Budget." We got input from NCRA on how to structure and adjust those numbers, which are not reflected in the budget. We'll continue to negotiate with them. We've provided a \$55 discount, if people go all three days. For the Advisory Committee, we sent out information, moving the time to 10 am.

We've re-branded—it's not NRC with NCRA; it's part of Zero Waste Week. We've begun contacting groups to be cooperating organizations, once they send in a document showing they have promoted it. Maggie Clark helped by getting the list from a 2017 Resource Recycling conference. Amanda Wattle has gotten letters out to all those orgs. I also asked her to contact the State RO affiliates. On registration, we (Leslie and I) paid Oren Wool Tech to structure the registration site and have it up by Oct. 20. "ZW Conference.org" domain has been reserved. There are sub-tabs for registration, sponsors, program, etc. We are hoping to substitute the flyer that Nina's consultant provided, as the link on the NRC site. Sarah, this is a note for you—I tried to get Nina to update the flyer and I'd like to substitute it for what's there now.

On the venues, we are still negotiating with California ZW. Leslie is working with caterers and hotel blocks. On March 16<sup>th</sup>, Urban Ore will host an event. CalPIRG, a referral from Lin King at UC Berkeley, would like to organize a student event, getting speakers from the conference. The UC will divest from fossil fuel stocks. Nicole highlighted that they had already approved that this month. Reducing single-use plastics will be tied to reducing fossil fuel production. There is a new plastics movie from Story of Stuff. We sent out a "Register Now" to many ListServes, also to Resource Recycling and WasteDive. Sarah posted to our NRC Social Media networks. About 15,000 members are in the networks I'm involved

with—over 200,000 via LinkedIn. If you use Outlook, you can use the “Signature” function to create a new one with conference information.

Leslie is unable to continue working on sponsorships due to her new job (Zero Waste Marin). Alec Cooley has stepped up; Susie Gordon has provided a prospect list. The early bird deadline is Dec. 18<sup>th</sup>.

Dave, can you update on KAB and \_\_\_\_?

Gary: It’s been on the agenda to have a Board Meeting (at the ZW Conference). The design in the agenda was inviting ZW NRC experts. I’m thinking we will have a quorum to have an in-person meeting. The Hotel Shattuck is where we are negotiating a room block.

Leslie: It will be a small room block; we don’t have money to tie up. The room rates are around \$220—the Bay Area is really expensive. I will inform the Board when we get a final proposal.

Gary: On the PR schedule, we did the “save the date,” then the registration promotion. The next one will be on confirmed speakers. Then a promo on the early bird deadline (Dec. 18<sup>th</sup>).

Chantal: How many attendees are needed to break even?

Gary: I will have to find out and circulate that. The costs are minimal, just the registration contractor so far, and the venue. Meals will be handled by the attendees. Cal Zero Waste has already committed the venue. They may pay for that as a sponsor, or ensure a certain number of attendees—faculty and students. Leslie and I paid \$500 each personally. The total cost, beyond registration, is about \$5,500. We need to execute the NRC Contract (with Dave and Sarah).

Dave: Gary, with the early-bird, are you going to run into end-of-year budget issues?

Gary: Yes, that’s why the driver, to encourage people to use this year’s money to sign up. And have people budget for next year if they haven’t planned next year, especially since it’s not a regular annual thing on people’s calendars. We’ve gotten rave reviews on the program. This is THE month that I need all-hands on deck to promote this!

Dave: If you have contacts for potential sponsors—Nov. 13<sup>th</sup> in Chula Vista and ZW in March—stress that even if they don’t have money now, they should put it in their 2020 budget.

I haven’t been able to connect with Steve Alexander regarding the 2020 RRC—two calls have been canceled. I want to thank Mark Lichtenstein, who found an attorney to look into some trademark issues with the NRC—kind of related to RRC Conference. We need to look at schedule for 2020—the Markets Council will talk about that.

Gary: I want the full board to remember that when APR took over RRC, they were really surprised at how far behind they were on organizing—they want conference fully organized by January! We may not have a big role...

Dave: The ZW Conference will help show that NRC has the bandwidth to host its own conference.

Gary: Can we approve the Action Item, to approve Draft 5 of the budget and authorize the committee to substitute speakers and agenda as needed?

Rick: I move to accept.

Marialyce: I second.

Dave: Motion and second—any other discussions?

Gary: the only budget thing that changed was the “Combo Rate”.

Dave: \$20,000, NRC.

Dave: All against approving budget and agenda? (none) Abstentions? (none)

Dave: Motion passes.

- Campus Council (***DeBell***)
  - [Campus Council Report](#)

Dave: Jack, do you have a Campus Council update?

Jack: Happy Friday. Rick Anthony and I had some good conversations. Bob, if you’ll share my screen? I wanted to give a shout-out to the scholarship winners from New Orleans schools. We will release scholarship info in June for the Austin conference. Shout-out to the Emerging Leader award, recognized in New Orleans. I just signed up as an ad-hoc member to get this information out nationally—to do a better job of reaching out to colleges and universities.

Regarding the Resource Center Library—we’ve worked behind the scenes to develop what you see here. When we get a vetting policy approved, that will help us determine what policies our interns should use in curating new materials. It’s a Word Cloud based format with 10 categories and unlimited tabs, and places for sponsorships. Thanks to Bob at Mobius and Maggie and others, and a team of interns. It’s easy to submit documents.

If Nina’s on the call, I’d like her to chime in on the good work on the Markets Exchange. Shout out to the Certification Board, and the Campus Council.

Nina: There’s a natural place to put a link, “Coming Soon”.

Jack: Great job from your team on developing this! I hope you’ll give a detailed tour. In my home state of Colorado, we have an exciting project, NextCycle. Great work Nina on discovering this incubator/accelerator project. I hope to have some of my Colorado reps on the board, to try to get a Market Dev workshop in the Denver area.

Bob: The link will change, to be a more market-friendly link, and make it a re-direct. Don’t promote it until then.

Dave: I’d like to see a much more prominent link to that, instead of having to scroll down—at the beginning of the first landing page.

Bob: We can put a button right on the landing page.

Nina: We are closing in on the completion of the broader development of the bigger platform-- InfoExchange is a component of something broader.

Jack: To conclude Campus Report, following up on the discussions Rick and I have had on getting more people involved--I've already requested more involvement. This is one way to really jump in on the Campus commitments—just go to the Interest Survey—we've gotten about 100 completions already. We ask for Background and what you'd like to do. Let's enable a Campus Recycling Workshop and market to the students.

Dave: We can all look at our colleges and universities, see if they have sustainability councils, get them connected to NRC.

Gary: On the Campus Workshop at the ZW Conference, we've been encouraging scheduling on Monday or Friday--"Auxiliary Events," "Training," etc.

Dave: For those that remember Sustainable Materials Management workshop in MD five years ago, there was great student engagement. We should drive efforts by referring to the 10 planks of SMM for Higher Ed.

### **ROC Update - *Amy Roth* (if available) (1:25 p.m.)**

Dave: Is Amy Roth or Bob Bylone on the call? (No) Mary, Alec and John are listed as liaisons. I think we want to coordinate with Amy and Bob on their efforts.

### **Other Business - *Chair Barry/President Keeling* (1:35 p.m.)**

Gary: On the ROC issue, we did have a National Standards Board meeting this week. ROC members have continued voicing concerns on policy development on the bottle bill policy. The ROC has not met for a few months. Someone needs to pay attention to the ROC relations.

Marialyce: Yes, this came up frequently in various areas in the Action Items matrix that I prepared from our Board Retreat (Strategic Planning) in New Orleans. I thought I had asked to have it on the agenda to discuss further?

Dave: Coordinate with Mick.

Susan: I would like to comment as well. I want to ditto what Gary and Marialyce said. I too remember it being a big issue at the Strategic Planning session. A handful of us attended the ROC—we made a commitment to improve communications. Let's get it on the Board agenda.

Marialyce: I want to do the work! I want to divvy up 50 states, assign 10 each to 5 NRC members.

Karen: Getting help from NRC may be why ROC meetings haven't happened. Getting in touch with Amy and Bob would help a lot.

Dave: If Mary asked to be a liaison to ROC, I think Alec and Justin did too—Mary, do you want to take the lead?

Mary: Yes, and I will reach out to others.

Maggie: I was also wondering about follow up from New Orleans, and the additional membership category of “Individual” members. Tie that in with more advocacy. Let’s not lose that—let’s discuss on the next call. Also because of my RO not passing on my membership information issue.

Dave: If you say you are a member and the chair, you are! The Membership Committee will continue to be led by Bill Turlock, along with the comprehensive scholarship plan.

Stephen: I would suggest a standing item—Strategic Plan Update—so the various committees can provide updates, resolve issues after board discussion.

Dave: Sarah – can make sure that happens.

In addition to setting a monthly meeting, to be publicized to members, I’d like each committee to think about how to incorporate getting the ROC involved. Policy initiatives—distribution, comments, etc. That will be Task #1 for the committees. If you are a chair or co-chair, think about how your work affects others.

Marialyce: Yes, my matrix really highlights all the potential cross-over actions across various committees, and I was encouraging maybe organizing around “Projects” that would involve reps from several committees, to avoid silo-ing.

Dave: We want to avoid burnout, not overburden committee members.

Marialyce: Yes, that’s why I think my suggestion to organize around Projects rather than just specific committees, might relieve this pressure.

Gary: The results of the Strategic Plan from New Orleans?

Dave: They were shared at the last meeting, or Marialyce can send them.

### **NRC Members and Public Comment - Chair Barry/President Keeling (1:50 p.m.)**

Dave: Any other questions or comments? Motion to adjourn?

Stephen: Motion

Marialyce: Second

Dave: So moved.

### **Call for Adjournment [Motion] - Chair Barry/President Keeling (2:00 p.m.)**

###