Growing a Buy Recycled Purchasing Program

A Manager's Guide

Preface

This guide was prepared under the direction of the Steering Committee of the Buy Recycled Business Alliance (BRBA), headquartered in Alexandria, Virginia. The Buy Recycled Business Alliance, founded in 1992 as a partnership of the National Recycling Coalition, is a group of organizations committed to increasing the procurement of recycled content products through education and leadership by example.

The National Recycling Coalition is a not-for-profit organization dedicated to the advancement and improvement of recycling, source reduction, composting and reuse by providing technical information, education, training, outreach and advocacy services to its members in order to conserve resources and benefit the environment.

As an advocacy group, the BRBA has developed support and outreach projects including:

- Workshops on buy recycled programs for purchasing managers
- Case studies on green building projects
- Technical data sheets on recycled content products
- A two-year informational program about buy recycled programs targeted to CEOs of Fortune 1000 US companies through the Harvard Business Review, and
- Updated educational support through our website: http://www.nrc-recycle.org/brba

Our latest achievement is this managerial guide, which we hope will be a useful reference both to those companies who are initiating programs as well as those who are attempting to grow or reinvigorate existing buy recycled efforts.

The following companies comprise the **BRBA 2002 Steering Committee**:

American Plastics Council
Armstrong Building Products
Boise Cascade Office Products
BuyReman.com
The Coca-Cola Company
C & A Floorcoverings
Council for Textile Recycling
Milliken & Company
Patagonia, Inc.
Southern Company
Steel Recycling Institute
Target Stores
Tetra Pak Inc.
United States Postal Service
Verizon
Walmart, Inc.
Waste Management

Chapter 1.
Introduction: The Guide's Origins

Growing a Buy Recycled Purchasing Program - A Manager's Guide, as its name implies, focuses on more than the logistical issues of setting up a buy recycled program. It also covers managerial issues that are critical to successfully maintaining these programs.

This guide was developed as a result of many requests by corporate sector managers for a reference source that would help them navigate through the strategic issues of building and maintaining a customized buy recycled program to fit their corporate framework.

The BRBA recognizes that there are already many excellent sources in print and on the Internet that cover techniques and logistics for creating buy recycled programs. You can get current definitions and updates on recycled products, techniques for reviewing and selecting products, writing specifications, tips on sourcing, and cost and delivery options in these existing materials. A representative list of these guides including websites, manuals and books is listed in the appendices.

Most of these guides, however, begin at the point where the commitment to set up a program has been gained (at least verbally), or in the case of the public sector, when legislation or executive order has been signed and mandated. Yet, in the private sector, gaining commitment and maintaining enthusiasm for that commitment is often one of the most challenging parts of developing a successful buy recycled program. Through the this Manager's Guide, our goal is to support both your efforts to gain initial approval and your continuing efforts to gain commitment and to maintain enthusiasm for your company's buy recycled program.

Buy Recycled Guides For Corporate Sector Managers

In reviewing existing materials, BRBA found relatively few materials that focused on corporate sector purchasing initiatives, or that provided guidance on managerial issues in this area. We believe these issues are critical to not only the start-up phase of a successful buy recycled program, but are also necessary to ensure that the program remains successful and is accepted within your company or organization. Through this guide, we seek to address both issues.

How This Guide Was Created

This guide is based on interviews conducted with veteran managers of successful buy-recycled programs, as well as those who are just beginning the task of creating programs. We interviewed managers from mid-sized to Fortune 1000 companies.

Chapters 1-8 focus on research, gaining management approval and starting the program; Chapter 9 includes "Pioneer Stories," in the form of interviews with veteran managers for environmental, buy recycled and purchasing programs; and Chapter 10 is devoted to references and sources to help the reader find additional support material.

Who Should Use This Guide?

This guide is designed for anyone who intends to start a buy recycled or environmentally preferable purchasing program, or who intends to assist others through initiating a corporate (private sector) program. The BRBA also recommends this guide for those who want to improve or expand their programs.

Primarily, this guide should be useful if you are managers in:

- EHS Departments (Environmental Health and Safety),
- Resource Recovery or Waste Management Departments, or
- Purchasing Departments.

Work In Progress

This guide is a "living" resource that will be updated as changes warrant.

Guide Organization

Throughout this guide, we have provided links to websites. As noted earlier, these same references are listed in the guide's appendices. We have provided an annotation about references, wherever possible, to help you quickly find those sources that would be most useful to them.

Chapter 2.
Setting Up a Program: A Quick Guide

This chapter provides a quick overview of what is involved in initial planning, winning support for your idea, pilot testing, launching the program, tracking and measuring the program's success, and publicizing the program. Chapters 3 through 8 provide more detail and offer a step-by-step guide.

Understanding "Green" Language

Setting goals for a buy recycled program involves making choices. For example, the terminology for "recycled content" allows for several options. Understanding these options will allow you to develop a program that fits within your company's mission and goals.

The US Environmental Protection Agency (EPA) provides a commonly-accepted definition for evaluating the validity of recycled-content product claims. It reads as follows:

> "Recovered materials means waste materials and by products which have been recovered or diverted from solid waste, but such term does not include those materials and byproducts generated from, and commonly used within an original manufacturing process."

In addition, the Federal Trade Commission (FTC) is an excellent reference source for guidance on recycled-content product claims, because the EPA definitions are explained in more detail, supported by many examples.

The most important thing to remember is that a manufacturer or supplier who claims to provide products containing recycled-content must fully explain why they make that claim. The FTC takes a common-sense approach, and walks the reader through a variety of scenarios that provide a good basis for understanding what to look for when reviewing potential suppliers.

Reused, Refurbished and Remanufactured: More and more programs are including reused, refurbished and remanufactured products as part of an overall environmental purchasing strategy. These products, when used in conjunction with a recycled-content purchasing program, can offer excellent cost savings while helping to conserve natural resources. Again, the FTC explains that when a manufacturer uses these terms, the manufacturer must state how the product has been reused, reconditioned or remanufactured, so that the buyer understands exactly what he/she is buying.
For more information, see the FTC website, www.ftc.gov.

TOOLS & TIPS

The government sector has led the way in pioneering product standards, and it continues to encourage manufacturers to develop new recycled-content products. Contact your local or state office to see what is going on in your community. Many provide free consulting services which can help you fast track setting up your program setup and ensure good results.

Buy Recycled vs. Environmentally Preferable Purchasing

Recycled-content products are an important component within the larger purchasing context of the "Environmentally Preferable Purchasing" arena. The US Environmental Protection Agency (EPA) has established seven principles to help purchasing managers evaluate and select the best products among the "green" products that are offered for sale. Issues addressed in these seven principles include energy efficiency, pollution prevention and resource conservation. For more information, visit the EPA website at www.epa.gov/cpg

Some Buy Recycled Program Models

There are many ways to organize a buy recycled program. Here are some options:

- Focus on product categories that your company purchases in the greatest volume in order to obtain the lowest price.
- Focus on product categories that would be highly visible within your company; for example, interior furnishings such as carpeting and furniture, or "green building materials" such as recycled steel.
- Focus on products made of materials such as recycled content paper or plastics.
- Focus on "closed-loop" buy recycled programs; for example, Verizon, a telecommunications company, set as one of its goals to use recycled paper for its phone books, thereby reusing the materials that it recycles.
- Integrate reused, refurbished, remanufactured and recycled-content products into your operations wherever possible.
- Use recycled-content products available through your existing suppliers and service providers, such as office suppliers and janitorial services.
- Support local manufacturing efforts by purchasing at least a portion of your recycled products from local manufacturers.

Key Stages

The following is a four-stage process for successfully planning and implementing a buy recycled program.

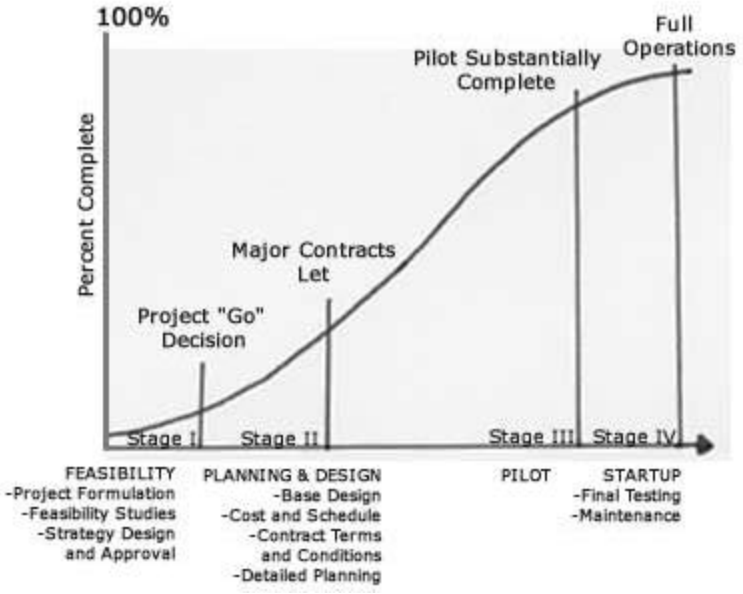


FIGURE 1. LIFECYCLE OF A PROJECT: FOUR STAGES

Stage I: Developing A Pre-Feasibility, Feasibility Study Or Both. A pre-feasibility study contains only highlights and key points that management needs to make a "go" or "no-go" decision to sponsor the program. Usually the pre-feasibility outlines the issues that need to be investigated further in order to ensure a successful program. A full feasibility study builds on this information, and enhances it with more detail.

Determining which type of study is appropriate depends on your company's culture and its common practices. Some companies, for example, require a pre-feasibility study before authorizing money and staff time to plan programs. In this case, your upfront homework should focus only on the essential information, leaving the details for the later study. In other companies, decision-makers want to see a detailed plan. Presenting only the bare essentials might be viewed as a lack of adequate preparation. In this case, you will want to prepare a full feasibility study.

Stage II: Management Takes the Jump, Now What? Now that management has committed to supporting the program, the next step is to design and plan the program. Actions during this stage include testing and selecting products, tabulating costs, developing schedules and setting-up methods for measuring the program's effectiveness.

Stage III: Pilot Program Stage. Most companies require real-life testing before management will agree to enlarge any new program or make it a permanent part of the organization. The pilot stage will help you identify and solve potential problems; in essence, smooth out the rough spots.

Stage IV: Official Start Up. At this stage, the pilot program has been successfully completed, and the buy recycled program has been revised to address any problems or issues that came up during the pilot stage. The program is now ready for its official start up and by virtue of final management approval is now institutionalized; that is, made a permanent, on-going part of your company's purchasing operations.

Chapter 3.
The Pre-Feasibility Study: Know Where to Go To Find the Information You Need

You are now ready to begin Stage 1, developing a pre-feasibility or a full feasibility study. As explained above, a pre-feasibility study contains only highlights and key points that management needs in order to make a "go" or "no-go" decision to sponsor the program. Usually the pre-feasibility study outlines the issues that need to be investigated further in order to ensure a successful program. A full feasibility study builds on this information and enhances it with more detail. Deciding which to prepare depends on your company's culture and management preferences. This chapter recommends a series of steps that will help you prepare a convincing pre-feasibility or full feasibility study.

Step 1. Do Your Homework. We recommend starting your review with current reference manuals, books and websites on buy recycled programs. The references in this document will provide you with an excellent start.

Next, we suggest you contact our headquarters at 703-683-9025 to get the names of BRBA members who are in the same industry or those who are affiliated with yours. Our members are happy to discuss their experiences in creating and maintaining a program. We also can recommend BRBA members located in many areas of the country, who can be very helpful with learning about the availability of regional suppliers.

TOOLS & TIPS

Talking with experienced managers can give you a head start in your research. Example: A manager was able to overcome negative reactions to recycled paper hand towels when she learned that it was not the recycled content that posed the problem, it was that paper towels on a roll were not perceived by employees to be as good quality as towels that are folded (known as Z-folds). By finding this out early, the manager addressed this issue in the pilot program phase. As a result, she solved a problem early on that might have derailed or bogged down the program's formal launch or diminished enthusiasm for the program.

Step 2. How Your Company Does Business. Every company has its own unique personality and culture, which will impact how a buy recycled program will be introduced and maintained successfully. You will stand a much better chance for success in getting your program approved by management, implemented and operating successfully if you take into account how your company does business. Whether your company is decentralized or centralized, internally or externally focused makes a difference in how you will present your proposal and implement the program once approved.

Corporate Culture: Identify Your Company's Personality . Most US-based businesses can be categorized in one of three organizational structures: Entrepreneurial, participatory and hierarchical. The following summarizes their characteristics.

Entrepreneurial firms value individual initiative, support creative ideas and are willing to take risks if the payoffs warrant it. Although entrepreneurial cultures are typically found in small firms or start-up companies, some larger firms have adopted an entrepreneurial spirit by establishing business units that may often be independent from the main chain of command. In this culture, research is important, but decisions usually are made quickly and without a great deal of detail or discussion. If your company has an entrepreneurial culture, then you should be prepared to assume a leadership position - at least to get the program up and running.

A well-conceived program is critical to gaining management support. Much of the upfront work should be completed before approaching management, because management will expect that the program's operations have been thoroughly critiqued and are ready to go. Grassroots support is also critical, since this program will run from popular support, not executive mandate. If the program does not appear to work effectively within a designated time frame, management will quickly end it or put it on hold.

Participatory cultures are usually marked by teams and committees. The size of the company is less important than the route to making decisions, which is through committees. Cross-functional teams are common, and they are empowered to make programs work. Senior management makes the initial commitment to the program or the concept, but it is the corporate committee that determines the details - the program's breadth and depth. You may find that sometimes the process of moving from management approval to committee-led implementation can be slow because the committee operates on consensus. If so, you will need to use consensus-building skills to champion the program and keep it moving forward.

Hierarchical cultures are less frequent today than in the past. Within this structure, all decision-making is made through very clearly defined channels, and the support of the CEO or other top managers is essential. The decision-making process seeks to ensure that the program's risks and benefits have been thoroughly evaluated, and that steps are in place to reduce or contain potential risks. In this culture, once the commitment is made, the program is likely to become institutionalized rather quickly.

If your organization is hierarchical, it will be important for you to show management that the program will fit logically within existing operation and that no major shifts or readjustments to corporate functions are necessary.

Decentralized vs. Centralized: How your company is located and staffed is a key consideration.

Many companies today are decentralized, which means that their operations are spread out geographically. Examples include family restaurant chains, national brokerage firms and department stores like Target and Walmart. In decentralized operations, top management makes the strategic decisions; however, the responsibility for implementing decisions is carried out at the local or regional level. To do so, managers in decentralized operations have a good deal of authority and discretion.

To successfully implement a buy recycled program in a decentralized operation, the program must provide services that are suitable throughout these diverse operations. In addition, the services must be adaptable to local conditions; and be able to be replicated at low cost and minimal time investment.

If your company operates on this platform, you can use this to your advantage by testing the program at one or two facilities then move it out to a broader base. Although this type of program "roll-out" may take longer, it allows programs to be tested and improved along the way.

Although there are advantages to decentralized operations, one challenging aspect is worth noting. You or whoever is designated as the buy recycled program manager needs to be prepared to resell the concept one facility at a time as top management is unlikely to enforce compliance, preferring for buy-in to occur at each branch operation.

A worthwhile task may be to explore how well such a program would be accepted and what concerns branch operations may have during your preliminary information gathering stage as outlined in Step 1. Knowing this upfront may help you overcome potential objections by designing solutions into the program from the start. Also you may consider inviting managers from other branches to assist you in developing the program concept and selling the program once it ready to be rolled out.

In a *centralized operation*, decision-making and policy enforcement remains at the corporate level. In this structure, each department or division such as finance, engineering, purchasing and resource recovery maintain autonomy over departmental functions.

Creating a buy recycled program in this arena requires a clear division of responsibility and a buy-in from each department or division. Although the company may have multiple offices or facilities, corporate policy is implemented as mandated by headquarters, and branch offices operate with little autonomy. In this instance, you will have to gain support and buy-in from various departments or divisions who would be impacted by the buy recycled program.

Internally vs. Externally Focused. In an *externally focused* organization, the company looks to its customers and to the communities where it operates to gain insight and direction for corporate policy. Trends in society, as demonstrated through opinion polls and surveys, are important barometers of corporate reputation. Often, these companies tend to be among those who sell directly to consumers. Focusing on how a buy recycled program will create good will among your company's customers and positively contribute to the issues they are concerned about will greatly enhance your chances of gaining approval and buy in.

By contrast, companies that are *internally focused* tend not to pay as much attention to trends in consumer attitudes, but look to their own customer base, efficiency and cost effectiveness to guide them in setting corporate policy. In marketing terms, many internally directed companies are "business-to-business" companies- meaning they sell products or services only to other businesses. Examples include companies that sell raw materials, such as steel, plastics, lumber or chemicals, to other manufacturers or companies that make products or provide services that another business would use. You may find that if your company is an internally focused company, a buy recycled purchasing program would probably achieve a better chance of success if cost savings and efficiency were the cornerstones of the program.

Environmental IQ: Is your company considered progressive on environmental issues? Is your CEO a leader who speaks out on these issues? Is your company "beyond compliance" - meaning that it has implemented voluntary, not mandated, programs, because these programs seemed to be the right thing to do for the environment? Or, is your company "mainstream" - not setting trends, but willing to listen? In other words, quick to implement environmental programs that are requested or required by regulators, or willing to consider programs if others are already doing them and experiencing success? Or, is your company a "traditionalist" - adopting only those programs that are required for legal compliance?

Your company's Environmental IQ is important to determining how quickly and extensively your company will adopt a buy recycled program. If your company is an environmental innovator, then a buy recycled program might include a wider range of products or partnering with your state agency to set up pilot program for products not normally included in the mix of recycled-content products. If your company is a mainstream company or is a traditionalist and slow to adopt new programs, then stick with mainstream recycled-content products. Starting with only a few high-volume products will yield the most success.

Step 3: Find Sponsors. Identifying potential sponsors early, especially among senior management is important. Sponsors can help you determine where and how to focus program development efforts and identify potential pitfalls. It also is important to identify the level and nature of support early on; for example, some sponsors may be willing to help with program development; while others may be willing to sign a memo requesting a program or prefer to be called on once the program is adopted.

Step 4: Encourage Criticism. To paraphrase a famous political axiom: keep your sponsors close, but keep your critics closer. You need to understand the objections to a buy recycled program to sway dissenters. Often, objections are not articulated, and you will need to search them out. Experienced buy recycled program managers say that the number one obstacle that they have had to overcome with critics is the "fear of change." For many people, change is difficult because it is filled with uncertainty. A buy recycled program requires behavioral changes by users and implementers. To make a smooth transition into a program, it is important to seek out, acknowledge and address all points of view.

Step 5. Make a Preliminary Plan. Once you have completed the background research, then make some preliminary judgments about the scope and nature of the buy recycled program you are proposing. Put together a preliminary list of products that would be suitable for your company, identify potential users of these products and note names of people in your company who would implement the buy recycled program.

Step 6: Identify Stakeholders. A well-run buy recycled program is more than just the sum of its parts. It involves different decision-makers at various levels. To make your job easier, clearly identify the following roles within your company and determine their activities. (See Figure 2)

FIGURE 2: STAKEHOLDER ROLES AND ACTIVITIES

Stakeholders	Activity A	Activity B	Activity C	Activity D
User group #1	x			
User group #2		x		x
User group #3		x		x
User group #4		x		x
Purchasing	x	x	x	x
Accounting		x		
CEO or top management	x			
EHS	x			
Waste Recovery				x
Communications		x	x	x
Recycling Operations	x		x	x
Board of Directors			x	
Stockholders			x	
Community leaders				x

Figure 2: In order to successfully manage the development of a buy recycled program, some managers use a matrix form to map out roles as above. It lists the activities/roles horizontally across the top and the functional departments vertically in the left column. This allows the buy recycled program manager to see a summary of the work which must be completed and which group has ownership for this work.

Policymakers usually are comprised of top corporate officers, regardless of company size or operating style. These corporate officers establish the policy framework that gives birth to a buy recycled program.

Implementers are the people who make the program happen. Typically, the purchasing department will manage the program, under the supervision of accounting, with input from environmental health and safety and quality control departments. To determine the key implementers, refer to other programs in your company that involve purchasing authority, and see how these programs are structured.

Users, as the word implies, are the people who will use the program. Although you do not need to specifically identify individual users at this point, keep in mind that this group determines the overall success of a buy recycled program. If they are not happy with product quality, performance or convenience, then the program may encounter setbacks.

In programs where the products are used internally within the company, the users will be employees. In external buy recycled programs, the program will be carried to user-customers. C&A Floorcoverings and Milliken (both commercial flooring companies), for example, carry their buy recycled programs to their customers. C&A Floorcoverings provides commercial designer carpeting made with recycled content, and Milliken offers a carpet

refurbishing program. Both companies sell to interior designers, architects and corporate buyers.

Influencers: These people are not directly involved in using or managing the program, but carry clout within the company. Influencers may be a board of directors, advisory board, a large or vocal group of stockholders, local environmental authorities, or the surrounding community.

Step 7: Map Out Attitudes of Stakeholders. Once you have identified stakeholders, it is important to understand the important issues that impact each group. In addition, each group may have a different interest and stake in the process. By creating a map or chart of stakeholder attitudes in the process, (see Figure 3), it is easier to understand each group's "stake," and to spot similarities and differences among the groups. This step when done thoroughly and carefully can yield useful insights into the issues you will have to address to gain support for the program and to enroll stakeholders in supporting and participating in the program once it is launched.

Groups	Support	Oppose	Undecided
User groups	x		
Purchasing			x
Accounting		x	
CEO/management			x
EHS	x		
Local community	x		
Other groups			

Figure 3, Stakeholder Attitudes. The undecided usually require the most attention. For those that oppose the plan, you should try to find out why they oppose it and present evidence to change their minds. Solicit the help of supporters to influence those that oppose the plan or who are undecided.

Step 8: Interview Users and Implementers. Two crucial stakeholder groups, which need special attention, are the users and implementers. Getting them on board at this time is critically important. The best way to do this is to ask for their help and clearly understand their expectations. Take, for example, your company's purchasing department who will most certainly be an implementer of the program. To what extent are the people in this department willing to support a buy recycled program? Will they lead the effort, cheerfully implement it if management makes a commitment to the program, or will they be reluctant to implement the program? If they are reluctant, negotiate for their support. If you wait until management has made a buy recycled program a corporate policy, or you ignore their role, you will find it will be more difficult to successfully implement the program.

Step 9: Corporate Policy: Locate the Open Windows. Corporate commitment is essential to a successful program. Experienced managers say that when a buy recycled program becomes corporate policy, those responsible for implementing the program review

it as a mandate or priority of senior management, and the program has a better chance of succeeding. In essence, it has the force of law.

An effective strategy for obtaining this support is look at what drives corporate policy in your company and then figure out how your buy recycled plan supports or enhances these drivers. The key is to find a need or a problem within your company that a buy recycled program can fill or solve. This is your open window of opportunity. Senior management will react favorably if a proposed program fills a critical need or solves a problem.

A corporate "driver" for creating a policy commitment to a buy recycled program may come from a variety of areas, such as environmental health and safety, waste recovery or as part of external communications, to name a few. The following are some examples.

Buying for Environmental Health and Safety.

The Coca-Cola Company has focused on developing its buy recycled program as a fulfillment of its Environmental Heath and Safety strategy.

> **The Coca-Cola Company**
>
> Environmental Principle: "We shall conduct our business in ways that protect and preserve the environment."
>
> Purchasing Policy: "Coca-Cola USA will give preference to purchasing products made of recycled materials if these products satisfy current performance, safety, regulatory and cost requirements. Products with higher recycled content will be given preference."

Buying for Resource Conservation and Waste Prevention. Buy recycled programs focus on buying those products that produce the least amount of waste or that represent major sources of their waste stream. Companies that use significant amounts of paper in their operations, such as printing catalogs, phone books or bank statements, for example, are able to achieve significant resource conservation and waste reduction goals if they commit to recycling these materials and to using recycled content paper for these projects.

A corporate buy recycled policy driven by waste reduction also offers the potential for cost savings. By selecting products that are made of recovered materials, a company ensures that the products, once their useful life is completed, will be recycled rather than discarded. Eliminating waste disposal fees can often provide significant cost savings to a company and offer its managers a strong rationale for instituting a recycling and a buy recycled program. DuPont company offers an example of this policy approach.

> **DuPont**
>
> "Resolved, that in furtherance of DuPont's commitment to its waste management policy, it is the policy of DuPont to preferentially purchase items made of recycled materials were such products to meet our continually improving quality requirements and are available at reasonable prices and terms."

Buying for Environmental Stewardship and as a Good Corporate Citizen

Verizon addressed the issue of a buy recycled program as part of a broader strategy to address its role as a good corporate citizen in the communities that it operates.

> **Verizon Corporate Policy Statement**
>
> Verizon is committed to the environmental quality of life within the communities it serves. To that end, the Company is dedicated to a comprehensive recycling and waste reduction program that focuses on minimizing waste, and using quality products made with recycled material.
>
> The Company's recycling and waste reduction program consists of the following:
>
> Collect and recycle all materials as required by law
> Identify all other marketable materials found in the solid waste stream and collect and recycle them whenever economically feasible
>
> Purchase environmentally sound products that can be reused and/or recycled after normal use
>
> Purchase quality products made from recycled materials
>
> Participate in partnerships with recycling officials and government agencies in the collection and recycling of Verizon Directories within the existing local recycling infrastructure

Step 10. The Buying Process: Learn the Mechanics.

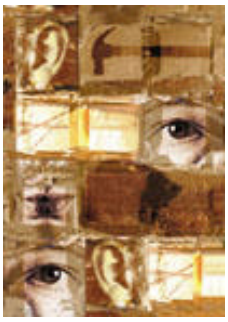
When preparing a pre-feasibility or a full feasibility study for a potential buy recycled program, demonstrating how your company buys its products is essential. To be specific, you must know the contract schedule, the system for contract renewal and corporate quality control standard. In addition, you must know how suppliers are pre-qualified for the bid process, so if new suppliers are required in order to provide recycled-content products, you will be able to help with recruitment of these new suppliers. In addition, you should become familiar with the specifications that are used by your purchasing department to evaluate the right products to buy. In order to incorporate recycled-content products into the buying mix, you need to ensure that they can meet existing specifications or that specifications can be modified to include these products.

In recent years, companies have preferred to establish partnerships with their contractors, which means that suppliers work closely with companies on pricing, quality and other issues of importance to the company. In exchange, the company agrees to a long-term, and in some cases an "evergreen", contract with a supplier. Although these arrangements make it more difficult for a new manufacturer of recycled-content products to sell directly to the company, there are alternatives. Here are some recommendations from experienced program managers.

Current Methods. Talk with your purchasing managers to determine how new products are identified, how user needs are assessed and the methods by which the products are piloted or tested. When you propose the buy recycled program, explain how the recycled-content products should be integrated into the existing system.

Limited Use. Determine if recycled-content products can be introduced through other channels. If, for example, only a few departments use recycled-content products, check to see if the buying process requires the same contractual arrangements. Perhaps these items can be bought from a purchase order without a long-term or evergreen contract.

Encourage Partnerships With Existing Suppliers. In some cases, suppliers who hold broad-based contracts with a company are able to bring in new subcontractors to provide products they may not be able supply themselves. Experienced program managers say that they have functioned as a "sponsor," encouraging their suppliers to use manufacturers of recycled-content products.



Chapter 4.
Obtaining Management Commitment: Getting to Yes

Program managers often ask, "What does management want to know?" The answer depends on the information you have collected. If, for example, your company is already involved with environmental programs and has an expressed commitment to support such issues, then convincing management to support a buy recycled program should be relatively easy. The challenge will be to demonstrate that it can be implemented without major changes or disruptions to the current system.

On the other hand, if your company has not been particularly active in environmental issues (other than compliance issues), then a buy recycled program may be new territory. In this case, management will need to see how a buy recycled program can fulfill or extend corporate strategies, such as creating better operational efficiencies; that is reducing waste; showing good citizenship; or enhancing stockholder or stakeholder relations. The following are some approaches for obtaining management commitment.

Connect to Strategic Planning Issues. How will the proposed buy recycled program move company strategies forward? All companies are based on a set of strategic visions and plans, written or not. As the program initiator, you need to demonstrate a general understanding of your company's corporate vision and strategic plan. Linking a buy recycled program to corporate strategies will make it easier for management to view the program as part of an integrated effort and not as something ancillary to strategic programs.

Stress the Benefits to the Company. If it is expected to cut disposal costs, then say so. If this will help the company's image in the community, then say that.

Fit the Proposed Program into the Existing System. Visualize how a buy recycled program fits into the existing system, or explain what changes will be necessary. If, for example, all products are bought through long-term or evergreen contracts with suppliers, then you will need to demonstrate how a buy recycled program works within this framework. The rule is no surprises. Do not promise a seamless integration between a new buy recycled purchasing program and the existing system, especially when they are not compatible or some adjustments are needed.

Demonstrate Risk Control. Experienced management consultants advise that the secret to gaining management support for new programs is to accurately access risk and to present ways to control that risk. All projects, no matter how simple, present some risk. On the small scale, the project may waste staff time that could be used more productively elsewhere. On the larger scale, a project might risk corporate assets (money), put lives at risk or disrupt operations. In asking management to approve a buy recycled program, you

will have to demonstrate that you have evaluated the risk factors and proper actions to minimize or alleviate these factors have been incorporated into the plan.

Demonstrate Stakeholder Buy-In. Line up your supporters. This program is new and represents change! As noted previously, change can be difficult for some people or for some companies as a whole. Although popularity of a proposed buy recycled program will not ensure its success, popularity and support among employees and other corporate stakeholders can certainly help.

Show Program Ownership and Ability to Run It. Every program requires a designated manager or managerial group to run it. If, for example, the buy recycled program will be turned over to the corporate purchasing department to implement, then it is important to clearly demonstrate to management that purchasing department managers are ready and willing to assume responsibility and accountability for getting and keeping the program running.

Provide a Clear Sense of Program Scope, Resource Planning and Cost Estimating. Your management team will expect answers on these issues. It does not mean that you must plan everything in detail for an initial presentation, but you need to provide an overview or a general strategy on how it all fits together.

Clarify Your Proposal Objectives. This may sound simplistic, but it is not uncommon to see an excellent proposal, filled with details, that neglects to state clearly what objectives and decisions are needed. Without this clear statement, you may find the proposal returned without a decision.

TOOLS & TIPS

The following are some tips for making the presentation to gain management commitment:

- Stress the benefits of the program.
- Never assume that everyone has read advance material. Briefly review the material to ensure that everyone is at the same level of knowledge.
- Clarify your presentation objectives. Whether it is one person or a group, when you set your objectives upfront, you are giving your listeners mental guidelines to measure the effectiveness of your position. Presentation objectives should also include what you want your listeners to do or not to do. If you need a commitment from them at the end of the presentation, then say so. .

If the commitment is in the form of a new policy, mission statement, an adjustment to existing materials or a confirming memo, it is helpful and effective to have a draft handy. This allows you to take advantage of the time given to you. It solves the problem of who is going to draft the document or arranging another time for review and approval.

Chapter 5.
Designing and Planning the Program: The Right Start

Congratulations! By gaining management support, you are ready to move to the next stage which is designing and planning your buy recycled program. At this point of the process, you are now focused on base design (where and how products will be used), costs, contract terms and conditions. Professional purchasing standards such as those established by the National Association of Purchasing Management (soon to be known as the Institute for Supply Chain Management) should be followed in selecting products for a buy recycled program.

In this chapter, you will find tips for helping your purchasing department to locate and evaluate recycled-content products. Or, if you are a purchasing manager, the tips below should be helpful additions to your current purchasing practices.

If you are helping your purchasing department to establish a buy recycled program, if possible, it is a good idea to attend pre-bid or contract meetings. These meetings provide you with an opportunity to informally discuss the new program with potential and existing suppliers and to learn about issues that need to be addressed to ensure a successful program.

As purchasing managers know, test results on new products are essential. The tests vary according to the product and its intended use, but as a rule, tests should include information on performance, health and safety. For recycled-content products, performance issues are usually a major concern; that is, will the products perform as well and as long as their virgin counterparts. Recycled-content products should meet the basic standards of their industry product class. To learn what standards apply to the products you are considering, call the appropriate industry trade association and ask for the representative that handles questions standards and testing.

It is also important to make sure that suppliers obtain certification or offer credible verification that their product claims are valid. Although independent third-party test verification of product claims is best, sometimes this is not feasible. In this case, suppliers should make certain that an officer of their company verifies product claims in writing. Since an officer is legally empowered to act on behalf of a company, this becomes a legal document. Written verification of claims guarantees that enthusiastic sales representatives do not overstate product feature and benefits.

In-house product tests are also very important, because these tests allow you to review products before making a contract commitment. Most manufacturers are happy to supply samples for this purpose. It is a good idea to test the product in a real-work setting and to compare the performance of several products, rather than only one.

Program managers with limited time, or who are dealing with these environmental issues for the first time, may want to consider hiring a professional consultant in environmentally preferable purchasing. These consultants can help you jump start the process and ensure that a professional, credible program is put in place quickly.

TOOLS & TIPS

The following checklist will help you to smoothly incorporate recycled-content products into your company's purchasing program:

- Make a list of possible products for inclusion. Review existing specifications; alter specification language where biased toward virgin; that is, products that do not contain recycled materials. Do not alter specifications on quality or other performance measures.
- If you are working with existing suppliers or contractors, review product offerings for recycled-content products. Work with them to make product additions as necessary.
- If you are working with outsourced services such as janitorial or facility management, review products currently used by these subcontractors and work with them to determine product substitutions.
- If you are asked to participate in the supplier selection process with your purchasing department, be sure to ask potential suppliers for the following information: Complete product descriptions including technical data, warranties, guarantees, test results and references from current users. Be sure to request corporate credentials and pricing.
- Determine if pricing is within acceptable competitive range of your corporate policies, as well as competitive with other suppliers of similar products. Your company should not have to pay a premium for recycled-content products. They should be priced on parity with virgin-content products.

Ensure that products under consideration meet corporate quality standards. In most cases, when initiating a buy recycled program, it is an excellent idea to require a testing period for products under consideration.

Chapter 6.
Pilot Programs:
Low Risk/High Reward

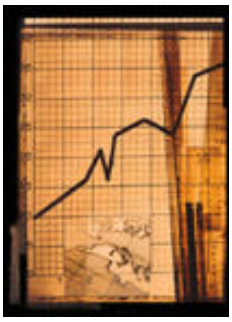
At this stage of the process, once the products have been selected, they should be used in small scale or pilot programs before expanding into corporate-wide use. Experienced program managers recommend buying products in limited quantity that are intended for use in a pilot program, and making contracts contingent on successful performance in the program.

Pilot programs allow you to keep tight control over the process and to fix problems as they develop. In the worst case scenario, if the products fail to perform in the pilot stage, the supplier and manufacturer should be allowed a chance to fix the problem. If this is not possible, then you have the option of changing the product or putting the program on hold until the problems can be resolved.

The best place to pilot a new buy recycled program is in your own department. This way you can manage the process and make adjustments if problems develop. If this is not possible, try to pick an area of the company in which the product will not disrupt the flow of work. To ensure that your pilot yields useful results, start with a list of objectives that the recycled-content product is intended to meet. This creates a benchmark against which to measure the product's performance.

If pilots are set up in multiple locations, keep meticulous records of the conditions of use. When recycled copy paper was tested within a Fortune 1000 company, for example, the company machines experienced paper jams. When investigated, the purchasing manager discovered that operator error was frequently to blame for the jams, not the paper. To avoid this reoccurring problem, the purchasing manager decided to focus the use of recycled paper in the corporate copy center where experienced technicians ran the equipment. In the self-service copy areas, the manager opted to use the existing paper brand so recycled-content paper would not be unfairly blamed for poor performance.

Pilots should be viewed as an opportunity to develop the best elements in your buy recycled program. Few products are a perfect fit. But a well-managed pilot visibly demonstrates good management skills. It can also help create a team approach to the process and generate support for a buy recycled program on a larger corporate scale.



Chapter 7.
Tracking and Measuring: Proving Success

Tracking and measuring your buy recycled program provides the evidence of your program's success, and allows you to pinpoint areas that need improvement. Without this information, a buy recycled program must rely on popularity to prove its value.

Tracking. Tracking can be accomplished with good software programs. Programs such as Microsoft® Excel are easy to use once the parameters are set. Other programs such as those available from Oracle software are also effective. Since the purchasing function also involves contract management, software programs, such as DiCarta, provide you with an interactive method for not only tracking individual contracts but also for reviewing the interaction of contracts with each other.

If company-run software tracking is not an option, then you should check with your supplier for suggestions on how to track and measure the program's effectiveness. Boise-Cascade, for example, provides its customers with a quarterly print-out of all office supplies with recycled content, by category, quantity and dollar amount that were purchased by the company. These detailed reports allow their customers to easily track their programs.

TOOLS & TIPS

Figure 4 provides an example of how Boise-Cascade tracks and reports to its customers their purchases of recycled-content products. The report is prepared in a simple software chart and is ready for insertion into corporate reports.

DATABASE REPORT (Figure 4)

Merchandise category	Product #	Product Description.	Vendor	Packaged	QTY.	Total $
A6	6534 YW	Memo Pads	XYZ	6-packs	30	$15.
A2	660RP	Dispensers	AAA	DZ	52	$62.40
A5	664SP	Pens	BBB	BXS	120	$110.

Figure 4: Tracking recycled content purchases can be done with the aid of computer databases available at local stores. This method of measurement allows the company to track its commitment in terms of dollars spent and percentage of all products purchased.

Measuring. Measuring your buy recycled program's success accurately requires setting goals and benchmarks that are linked to your company's mission, goals and strategies. If, for example, your company values operating efficiencies, then measuring the cost savings from waste reduction by using recycled-content products will be meaningful. If your company values being a good corporate citizen, perhaps eliminating a major source of community waste is a viable option. For example, Verizon has organized the collection of used phone books for recycling into new phone books - phone books that were previous a source of community waste.

Measuring is an important part of any buy recycled program. The Buy Recycled Business Alliance members will be happy to provide guidance to help you develop these benchmarks.

Chapter 8.
Publicizing Your Program

Telling others about the program is essential to its survival and success. A communications plan should be divided into two parts: internal and external.

Internal. You should begin communicating internally at the pre-feasibility (or full feasibility) study stage. These communications can take the form of regular e-mail, in person or hard-copy memo updates. The key to good communications is striking a balance between content, frequency and the delivery method. At the early stage of program development, set up a contact list with key sponsors of the program, those who will be impacted by the program as well as other stakeholders. Keeping them informed is important, and it is best to limit communications to short updates. It also is important to show respect for time. The longer the e-mail or memo, the more time it requires to review it and the more likely you may lose support. The goal is to keep key people informed at key points, so they have an opportunity to offer input or raise concerns.

Early on, establish who needs and wants to be kept in the communications loop. Chapter 3 details nine steps for developing pre-feasibility and full feasibility studies, with Step 7 focusing on benefits of mapping out the roles stakeholders for understanding their needs and concerns. Using your map of stakeholders' roles when writing internal communications can be very helpful in making sure your communications are effective.

Once the program has received corporate endorsement, the program needs an official announcement. Often this takes the form of a corporate memo. A good strategy is to send a copy of management's official commitment letter or memo with the documents you send out. This ensures that anyone who may not have heard about the commitment (or has forgotten) has the opportunity to refresh their memory and clarify points. Another useful method is to develop an e-mail or hard copy memo format so that updates can be key stroked in quickly or delegated for updates.

TOOLS & TIPS

Figure 5 provides an example of a corporate memo announcing a new buy recycled program.

FIGURE 5: SAMPLE ANNOUNCEMENT (INTERNAL MEMO) OF BUY RECYCLED PROGRAM BY US COMPANY

To: Distribution

Fr: Name Here

Subject: Buy Recycled Initiative

Date: December 10, 1996

The concept of "buying recycled" has been embraced by our customers as indicated by several polls on "green purchasing" trends. Further, it is embraced by the citizens of our state to the extent that the Governor has created the Office of Sustainability in order to protect and preserve our finite supply of natural resources.

Our management planning team, headed by our CEO Advanced Thinking, recognizing the importance of resource conservation and its impact on overall economic well being, has established Resource Conservation as an element of our corporate Environmental, Health and Safety Policy.

Although we have achieved ambitious goals in reducing our overall waste stream through reduction and recycling, we now need to "close the recycling loop" by actively encouraging the purchase of products made from recycled materials.

Toward this goal, we are currently establishing a baseline measurement of the recycled products we currently purchase. From this baseline we will develop goals and targets in order to increase our purchases. At the same time, in order to ensure that we are buying products that conform to our quality control standards, we are establishing a pilot program to test these products.

We need your support in these efforts. Through the coming months, we will ask your help in using recycled content products and ask that you give us honest feedback as to their performance. In addition, we are asking for suggestions for new product categories that we might consider.

The attached document outlines our proposed activities in more detail. We thank you in advance for your support.

If you are working with a planning committee or with a cross-functional team, be sure to provide updates on previous decisions and actions. These updates ensure that everyone remains up to date. Prior to meetings, planners suggest that one of the most valuable ways

to ensure its success is to provide a discussion agenda before hand. If possible, prior to each planning meeting, participants should receive a reminder notice and a quick agenda.

Other methods of internal communication you may use will vary depending on your company and its culture. Effective outreach methods include lunchroom/break room bulletin boards, corporate newsletters, notices in paychecks and announcements delivered by department heads in weekly or monthly employees meetings. For computer-based communications, in addition to e-mail, you may try creating an internal listserve and group mailing lists. The department or person who handles human resources should be able to offer helpful suggestions for these kinds of outreach.

External. Your company's public relations, corporate affairs and marketing departments are excellent resources for getting the word out beyond the corporate walls. For example, marketing can work with you to integrate information about the program in sales materials; public relations can provide expertise in developing news stories that offer news updates on the program; and corporate affairs can guide communications efforts, such as annual environmental reports and annual corporate reports to industry, stockholders and other audiences or stakeholders important to the company.

TOOLS & TIPS

Figure 6 demonstrates how Target summarized its annual buy recycled and environmental activities in an easy-to-read and visual stimulating report. Figure 7 provides an example of a standard news release for distribution to local media.

FIGURE 6: TARGET ENVIRONMENTAL REPORT (see end of chapter)

> Target communicates about its environmental performance to its various stakeholder groups through an annual report that is available on the web. The report is designed to provide key information quickly by providing a visual system that guides readers to important information.

FIGURE 7: NEWS RELEASE SAMPLE (EXTERNAL COMMUNICATIONS)

See end of chapter for a sample news release

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Environmental Partnerships

- America Recycles Day
- Business for Social Responsibility
- Buy Recycled Business Alliance
- National Recycling Coalition
- Recycling Association of MN
- EPA Waste Wise
- EPA Energy Star
- Full Circle Institute
- U of M Raptor Center
- MN Environmental Initiative

Environmental Awards

- Recognized by the National Recycling Coalition for Recycling Leadership
- Minnesota Environmental Initiative Award for Environmental Excellence
- WRAP award for all Target and Mervyn's California stores and distribution centers
- Mervyn's store #214 received water conservation award
- Mervyn's store #225 recognized for tree planting
- Mervyn's store #275 received Earth Day award

2001 Goals

- To work toward building a sustainable community, a sustainable company and sustainable planet.
- To give our team members the tools to reduce, reuse, recycle and rethink.
- Continue to find ways to reduce waste so we are closer to the goal of zero waste.

Marshall Field's

mervyn's California

TARGET

Working Together to Protect the Planet

You've already told us something about yourself.

By reading this progress report, you're showing us you care about the environment. You, like many of our friends, are making an effort to lighten your environmental footprint. At Target Corporation, we are too. Why? Well, from a business standpoint, the more we reduce waste, the more efficient we are as a company. But the real reason is much more heartfelt.

Our tens of thousands of team members across the country are parents, children, grandparents and siblings. Each has an interest in protecting the planet for their families now— and in the future. Thanks to them, we're leading the way with initiatives that benefit our corporation and the Earth.

In 2000 for instance, we've reused and recycled everything from cat litter to cola cans. We diverted enough cardboard and paper to save 4,506,348 trees.

And in some distribution centers, we're even reusing bearing cylinders as spare parts on our conveyer belts. By looking at "waste" differently, we're learning to waste-not.

Target Corporation has long been recognized as a corporation that gives back to the communities where we work and live. By protecting the planet, we're giving back to the global community, in one of the most meaningful ways we can.

Environmental Progress Report Editor: Jean Shrum, Target Corporation Environmental Services

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When it Comes to the Environment, We're Right on Target

- Target's new corporate offices were built with the planet in mind. Incorporated into the design are fluorescent lighting, daylight sensors, low flush toilets and urinals, aerosol flow control on faucets and insulated piping for heating and cooling.
- Team members who work at Target checkout and guest services are staying "one- tread ahead." They're lightening their environmental footprint by standing on cushiony, anti-fatigue mats made from recycled tires.
- Hogs from a Midwestern farm pigged-out on waste food from the cafeteria at Target Corporation headquarters and Marshall Field's on Nicollet Mall 12-floor restaurant. Fifty-four tons of food waste was generated and reprocessed into hog food.
- Food Avenue at Target offers refillable sports bottles and coffee mugs for guests made from 10% post consumer plastic. Napkins are made from recycled fiber
- Target Corporation's Printing Services used 1.35 million lbs. of 30% post-consumer-fiber paper for printing brochures, newsletters and training manuals.
- Broken store fixtures are sold and recycled into new products.
- Packaging reduction continues to be a priority. As in previous years, 99% of all clothing and 95% of all shoes arrive with no excess packaging at Target stores.
- This year, 20 million shoe boxes made with 80 to 100% recycled paper were shipped to Target stores.
- Target and Mervyn's both have a closed-loop re-use program for hangers. More than 455.4 million hangers move through this program in unique re-usable hanger storage boxes. The hangers average five round trips and are used until damaged; saving 18,975 tons per year from the landfill. Broken hangers are re-ground and manufactured into new products.
- Overhead signs are made from recycled content paper and cardboard.
- The plastic from damaged Target shopping carts is recycled and used to make new products. In 2000, 16,000 carts were recycled. That's 160,000 pounds of reclaimed plastic and metal.
- Instead of throwing away computer hardware, Target Corporation donated more than 1,000 desk top and lap top PCs to churches, hospitals and community centers.
- In order to promote green goods, Target is offering training to its buyers to raise awareness about eco-product alternatives.

Great Products for a Greener Future

The following eco-products are available at Target:

Doormats- *durable, recycled and easy-to-clean*

Greeting Cards- *100% recycled greeting cards*

Snowboards- *made from 30% recycled material*

Basketball Backboards- *made from 80% recycled eco-composite*

Paper- *notebooks made with recycled paper*

Home Furnishings- *our furniture contains no wood from old growth forests*

Pastries- *Super Target offers a new line of Euro Pastries; the packaging is 100% recycled, 65% post-consumer fibers*

Lighting/Candles- *at Target's request, there is now less packaging on candles and lamps*

Vitamins- *our Target Brand vitamins are packaged in bottles that contain recycled plastic*

Re-use and Recycle at Work

Here's how we reduce waste in our corporate offices:

- recycle office paper
- use e-mail, Internet, intranet and fax instead of paper
- use routing slips/envelopes and bulletin boards for announcements and memos
- review and edit documents on-screen
- re-use envelopes, file folders and boxes
- re-use store distribution bins as recycling bins
- provide recycling bins at desks
- duplex copies
- encourage the use of refillable mugs, recyclable printer cartridges,
- recycle soda cans, and order products with recycled content when possible

2000 RECYCLING TOTALS AT A GLANCE

Target Distribution Centers

- cardboard/paper 86,002,432 lbs.
- plastic shrink wrap 2,642,277 lbs.
- cans 15,180 lbs.
- printer cartridges 633 lbs.
- fluorescent lamps 5,100 lbs.
- oil 6,505 gallons
- lead acid batteries 84,589 lbs.
- misc. plastic 5,000 lbs.
- scrap metal 462,680 lbs.
- wood pallets 395,000 lbs.
- aerosol paint cans 740 lbs.
- forklifts 45 machines
- bubble wrap 20 lbs.
- parts washer solvent 800 lbs.
- re-inked ribbons 40 lbs.
- holiday decorations 500 lbs.

Target, Mervyn's & Marshall Field's Stores

- cardboard 408,698,537 lbs.
- Target Ni-Cd batteries 1,661 lbs.
- Target guest Ni-Cd batteries 5,270 lbs.
- fluorescent lamps 829,125 lamps
- lighting ballast 34,867 lbs.
- batteries 729 lbs.
- mercury devices 417 lbs.
- computer/electronic equip. 2,383 lbs.
- shopping carts 16,000 carts

Mervyn's and Marshall Fields Distribution Centers

- cardboard/paper 33,516,220 lbs
- plastic shrink wrap 412 lbs.
- cans 3462 lbs.
- hangers 250,000 units (Marshall Field's)
- printer cartridges 100 lbs.
- fluorescent lamps 4200 lbs.
- oil 3900 gallons
- lead acid batteries 12,200 lbs.
- scrap metal 123,000 lbs.
- wood pallets 125,000 lbs.
- aerosol paint cans 100 lbs.
- parts washer solvent 2,316 lbs.

Target Financial Services

- office paper 295.2 tons
- cardboard 23.2 tons
- shredded paper 48.2 tons

Target Corporation Printing Services

- office paper 158 tons
- cardboard 12.2 tons

Northern Operations Center

- cardboard .87 tons
- paper 47.54 tons

City Center

- paper 161.3 tons
- cardboard 13.82 tons
- cans .028 tons

IDS

- paper 28.51 tons

Target Plaza North

- cardboard 75.6 tons
- paper 161.15 tons
- cans 2126 lbs.
- glass 7.06 tons
- phone books 3,854 lbs.
- plastic 1,259 lbs.

DataLine Delivery Inc.

NEWS RELEASE

FOR IMMEDIATE RELEASE

June 16, 2002

Contact: Jennifer Caton, Communications
312-467-2005 or email jenniferc@datalinedelivery.com

DATALINE DELIVERY INC. TO START BUY RECYCLED PROGRAM

Company Expects Purchases to Exceed $50,000 in Next 18 Months

Chicago, June 16 – DataLine Delivery Inc. will begin a buy recycled program next week to focus on office supplies, building / interior products and fleet operations. The announcement was made today by company president, Dale Earnest.

In making the announcement, Earnest said, "our company has worked hard to be a good corporate citizen in the Chicago area and regional communities that it serves. We believe that a buy recycled program is a natural extension of this commitment."

The company plans to focus on buying recycled-content office supplies including computer disks, copy paper and notepads. Building and interior products will include buying recycled carpeting, refurbished furniture and recycled paints. For its fleet operations, the company plans to use recycled oil in its 55 delivery trucks. The company also plans to use several different grades of industrial wiper cloths that have been made from recycled textiles. These wipers will be selected for specific tasks including auto maintenance, fleet detailing and equipment clean up.

According to Mary Jones, purchasing manager, the company also plans to consider refurbished computers as it upgrades its computer operations over the next two years.

The company expects purchases of recycled content products to exceed $50,000 in the first 18 months.

-end-

Chapter 9.
Pioneer Stories:
Interviews with the Experts

- Joe Verga, Regional Director, Environment, Verizon
- James T. Milway, President, The Purchasing Department
- Anita Murdock Snader, Customer Segmentation Manager, Armstrong World Industries
- Jim Bosch, Environmental Manager, Target
- Ray Clayton, immediate Part President, NAPM, NJ-NY

JOE VERGA, REGIONAL DIRECTOR, ENVIRONMENT, VERIZON

Joseph A. Verga, C.P.M., CMIR, Regional Director - Environment - Verizon. Joe Verga is the Regional Director responsible for recycling and waste reduction for **Verizon**. He began working on recycling projects for New Jersey Bell in 1982 and was assigned the responsibility of Bell Atlantic Recycle Coordinator in 1990. The Bell Atlantic/Nynex and Bell Atlantic/GTE mergers have expanded his responsibilities to include forty-three states and the District of Columbia. He is currently Co-chair of the New Jersey State Buy Recycled Business Network, Director at Large-Environmental Issues for NAPM New Jersey, a charter member of the Buy Recycled Business Alliance sponsored by the National Recycling Coalition, Member of the Philadelphia Recycling Advisory Committee and a Board member of the Philadelphia Commercial Recycling Council. Joe has a B.S. in Civil Engineering from New Jersey Institute of Technology and is a Certified Purchasing Manager and a Certified Manager of Investment Recovery.

Verizon made a formal commitment to environmental issues in 1992 when it issued a Corporate Policy for Recycling and Waste Reduction. Prior to that, Verizon employees have been participating in recycling programs since the first Earth Day in 1970.

During 2000, Verizon processed approximately 58,000 tons of telecommunications equipment generated through the maintenance or upgrading of its network. Defective equipment was repaired and reused for a corporate cost avoidance of $51.3 million. Equipment that was marketable was sold, producing $14.2 million in revenue. The remaining equipment was separated by metallic and non-metallic content, passed onto processors and then converted to raw materials for use in manufacturing new products. Sales of metals generated revenue of $27.4 million for the corporation.

Verizon has been very successful in implementing a comprehensive office paper recycling program. In 2000, this program recycled 10,000 tons of office paper materials that avoided $1.2 million in waste removal costs.

The company is the largest publisher of directory information in the world. In 2000, the company purchased more than 180,000 tons of directory text paper, with a minimum of 40 percent post-consumer content, to produce its directories. This spared the use of 72,000 tons of virgin forest materials and prevented the release of almost 65,000 metric tons of carbon dioxide, a known greenhouse gas.

BRBA: What products did you first choose for your buy-recycled program?

Verga: Certainly paper was the first material. One of our biggest success stories is our telephone directory. This has allowed us to do what is called "closed-loop recycling" - the paper we use to print our directories is more with 40% recycled content. When these directories are collected and recycled, they are made into several products such as ceiling tiles, insulation, chipboard and hydro-mulch. We also use them to print some of our bill return envelopes. With our customer base, we're talking millions of pounds. We're really proud of this, especially since we are the largest publisher of directory information in the world.

BRBA: Where else have you made significant inroads with recycled-content purchases?

Verga: We achieved it in our outsourcing program for janitorial services. We talked to our contractors and explained what we wanted to achieve. They, in turn, came back to us with recommendations that would not only meet our environmental objectives, but would also save us money.

BRBA: How is that?

Verga: We determined that, for example, recycled content paper towels and toilet tissue could be substituted for the virgin content paper in our washrooms at a reduced cost.. This allowed our contractors to help us meet our buy recycled goals while lowering our costs. Although we initially met with some resistance, it was not the recycled content that was a problem to some employees. Somehow, these employees seemed to think that folded towels made with virgin paper had a better image than a recycled paper towel on a roll. We convinced them that by using recycled content we were presenting a very important image - the image of an environmentally responsible company.

BRBA: What was your biggest challenge in implementing a buy-recycled program?

Verga: It was resistance to change. People by nature are uncomfortable with change, and it takes a great deal of patience to help them adjust. You have to keep focused on the end result. We work with a cross-functional committee or team structure. By this, I mean that we form teams composed of employees throughout the company network, from a variety of departments and specialties. The teams bring a number of diverse opinions. We have to work through a lot of issues and allow decisions to be debated internally before we can make a change.

One example is when we changed our corporate stationery from virgin to recycled content paper. Our original specifications were written in such a way that recycled-content paper could not qualify. Only virgin paper could meet the appropriate brightness measurements. For some committee members, the transition from engineering-like specifications to

determine a "bright white paper" was very difficult. Finally, after a good deal of discussion, the committee decided to approve the recycled content paper when it could not visually tell the difference in brightness when the two sheets were placed side by side on the table.

BRBA: How do you track your purchases?

Verga: In most cases, we ask our suppliers to keep records and report to us on a regular basis. For example, our office supplies vendor tracks all recycled-content purchases and provides us with a computerized tracking report upon request. Other products can be identified within our purchasing system and we can extract our own reports.

BRBA: Since it obviously takes a lot of effort to start a program, what advice would you give to those just starting out?

Verga: First, I would tell them to think of the purchasing program as a system and to think long-term. If you think just in terms of products, price and immediate use, you will limit your growth. The program needs to be integrated into the corporate culture and to be linked to corporate values and vision. Otherwise, the program may be left behind as the company grows and changes.

Second, don't go it alone. Building grassroots support is one of the most valuable things you can do. This helps to have support when you go to corporate management to expand the program.

Also, don't ever think the job is done. If you work in a decentralized operation, like our company does, you need to think of each region or office as one of your customers. You may need to continually "reintroduce" the program to employees, especially if your company has gone through a lot of mergers and acquisitions as our company has. We realize that each new merger or acquisition brings in new people who are unfamiliar with our system. Rather than assuming that they will somehow understand what we do, our view is to educate them. We like to say that we are willing to start over again with each new corporate change. We start in local areas to gain some support. Once the local area is confident of the success, we can rollout the program to larger areas.

Highlights:

1. Set up a closed-loop recycling program, if possible. See if the materials you use the most can be recycled into the same products you use.

2. Don't go it alone. Establish grassroots support.

3. Keep an entrepreneurial attitude. Mergers, acquisitions, and management changes can all trigger change. If you keep a positive attitude and are willing to educate new employees, you'll find thatsupport will come.

4. Think in broader terms when making purchases. Don't think about just an item to be obtained. Think about what you are going to do with that item after you are finished using it. Ask yourself if it can be reprocessed into a new item.

> A recycle/buy-recycled program is a system… it's a way of thinking… it's a way to improve buying efficiency… it's a demonstration of corporate responsibility.

JAMES T. MILWAY, PRESIDENT, THE PURCHASING DEPARTMENT

Jim Milway, Founder and CEO, **The Purchasing Department**, a consulting firm located in Sparta, New Jersey. Previously, as Purchasing Manger for Bellcore (now Telcordia Technologies) Mr. Milway started the buy recycled program and under his leadership, Bellcore was honored by the State of New Jersey for its recycling efforts

Active in the New Jersey Buy Recycled organization, Mr. Milway has spoken on buy-recycled issues at the National NAPM Conference, local NAPM chapters and the NRC Congress. has also been honored by NJ DEP for personal leadership efforts in motivating and training people to achieve success in buying recycled products. Preferred Contact: jtmtpd@aol.com

Background:

Jim Milway was always interested in environmental issues, having got his "official" start as a boy scout through recycling efforts. His encouragement was one of the reasons his daughter majored in environmental science at Rutgers Cook College. At Bellcore, he became professionally involved when the company was invited to join the New Jersey Recycled Business Network in the early 1990s.

BRBA: How Did the Program at Bellcore get started?

Milway: We grew it out of the corporation's objectives, one of which was to be known as a "good corporate citizen." Our purchasing department, along with other business units, was charged with developing objectives that would meet this overall corporate objective. Our purchasing objectives, for example, including minority contracting and buy recycled purchasing policies.

The boost to our buy recycled efforts actually came from the State of New Jersey when the Governor (which was then Christie Todd Whitman) asked New Jersey businesses to back environmental efforts, one of which was to encourage the use of recycled content products by New Jersey companies.

What items did you put in your first "mix?"

We started with paper products. We thought this was universal and would be the easiest place to start.

What were the biggest challenges you had to overcome with regard to product, sourcing, pricing, etc?

We had resistance to anything that was new and/or required extra effort. The major problems involved price and perceived quality problems. Sourcing was also mentioned as a problem until we were able to demonstrate that sources did exist for many products that we used.

What were the biggest challenges in the "human nature" or "corporate politics" end of things?

People are always suspicious and resistant to change. They have to be properly motivated and provided good leadership. The corporation has to be properly motivated and trained also. They both have to see what's in it for them and how they will be rewarded for their efforts.

How did you determine that the effort was a success/not a success?

We had a program of goals and accomplishments as part of a Purchasing Measuring Program, which was used to help our performance appraisals process. We also had a computer software program that allowed for us to monitor purchases by commodity, supplier and type of purchase (e.g. recycled products).

Tips to others:

1. Ask for help from local and county government recycling / buy recycled organizations, and from any volunteer organizations. For example, in New Jersey, the Association of New Jersey Recyclers actively mentors new members.

2. Use common sense in implementing the use of recycled content products. For example, you may want to use a product in some areas of the company, but not in others. It doesn't have to be "all or nothing."

3. Work with your suppliers to track recycled content products; they usually have software tracking programs.

4. Utilize trade organizations (like American Plastics Council, Steel Recycling Institute, etc. to gather information and testing on materials. Also seek their help and support with the program.

5. Insist on high quality standards - don't relax them as this will lead to a feeling of an unfair advantage or inferior status of the recycled content products.

6. Training, training, training

ANITA MURDOCK SNADER, CUSTOMER SEGMENTATION MANAGER, ARMSTRONG WORLD INDUSTRIES

In 2001, Armstrong celebrated is 141st anniversary. Begun by Thomas Armstrong, as part of a small two-man cork-cutting operation in 1860 in Pittsburgh, Armstrong is now a global leader with over 18,000 employees with 60 plants in 15 countries.

In 1999 it introduced a ceiling recycling program in which ceiling tiles are reclaimed by Armstrong for recycling back into new ceiling tiles. The following interview is with **Anita Murdock Snader, Customer Segmentation Manager, Armstrong World Industries**. In the following conversation, Anita discusses the Armstrong Ceiling Recycling Program.

What was the driving force in starting this comprehensive recycling program?

It was our customers. They were concerned about what was happening to the old tiles. And it was a natural thing to do because our products already contained recycled materials in them.

How long had Armstrong been doing this (putting recycled materials back into their ceiling tiles)?

Since we started making them. Our technology for manufacturing ceiling tiles includes recycled and renewable materials (e.g. newsprint and cornstarch) and what we call "broke" - an industry term for scrap. So, by using recycled tiles in the mixture it contributes to reducing the amount of non-recycled raw materials.

Did this make a significant difference in the recycled content mix?

Yes. Today we manufacture ceiling tiles with as much as 79% recycled materials. Our products provide all ranges, depending on the look and performance that our customers want to achieve, but most of our products have at least 50% recycled content in them.

How does your program work?

We call it the 3-step process. First, we ask the contractor, architect or whomever is responsible for the removal of the ceiling tiles to examine them to ensure that they can be recycled. We will take tiles made from other manufacturers, but we must ensure that the tiles do not contain hazardous materials and if, for example, the tiles have been painted, we need to take a look to be sure that they are suitable for recycling. We also require that they have enough tiles to fill a trailer for a direct pickup at the jobsite. If not, we consolidate recycled material at our distributor locations. We do what we can to maximize shipments coming to the area with new material, and return with the recycled material to conserve fuel. Step #2: we ask them to remove the tiles, ensure that they are clean and dry, then stack and palletize them. Step #3 is to call us. Armstrong will arrange the transportation and in most cases pay for the freight for return to an area Armstrong plant. That's it.

Has the program been successful so far?

Unbelievably successful. Last year we recycled about 1 million square feet, and this year in 2001 we expect to double that amount.

Have you had questions or concerns from your customers about the quality of recycled content ceiling products?

No. And I think this is because Armstrong has always worked closely with its customers to educate them about our manufacturing process, so most of them know that we have used recycled content in the ceiling products. The other reason is the Armstrong name. As early as 1864, Thomas Armstrong tucked a written guarantee into burlap sacks of the cork squares that he sold for flooring, so quality has been a core value of our company. Our customers know that Armstrong stands behind their product and will ensure that all its customers are happy with our products. This reputation carried over to our recycled ceiling tile program.

What is the biggest challenge you face with your customers?

I think it's really a matter of education. Our partners in distribution - our dealers and distributors - need to constantly remind and educate potential customers about the potential for recycling ceiling tiles. This is especially true on construction projects. It's not that contractors or architects don't want to do it - it's that they don't think about. We need to constantly remind our customer-community about this option, and also get in early to work with the parties involved in the renovation or demolition. We can usually save costs by working out the logistics early.

What are your next steps in this area?

We have been very active with the USGBC (US Green building Council) as a founding sponsor. USGBC has developed The LEED program (which stands for Leadership in Energy and Environmental Design) to serve as a guide for green and sustainable design. The effort is designed to develop a standard that improves environmental and economic performance for commercial buildings. Armstrong ceiling tiles meet their criteria in several areas relating to energy reduction, indoor environmental quality, recycled content and a few others. We are continuing to review our product and service offering to find new ways to improve our offer in the area of sustainability.

Highlights:

1. To ensure demand for recycled-content products, suppliers and consumers must be educated about the benefits of the products.

2. Manufacturers should create a simple, clear and an easy to understand process for recycling. In the case of Armstrong, the company created a 3-step process.

3. Manufacturers of recycled content products should become active in organizations that are seeking to provide product ratings in their industry.

JIM BOSCH, ENVIRONMENTAL MANAGER, TARGET

When Jim Bosch, environmental manager for the **Target** retail chain (department stores) first started his job, the company had already had a commitment from top management to establish a buy-recycled program. They had set in place the 4Rs - Reduce, Reuse, Recycle and Rethink. The "Rethink" part, recalls Bosch, was a cornerstone for not only Target's recycling and buy-recycled programs, but also its environmental philosophy. The company urged everyone, said Bosch, to constantly rethink how things were being done to see if there were better ways to do something. This made everyone enthusized and part of the process.

What challenges did you face when you assumed your position?

The main challenge at Target was to identify those environmental activities that needed centralized help. As a decentralized operation, Target gives its employees decision-making power at the local store level. And while this works extremely well in most situations, I found that in cases like setting up local recycling contracts, each store was at a disadvantage by doing it alone. We recognized that by consolidating contracts to one major contract, we could gain better standards of service and pricing. This also helped our local stories, because the local coordinators could concentrate on other matters. This has helped us achieve a 75 percent recycling rate." This works for buying recycled-content products as well.

What are some of your objectives with regard to working with employees?

Target has many employees who are eager and capable of leading efforts on the company's recycling and buy-recycled programs. I define an important part of my job as creating a central resource and clearinghouse to encourage local efforts. In a sense, I ensure that information is shared and that we can create recognition for company environmental champions. At Target, we believe in looking for ways to create value and one way to create value is to link products with the recycling process.

How did you determine what to include in your program?

Before Target set up its programs, we first looked at what materials we were using in our operations. Since the company creates extensive advertising and informational materials like weekly circulars, Target focused on paper. We worked with our internal buyers to adjust their specifications for paper and other products so it could include recycled papers. We specify recycled content, low impact inks - things of this nature."

Has Target created any programs to encourage purchase of recycled contents products for sale in its stores?

Although many companies operate internal environmental programs like recycling and waste reduction, few companies take these issues into the products they manufacture or sell. Target led efforts in the retail industry by developing (in partnership with the Buy Recycled Business Alliance) a series of educational workshops for retail buyers throughout the nation. With the backing of the two leading trade organizations for the retail industry, Target developed a curriculum that walked buyers through the process of researching, reviewing and buying eco-products.

How do you continue the education process?

All new retail buyers at Target are educated in this process, and continuous training is provided to all employees. Our industry has a long way to go before retail operations will feature a wide variety of recycled-content products, but we're making a start. We believe it starts with a good education in the environmental purchasing process, then the creativity of buyers takes over.

Some Recent Accomplishments:

- Checkout and Guest Services team members stand on cushiony, anti-fatigue mats made from recycled tires;
- Food Avenue of Target offers refillable sports bottles and coffee mugs made from recycled post-consumer plastic;
- Twenty million shoe boxes with made with 80 to 100 percent recycled paper were shipped to Target stores.

Highlights:

1. Look for and support employee champions in your company

2. Institute training because it is the key to an active and long-lasting buy-recycled program

3. Create recognition programs for your champions

4. Communicate results through vehicles like an Annual Environmental Report, which can be a simple web-based report.

RAY CLAYTON, IMMEDIATE PART PRESIDENT, NAPM, NJ-NY

Ray Clayton, C.P.M, A.P.P., Station, New Jersey, is recognized as a national expert on purchasing and materials management. His career spans 46 years, with 33 years in purchasing management positions with AT&T, Bell Labs, and Western Electric; 24 years in academia as Associate Director, then Director of the Material Management Institute at Bloomfield College, Bloomfield, NJ.; and three years as principal in his own consulting firm.

His public service work includes over 10 years in local, district and national activities with the **National Association of Purchasing Managers**. His work with NAPM includes two terms on the national board, district directorships and chairmanships. Currently, Clayton has serves on the regional purchasing advisory committee to Dun & Bradstreet, and previously worked with the New Jersey Department of Commerce and Economic Development, and Rutgers University Small Business Development center.

Clayton was honored in 2001 with the highest award given by the NAPM - the J. Shipman Gold Medal award for outstanding leadership and public service.

How do you view the role of a purchasing manager today?

A purchasing manager can and should be the protector of corporate image and defender from corporate liability. Purchasing is one of the few functions in a company where much valuable information flows both naturally and purposefully from the outside world into the company through the procurement process. I like to describe this like an "egg timer" effect. At the top of the egg timer, there are many bits of internal information; at the center point is the purchasing function, and at the bottom is the value-added information.

Purchasing managers have the opportunity to give a lot of value back to their companies by turning the egg timer upside down; that is, by becoming a source and resource of information to their companies about materials and market trends. One of these trends is environmentalism and its impact on the corporation. By taking environmental purchasing outside of the transactional mode (focus on buying products at the best price) -- and looking at the overall relationship to the company and its contribution to long-term well-being of the company -- managers can elevate the entire process into a strategic management function.

To do this, purchasing managers need to be broad-based and continually evaluating the ramifications and scope of what they are buying and the various options available. This means that they need to know where a product is produced, what's in it, how it's packaged and how the product can benefit the company and the customer.

To gain attention and respect as a strategic management function, it is important for purchasing managers to move away from thinking only about "purchasing savings." Managers must also speak the executive's financial language, which is to measure value as earnings per share or as a contribution to return on investments. Wise buying is much broader than sharp negotiating on the cost of a product. It's a matter of how you view your job, that is, with a total corporate and not just functional vision.

What is the best training for the challenges that purchasing managers will face?

A formal education in materials management and supply chain management is, of course, an extremely valuable head start for moving to a managerial level. Subjects include purchasing, production and inventory control, physical distribution/logistics, quality fundamentals, management information systems, communications, and managerial psychology will prepare potential managers for increased responsibility.

But it's important not to get trapped into thinking that the job comes in a nice, neat package. Things in the real world are not neat and well packaged. To do your job well and to promote those things you believe in, you have to deal with the unexpected and the unplanned. You need to be able to think independently (out-of-the-box) and know how to apply company policies in such as way as to bring out the best results for the company. Learning to interpret the intent as well as the possibilities of a corporate policy is essential.

As noted earlier, the purchasing function is highly visible outside the company; it is your company's face and image to the world. I find that purchasing managers, as corporate executives as well, sometimes forget this essential fact and tend to measure their work only by internal reactions.

The purchasing function tells a lot about a company. Operating consistently with an understanding of legal and ethical fairness sends the strongest message to the outside world. That means, of course, that implementing environmentally preferable purchasing and buying recycled-content products can send a strong message about a company's commitment in the way you implement the program.

What are some of the major trends that you think will affect an environmental purchasing program?

When considering the implementation of a buy-recycled purchasing program, it is important to think beyond the products that go through purchasing. Increasingly, corporate functions are being outsourced, including janitorial, design, facility management, and food service - to name only a few. So, an environmental purchasing program needs to ensure that communications about this program are being passed onto and negotiated at the second- and third-tier contractors or subcontractors.

The environmental aspects of these contracts should be treated no differently than contracts that take into consideration OSHA regulations, minority set-asides and other corporate priorities. This needs to be made clear at the time the contract is negotiated and put into the contract language.

There is also a trend toward consolidating contracts with few suppliers; so smaller suppliers may have a more difficult time getting contracts directly with prime contracting (usually large size) companies. However, smaller companies should know that it is possible to become a supplier to the subcontractors who supply the large companies. Often these subcontractors look to smaller companies to supply certain products. So I want to encourage smaller businesses to "keep in touch" with these larger subcontractors, make an effort to understand their subcontracting philosophy, and take their business through them.

But this takes nudging by smaller companies, especially for those new product categories like recycled-content. Often a call from a purchasing manager of large company to his prime subcontractor is enough to begin the relationship.

Are there other trends that you think will influence the role of purchasing professionals?

Yes e-procurement is an ever more popular tool. This allows communications to flow back and forth between the company and the supplier in real time. E-procurement is based on "partnerships" with your suppliers, which includes a long-term contract. Once the contract is established, electronic communications makes things faster and easier.

Simplifying existing systems can yield big results. For example, in one company, over 45,000 requisitions were being prepared annually for nine different product groups. By consolidating these individual purchases into nine annual contracts, changing the ordering process to permit direct orders from the requestor to the supplier, tremendous efficiently and savings were realized. The purchasing staff and space costs were reduced on a ratio of 10 to 1, general and administrative costs were reduced by producing less paperwork, price per item dropped by consolidating more times with fewer suppliers, and it increased the total satisfaction of the requestor and supplier. I refer to this process as a "concentration" of buying efforts. By grouping more products and functions together under one supplier, and working very closely with that supplier, both the buyer and the seller benefit

As environmentally preferable purchasing and buy-recycled programs are introduced into corporate purchasing systems, it's important to focus on simplification and integration so that environmental purchasing is seen as an extension of corporate processes, not a disruption of them.

What advice would you give purchasing managers who want to measure the success of their programs?

One of the most effective ways to measure success is to narrow the scope to the most important elements. Personally, I think some programs tend to measure too much and, as a result, the quality or achievement of the program gets buried in irrelevant details. Corporate management wants to know the meaning of the statistics, not just the statistics. Translate statistics into subsets of corporate goals or values, and then you will have begun to think strategically.

Lastly, be proactive in everything you do. Establish relationships, not just transactional encounters. Relationships are the foundation for growth and change. Without them, purchasing programs will never reach their full potential.

Highlights From the Interview:

1. Share information.

2. Understand that corporate life is not tidy.

3. Work closely with suppliers on outsourcing.

4. Ask for help; offer help.

5. Focus on what is most important when setting up measurements.

6. Concentrate, consolidate, focus, centralize and standardize.

Chapter 10. References

Buy Recycled Purchasing Program References*

This reference list is only a beginning and is provided as a quick guide to help you get started. There are many useful references provided by state organizations devoted to buy recycled and resource conservation.

We will update this list periodically, and we ask your help. We hope that you will let us know about useful sources that you think could help others. Please contact the BRBA at http://www.nrc-recycle.org/brba

States with Sites Offering Buy Recycled Information

The states listed below have offered information on buy recycled and the list is by no means all-inclusive. If your state if not listed here, please contact us and we will ensure that you speak with the right department and contact.

California

www.crra.com

California has several organizations devoted to resource recovery, recycling and buy recycled. The website above is an excellent starting point.

Florida

www.gate.net

The Florida Alliance for Assistive Service and Technology (FAAST) provide a guide to recycled products matching.

Maryland

www.menv.com

Maryland Environmental Services has been a national leader in education about recycled content products purchasing within the public sector. The have produced a manual entitled. "*Buy Recycled Training Manual*," that you will find valuable.

GreenOrder.com: A new online product service. Directed primarily for government purchasing, but useful to business audience. Requires subscription fee. www.harrisdirectory.com

The Recycling Data Network: A subscription service. More than 4,500 products listed. Searches and sorts by state. 800-267-0707 http://www.recyclingdata.com/

Official Recycled Products Guide: www.recyclingdata.com

Lists of lists:: contact at www.resource-recycling.com

Recycling Today: contact at www.wasteage.com

Specialized References

Building/Design

Environmental Building News: A subscription newsletter that has in depth construction product reviews. Well researched and a must for architects, designers and construction specifiers.

http://www.buildinggreen.com/ Hosts greenbuild listserv.

Environmental Design & Construction magazine: Covers a wide range of green building issues for commercial and home construction.

www.edc.com

Resources for Environmental Design Index: More than 1,700 construction related products. http://www.oikos.com/redi/

U.S. Green Building Council. Developers of building ratings tool, first checklist of green building measures. http://www.usgbc.org/

Architectural Resource Database: A cd-rom of sustainable, resource efficient products. Contact: ADPSR@aol.com or call 510-273-2428 (CA)

Paper

Chlorine Free Products Association

www.chlorinafreeproducts.org

Conservatree

www.conservatree.com

Office Products

Office Furniture Dealers Alliance

www.ofdanet.org

ReSourcesNY for Recycled, Refurbished and Remanufactured furniture

www.sfo.com

Plastics

www.sourcebook.plasticsresources.com

Electronics

Steel

www.recycle-steel.org

Tires

www.rma.org/recycledcatalogn.html

www.retread.org