

# **Markets Center Study Organizations Workpaper**

**Pennsylvania Department of Environmental  
Protection**

**February 2003**





# PA DEP MARKETS CENTER STUDY ORGANIZATIONS WORKPAPER

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# Section 1

## ORGANIZATIONAL INFORMATION

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### Introduction

R.W. Beck interviewed several nonprofit and governmental organizations involved in (or having the potential to be involved in) recycling market development, to gain an understanding of the current institutional structure and capacity for recycling market development in the Commonwealth. With this understanding, R. W. Beck will be able to determine the appropriate niche or role for the Pennsylvania Recycling Markets Center (RMC) as well as other organizations that can participate in implementing the Commonwealth Recycling Market Development Strategic Plan, the preparation of which is a primary focus of Phase II of the Recycling Markets Center Project.

Provided herein is a brief description of each organization and their involvement in recycling market development. A summary matrix follows, along with specific anonymous comments relevant to the development of the Strategic Plan and the RMC.

### State Departments

#### Division of Waste Minimization and Planning Bureau of Land Recycling and Waste Management, PA DEP

Contacts: Lawrence Holley, Division Chief  
Georgia Kagle, Chief, Recycling Markets Section  
Carl Hursh, Chief, Waste Reduction and Recycling  
Sally Lohman, Chief, Waste Planning Section  
Phone: 717-787-7382  
Email: [lholley@state.pa.us](mailto:lholley@state.pa.us); [gkagle@state.pa.us](mailto:gkagle@state.pa.us); [chursh@state.pa.us](mailto:chursh@state.pa.us);  
[slohman@state.pa.us](mailto:slohman@state.pa.us)  
URL: <http://www.dep.state.pa.us>, directLINK “Recycle”  
Location: Harrisburg, PA (Dauphin County)

#### General

The Division of Waste Minimization and Planning works to assist local governments, other state agencies and businesses in achieving their recycling goals and mandates specified in Act 101. This is accomplished through:

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- Providing grants to selected local governments, state agencies, nonprofit organizations and businesses;
- Conducting technical research and disseminating technical information;
- Developing and disseminating recycling promotional and educational materials;
- Providing planning and technical assistance; and
- Undertaking recycling market development initiatives.

Division funding for the above work comes from the Pennsylvania Recycling Fund. Approximately \$48 million in Fund revenues are generated each year by the statewide landfill tipping fee surcharge. In addition to supporting the various recycling programs of the Division, these funds support the Pennsylvania Growing Greener program. Supplementary funding for salaries and selected other Division budgetary line items are provided through the Pennsylvania General Fund.

### **Recycling Market Development**

The ultimate goals of DEP's recycling market development work are: to ensure that markets are available to absorb materials specified for recycling under ACT 101 (plus textiles, food waste, tires and white goods) and to enable recyclable materials suppliers, processors, and end users to be knowledgeable and effective participants in the business of recycling. The Division has been focusing on bringing together suppliers and end users and building a processing infrastructure in the state to help ensure that recovered materials are marketable. Specific activities undertaken to date include:

- Providing grants and loans to private industry to support market development;
- Developing a processor and end user database;
- Assisting county recycling coordinators and others in finding markets;
- Building a composting infrastructure;
- Disseminating information and providing referral assistance;
- Providing permitting assistance;
- Researching how to overcome market barriers, including policy barriers;
- Providing "Buy Recycled" assistance to businesses and institutions;
- Monitoring market conditions and trends;
- Undertaking various studies such as the state waste characterization study;
- Commissioning preliminary research and planning for establishment of a recycling market development center;
- Providing grants and contracts to state and local government entities to undertake recycling market development projects; and
- Sponsoring roundtable discussions on market development needs and issues.

The Division works with a number of other Pennsylvania agencies and organizations to perform recycling market development work. Formal working relationships are defined via memoranda of understanding and contracts.

### **Department of Community and Economic Development (DCEC)**

Contact: Scott Dunkelberger  
Title: Director, Center for Business Financing  
Phone: 717- 787-7120  
Email: [scdunkelbe@state.pa.us](mailto:scdunkelbe@state.pa.us)  
URL: <http://www.inventpa.com>  
Location: Harrisburg, PA (Dauphin County)

#### **General**

DCED's mission is to foster opportunities for businesses and communities to succeed and thrive in a global economy, thereby enabling Pennsylvania to achieve a superior quality of life.

A number of Centers, Boards, Authorities and offices within DCED provide a variety of services geared to the start-up and expansion of businesses in Pennsylvania. Services offered by DCED include business development, business financing, and entrepreneurial assistance. DCED's Customer Service Center is responsible for providing help and information to those who are interested in DCED's programs and initiatives.

DCED has developed an online "Single Application for Assistance" designed to offer convenience and save time. This one-step form allows clients to apply simultaneously for one or more of Pennsylvania's economic and community development financial assistance programs. When the Single Application for Assistance is submitted to DCED, it goes directly to the Customer Service Center, where staff will answer any questions, provide general information on programs and direct clients to appropriate DCED contacts. At that point, the Governor's Action Team (see discussion below) works with DCED staff to help coordinate resources, provide technical assistance and achieve the client-company's goals.

To assist in identifying the financing program that best meets client needs, DCED has developed a Business Finance Matrix that provides a brief description of the programs offered, eligibility, terms, amount of financing available and where to apply. Types of financial assistance available include: loans, loan guarantees, bond financing, technology investment, workforce development, grants, tax credits and abatements, and technical assistance.

#### **Recycling Market Development**

DCED has, in the past, had frequent interaction with a number of recycling businesses through its administration of the Recycling Market Development Program. Recently, that interaction has decreased significantly.

## DCED Service Providers and Affiliates

### The Governor's Action Team (GAT)

Contact: Michael Rossman  
Title: Deputy Director  
Phone: (717) 720-1334  
Email: mrossman@state.pa.us  
URL: <http://www.inventpa.com>  
(Click on "Governor's Action Team" under "Find specific initiatives and programs.")  
Location: Harrisburg, PA (Dauphin County)

### General

The Governor's Action Team (GAT) is comprised of senior economic development professionals who report directly to the Governor. GAT works with domestic and international businesses, as well as professional site consultants on projects involving significant investment and job creation opportunities. Projects are handled on a strictly confidential basis and coordinated with a statewide team of economic development partners.

GAT project managers work with staff from various program offices within DCED and to help coordinate resources, provide technical assistance and achieve client goals. Specific services include:

- Coordination of site and building searches;
- Assisting companies/businesses to relocate, expand or stay in Pennsylvania;
- Providing assistance with permits and regulations; infrastructure and utility needs and taxes, including coordinating specific permit needs with other state agencies;
- Identifying applicable grants, loans or tax credits available from the Commonwealth; and
- Connecting clients with local economic development partners who can help meet their business needs.

GAT's headquarters are located in Harrisburg with seven regional offices throughout the state to help clients with their business projects.

### Recycling Market Development

GAT provides services to larger-scale economic development projects, which could include recruitment or expansion of larger-scale recycling enterprises. Other DCED service providers and affiliates could play a more direct role in the majority of recycling market development activities in Pennsylvania.

## Center for Entrepreneurial Assistance (CEA)

Contact: Neal Fowler  
Title: Director, Small Business Resource Division  
Phone: 717-720-7423  
Email: [nfowler@state.pa.us](mailto:nfowler@state.pa.us)  
URL: <http://www.inventpa.com>  
(Click on “Center for Entrepreneurial Assistance” under “Find specific initiatives and programs.”)  
Location: Harrisburg, PA (Dauphin County)

### General

CEA is the lead agency in Pennsylvania government for small business development. The mission of CEA is to enhance the entrepreneurial vitality of the Commonwealth and build an environment that encourages the creation, expansion and retention of successful small, women, and minority owned businesses.

CEA oversees the Small Business Resource Center, Minority Business Advocate, and the Women’s Business Advocate. Experienced consultants are available to help with business-related issues or clients are referred to qualified service providers.

CEA works closely with the 16 state and federally funded Small Business Development Centers that provide business management consulting, information, and educational programs. CEA also coordinates efforts with the seven Local Development Districts (LDDs) that serve Pennsylvania's 52 Appalachian counties.

### Recycling Market Development

CEA, either directly or through the Pennsylvania Small Business Development Centers (SBDC) has worked with a number of recycling companies to address their business development needs.

## Ben Franklin Technology Development Authority (BFTDA)

Contact: Jeanine Martilla  
Title: Technology Investment Specialist, Office of Policy & Technology Investment, DCED  
Phone: (717) 720-1398  
Email: [jmartilla@state.pa.us](mailto:jmartilla@state.pa.us)  
URL: <http://www.inventpa.com>  
(Click on “Ben Franklin Technology Authority” under “Find specific initiatives and programs.”)  
Location: Harrisburg, PA (Dauphin County)

### General

The Pennsylvania Technology Investment Authority (PTIA) and the Ben Franklin Program were merged to provide a new program for investing in economic,

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community, and university-based innovation and direct investment into technology companies and venture capital funds. The newly-created Ben Franklin Technology Development Authority (BFTDA) with a budget of \$56.3 million, is one of the largest single state technology development programs in the nation. A board of directors, made up of public and private sector representatives from the business and technology communities, governs the BFTDA. A number of BFTDA programs offer financial and technical assistance to businesses, entrepreneurs, communities, local governments, educators, and non-profit organizations.

### Recycling Market Development

The BFTDA provides venture capital to technology development companies. BFTDA would be willing to consider provision of funding for recycling technology companies that are looking for venture capital, although typically such businesses seek traditional debt financing.

### Ben Franklin Technology Partners (BFTP)

Contact: William Cook  
Title: Technology Investment Specialist, Office of Policy & Technology Investment, DCED  
Phone: (717) 720-1393  
Email: [wcook@state.pa.us](mailto:wcook@state.pa.us)  
URL: <http://www.inventpa.com>  
(Click on “Ben Franklin Technology Partners” under “Find specific initiatives and programs.”)  
Location: Harrisburg, PA (Dauphin County)

### General

BFTP is a statewide network that fosters innovation to stimulate Pennsylvania's economic growth and prosperity. Operating regionally with four centers strategically located in the Commonwealth, Ben Franklin Technology Partners serves as a catalyst for advancing the state's knowledge-based economy.

By providing knowledge and capital, BFTP supports the development and application of new products, technologies, and ideas among entrepreneurs and established companies. BFTP partners with educators, investors, professional service providers, and community, government, industry and labor leaders to help these companies succeed in creating and retaining good jobs, developing promising start-up businesses, and growing established companies. They also aim to find new approaches to solve community challenges, and foster a strong economic climate for Pennsylvania. The four BFP centers are located in Philadelphia, Bethlehem, State College (district offices), and Pittsburgh.

### Recycling Market Development

In the past the Ben Franklin Technology Partnership had worked with DEP (then DER) on recycling technology development projects. They had reviewed and funded

projects with Act 101 monies through a Memorandum of Understanding. BFTP staff have also participated on review panels for tire recycling projects. The four BFTP centers have different levels of expertise and ability to participate in recycling market development. Under the right circumstances, one or more BFTP centers could have the capacity to house RMC operations.

### **Small Business Development Centers (SBDC)**

Contact: Christopher J. Lynch  
Title: Director, Environmental Management Services, SBDC  
Phone: (215) 898-1219  
Email: [clynch@wharton.upenn.edu](mailto:clynch@wharton.upenn.edu)  
URL: <http://www.pasbdc.org>  
Location: Philadelphia, PA

### **General**

Combining the expertise of a professional staff and the resources of the state's colleges and universities, the SBDCs provide one-on-one business management consulting, information and education programs that build small firms' capacity to compete effectively in domestic and international markets. The Pennsylvania SBDCs are:

- Statewide in coverage with 16 college and university based Centers and 95 community outreach offices;
- Comprehensive in scope of services offered;
- Available to all types of businesses in all stages of development; and
- Part of a national network of 1,000 centers.

### **Recycling Market Development**

SBDC staff have worked with recycling companies in various regions of the state that process an assortment of recyclable materials including computers, gypsum drywall, and electronics. The type of service provided varies from project to project, but includes services such as business plan development, finding and securing financing, locating supply, and how to market materials. SBDC feels that more Pennsylvania recycling companies should be made aware of SBDC services.

SBDC's Environmental Management Services Program (EMAP) has six offices located throughout the state.

### **Local Development Districts (LDD)**

Contact: Neal Fowler  
Title: Director, Small Business Resource Division, DCED  
Phone: (717) 720-7423  
Email: [nfowler@state.pa.us](mailto:nfowler@state.pa.us)  
URL: <http://www.paldd.org>

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Location: Harrisburg, PA (Dauphin County)

### General

In 1965, the Appalachian Regional Commission created sub-state, multi-county organizations or Local Development Districts (LDDs) to serve as liaisons to the federal and state governments throughout the 13-state region that encompasses Appalachian America. Seven such multi-county agencies were established in Pennsylvania to represent the Commonwealth's 52 Appalachian Regional Commission designated counties.

The LDDs assist communities in the planning and implementing special projects and programs and undertake a variety of activities aimed at creating and retaining jobs. The activities of the LDDs are constantly evolving to meet the needs of their respective regions to promote economic development and improve the quality of life for the residents of the regions.

The Enterprise Development Program was established within each LDD in 1982 to serve as a one-stop, full-service delivery system for the business community in each region. The goal is to accelerate the creation and retention of jobs by assisting the creation, expansion and retention of small and medium-sized businesses.

### Recycling Market Development

The seven local LDDs work closely with the Center for Entrepreneurial Assistance and the Small Business Development Centers that provide business management consulting, information, and educational programs. Recycling-based businesses that create jobs in the Appalachian region are eligible to use LDD services as are communities that want to expand or attract recycling businesses that result in retaining or creating new jobs.

## Other Business Development Service Providers

### Industrial Resource Centers (IRCs)

Contact: James K. Shillenn  
Title: Executive Director, IRC Network, Inc.  
Phone: (570) 329-3200  
Email: [jims@imcpa.com](mailto:jims@imcpa.com)  
URL: <http://www.imcpa.com>  
Location: Williamsport, PA (Lycoming County)

### General

Created in 1988, Pennsylvania's IRCs provide technical assistance to small and mid-sized manufacturers by applying advanced manufacturing management and production philosophies and techniques. The seven regional centers provide assistance through

individual projects or local initiatives and are also part of the National Manufacturing Extension Partnership. The IRCs provide the following services:

- Market analysis and development;
- Selection, implementation and optimization of available technologies;
- Production planning and inventory control;
- Factory and office automation;
- Quality assurance and improvement;
- Lean manufacturing;
- Supply chain development;
- Workforce development;
- Enterprise management; and
- Electronic business and information technology.

This program is one of the nation's largest in manufacturers' assistance and brings new business development tools to Pennsylvania manufacturers, including: support for the IRC's manufacturers' assistance internet portal; the acceleration of state-wide activities to encourage the use of electronic content in traditional products; and the development of an original equipment manufacturer/supplier training initiative.

### **Recycling Market Development**

The IRC in the Williamsport region has been involved with assisting an electronics recycler in Tyrone with their industrial operations. IRC field staff are trained to identify and use other economic development service providers in their activities and thus can help link clients with other service providers. The IRC could become more involved in assisting recycling businesses, and would consider adding a recycling company representative or two to their Advisory Board if this were the case.

### **The Pennsylvania Technical Assistance Program (PENNTAP)**

Contact: Jack Gido  
Title: Director, PENNTAP  
Phone: (814) 865-0427  
Email: [jgido@psu.edu](mailto:jgido@psu.edu)  
URL: <http://www.penntap.psu.edu>  
Location: University Park, PA (Centre County)

### **General**

A program of Penn State University, PENNTAP is a federal/state/university partnership for economic development. PENNTAP helps Pennsylvania businesses improve their competitiveness by providing free technical assistance and information to help resolve specific technical questions or needs that can be addressed within a limited amount of time.

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The program focuses on helping smaller businesses that normally do not have the in-house expertise or time to resolve specific technical questions or needs. PENNTAP technical specialists assist small businesses by providing technical advice, technical information, and referrals to other expertise, resources or programs.

PENNTAP services the entire state of Pennsylvania through a network of technical specialists who have specific areas of technical expertise and are located throughout the state. The initial service of PENNTAP staff is confidential and provided at no cost to clients.

### Recycling Market Development

PENNTAP has worked with companies that have questions about or are in need of recycling information or services. PENNTAP has provided market leads and has sought out potential markets on behalf of client companies. PENNTAP could provide increased technical assistance to clients about recycling by working closely with RMC staff who are knowledgeable about the variety of markets available and who can provide market assessment information to PENNTAP staff. PENNTAP representatives expressed an interest in partnering with recycling market development organizations, such as the proposed RMC, and noted that PENNTAP has the functional capability to serve as a field arm of such a group. If PENNTAP had the funding, they could hire staff devoted to recycling technical assistance.

## Universities

### Penn State University (Harrisburg Campus)

Contact: Charlie Cole, Environmental Engineer  
Title: Professor, School of Science, Engineering and Technology,  
Environmental Programs  
Phone: 717-948-6133  
Email: [cac7@psu.edu](mailto:cac7@psu.edu)  
URL: <http://www.personal.psu.edu/faculty/c/a/cac7/>  
Location: Harrisburg, PA (Dauphin County)

### General

Penn State University has a program in environmental pollution and control at the graduate level, and environmental engineering. There is also a solid waste management course taught at the undergraduate level, of which recycling is a part. The University is often able to fund projects with grant money, and using graduate students.

### Recycling Market Development

Penn State University, and Charlie Cole in particular, have conducted various industrial pollution prevention studies. One underway as of September 2002, conducted with EPA funding, is a study on food processing waste. This project has a

budget of approximately \$100,000 and will span between two and three years in duration. Another project involved a study of the use of fly-ash from power plants in the production of cement. The University has done projects in the past involving syrup producers, deli producers, and metal recovery. Projects have involved site visits and technical assistance regarding waste minimization and pollution prevention.

### **Indiana University of Pennsylvania**

Contact: Tom Falcone  
Title: Professor of Management, Eberly College of Business and Information Technology  
Phone: 724-357-2549  
Email: tfalcone@iup.edu  
URL: <http://www.eberly.iup.edu/Tfalcone/GeneralPresentation.htm>  
Location: Indiana, Pennsylvania (Indiana County)

#### **General**

The College of Business and Information Technology, through the Management Services Group (MSG), houses a small business development program, as well as a small business incubator program. A major objective of the MSG is to make a significant contribution to the economic vitality of the region by providing consulting and other related services to start-up and ongoing businesses. The MSG works closely with the banking community and other entities concerned with business and economic development such as: the Indiana County Commissioners, the Indiana County Chamber of Commerce, the Indiana County Office of Planning and Development, the Center for Economic Operations (CEO), and the Indiana County Development Corporation. Through the MSG's programs, students receive valuable hands-on experience, as they participate in establishing and developing actual businesses.

The Indiana County Small Business Incubator was established in 1986 to provide manufacturing space and centralized business services to start-up and expanding companies. The Small Business Incubator has been funded by a variety of sources including the Ben Franklin Partnership. The Incubator offers tenants space, secretarial and general business services, and computer training. In addition, assistance is provided as needed with exporting, government contracting, accounting, management, and marketing. The Small Business Incubator management, comprised of IUP professors and professional staff, is also involved in the recruitment and development of businesses for the Commerce Park and the Corporate Campus Interchange Center. The Small Business Institute (SBI) is another program operating under the Management Services Group umbrella, which offers businesses consulting services.

#### **Recycling Market Development**

The MSG did a project last year for the Indiana County Solid Waste Authority involving market research related to their recycling program. MSG also did a benchmarking study, focusing on paper, and looked tangentially at plastics. The

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Solid Waste Authority's recyclable processing facility began as an incubator program, and moved to their own facilities just a few miles away four or five years later.

## Nonprofit Organizations

### Professional Recyclers of Pennsylvania (PROP)

Contact: John Frederick  
Title: Executive Director  
Phone: 800-769-7767  
Email: [jfrederick@proprecycles.org](mailto:jfrederick@proprecycles.org)  
URL: <http://www.proprecycles.org>  
Location: Bellwood, PA (Blair County)

#### General

PROP is a non-profit organization devoted to promoting the interests of recycling and recycling programs in PA through education, information exchange, technical support, applied research, and coordination of recycling industry initiatives. PROP's goal is to establish and improve information networks among programs and between public and private sector recycling professionals. PROP's staff consists of one part-time and four full-time employees. The budget last year was approximately \$455,000. PROP holds educational and certification programs for professional recyclers, as well as an annual conference and trade show, workshops, special events, etc. PROP also holds roundtables and forums on issues pertinent to professional recyclers, and provides legislative updates. PROP is affiliated with NRC (membership in PROP includes National Recycling Coalition membership). Members include public and private professional recyclers, and individuals interested in recycling.

#### Recycling Market Development

PROP has a fairly active recycling markets committee, co-chaired by Pete Previte of Pittsburgh and David Robinson of Philadelphia. The committee holds regular meetings, discusses market-related issues, has guest speakers, etc. PROP has held a number of market forums, including forums on PET, glass, electronics, and paper. These forums are now part of the professional certification program.

### Pennsylvania Resources Council (PRC)

Contact: Pat Imperato, and Joan Batory  
Title: Executive Director, Board Member (City of Philadelphia)  
Phone: 610-353-1555  
Email: [imperator@prc.org](mailto:imperator@prc.org)  
URL: [www.prc.org](http://www.prc.org)  
Locations: Newtown Square, PA (Delaware County)  
Pittsburgh, PA (Allegheny County)

### General

The Pennsylvania Resources Council is a nonprofit citizens' action organization founded in 1939. PRC serves as a link between industry, government and grass-roots organizations, initiating dialogue between these groups to seek solutions to environmental problems. PRC focuses on waste reduction and recycling, as well as fighting litter and visual pollution. PRC provides technical assistance, sponsors conferences, helped develop the Pennsylvania Litterbug Hotline, developed the first national environmental hotline, develops educational materials for public educators, publishes reports, and Buy Recycled Directories (national and by topic, e.g., construction). PRC's annual budget is approximately \$1.3 million. PRC estimates that they have approximately 300 members interested in waste reduction and recycling market development issues.

### Recycling Market Development

PRC has developed Construction Junction, and is supporting a reuse Center in Pittsburgh, for C&D material reuse. Their online Buyer's Guide to Recycled Products provides information regarding local and regional end users of recyclable materials. PRC's Business for a Green America Program provides an action plan for business to include environmental protection in everyday practices and decisions, including Buy Recycled initiatives. In addition, PRC's board members include manufacturers, who can provide commodity-specific expertise. They receive many calls from individuals looking for waste exchange possibilities. PRC took the lead in the 1999 Recycling Market Development Summit.

PRC's strengths include a knowledgeable executive director, staff, and board members.

### Pennsylvania Municipal Authorities Association (PMAA)

Contact: John Brosious  
Title: Deputy Director  
Phone: 717-737-7655  
Email: [brosious@municipalauthorities.org](mailto:brosious@municipalauthorities.org)  
URL: [www.municipalauthorities.org](http://www.municipalauthorities.org)  
Location: Wormleysburg, PA (Cumberland County)

### General

PMAA represents authorities before the state legislature by developing and sponsoring legislation in the interest of authorities, and by opposing detrimental legislative proposals. The PMAA Legislative Committee, composed of the committee members from the ten PMAA regions, is consulted on a regular basis regarding proposed legislation affecting authorities. PMAA offers their membership legal counsel, legislative services, educational and training workshops, an annual convention, various insurance programs, information services, and a wide collection of publications. PMAA represents approximately 650 authorities, 15 of which are solid

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waste authorities. The majority of members are water and sewer authorities. There are also nearly 650 associate members, who provide services to authorities.

### **Recycling Market Development**

PMAA is currently not involved in recycling market development-related work.

### **Institute of Scrap Recycling Industries (ISRI)**

Contact: Rick Allan  
Title: Executive Director, Mid-Atlantic Region  
Phone: 570-675-1313  
Email: [rjallan@tl.infi.net](mailto:rjallan@tl.infi.net)  
URL: [www.isri.org](http://www.isri.org)  
Location: Dallas, PA (Luzerne County) – Mid-Atlantic Regional Office

### **General**

ISRI's mission is to help the scrap recycling industry develop in a sound, environmentally responsive manner and to foster public awareness of and appreciation for the value of the industry in the nation's production of goods and services. ISRI services include the following: advocacy on national, state, and regional legislative issues, networking, education and training, everyday communications, and dollar saving programs. ISRI has nearly 1,500 U.S. members and an annual budget of several million dollars. Recently ISRI has expanded to include scrap tire processors, and is currently negotiating with the Electronics Recyclers Association to take for inclusion.

There are 21 Chapters, with headquarters in Washington, DC. The Mid-Atlantic regional office is in Dallas, PA.

### **Recycling Market Development**

ISRI's most recent market development effort is to promote recycling of steel recovered from tires. Historically tire recyclers have had a difficult time marketing their steel. Other market development efforts have included working with automakers to reduce the number of types of plastic used in manufacturing vehicles. At one time there were 30-50 types of plastics, down to half of that today. ISRI has done similar work with appliance manufacturers, promoting design for recyclability. This is something ISRI does on a regular basis, depending on the need. ISRI works with the Steel Institute, The American Plastics Council, and similar trade groups.

ISRI staff includes attorneys, engineers, risk experts, environmental experts, government relations experts, and state and federal policy experts. ISRI has strong working relationships with numerous manufacturers -- an asset to recycling market development.

## **Pennsylvania Environmental Council**

Contact: Andrew McElwaine  
Title: President and CEO Central PA Office (Harrisburg)  
Phone: 717-230-8044  
E-Mail: amcelwaine@pecpa.org  
URL: <http://www.pecpa.org>  
Locations: Harrisburg, PA (Dauphin County)  
Meadville, PA (Crawford County)  
Luzerne, PA (Luzerne County)  
Titusville, PA (Warren County)  
Philadelphia, PA (Montgomery County)  
Pittsburgh, PA (Allegheny County)

### **General**

The Pennsylvania Environmental Council has played an active role in legislative and regulatory arenas. Advocacy work includes commenting on proposed legislation, testifying before General Assembly Committees, publishing their legislative update which provides members with analyses of issues and Council positions, and facilitation of information exchange between diverse stakeholders on environmental issues. Most recently the Council has been interested in water quality and preservation of open space.

A subsidiary is Enterprising Environmental Solutions, Inc. (EESI), which is a public-private partnership implementing innovative solutions to long-standing environmental problems. PEC has offices in Harrisburg, Meadville, Pittsburgh, Philadelphia, Titusville, and Luzerne.

### **Recycling Market Development**

PEC, along with the PRC, worked for authorization of ACT 101. PEC sees their role, if involved in recycling market development, as providing legislative assistance.

## **The Pennsylvania Chamber of Business and Industry**

Contact: Ms. Sharon Roth-Fulton  
Title: Director of Regulatory Affairs and Customer Advocacy  
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### **General**

The Pennsylvania Chamber of Business and Industry's mission is to foster a healthy business climate and to improve the competitiveness of its members through:

## Section 1

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- Lobbying and advocacy;
- Grass-roots activity;
- Influencing public opinion and policy;
- Technical research and information; and
- Financial/management products and services.

The Chamber, which is located in Harrisburg, advocates member issues to the Pennsylvania legislature, and to regulatory and executive agencies, as well as to the courts. The Chamber monitors emerging trends in government and the economy, and develops strategies for keeping its members informed. Some of the services the Chamber provides include business management, financial products, human resources information, and sales/marketing opportunities.

### **Recycling Market Development**

Currently, the Pennsylvania Chamber is not involved in recycling market development-related projects. The Chamber, however, has over 10,000 members located across the state and could assist with outreach and information dissemination.

### **Mid-Atlantic Consortium of Recycling and Economic Development Officials (MACREDO)**

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### **General**

The Mid-Atlantic Consortium of Recycling and Economic Development Officials (MACREDO) is an organization of recycling and economic development interests of the states of Delaware, Maryland, Pennsylvania, Virginia, West Virginia, and the District of Columbia. The organization's mission is to identify, promote, and implement projects and programs that enhance recycling and economic development opportunities on a regional basis. MACREDO has also been instrumental in promoting C&D debris recycling in the region, and has produced a report about electronics recovery and recycling.

### **Recycling Market Development**

MACREDO combines state and local recycling and job creation efforts in an attempt to make recycling and recycling businesses work, on a regional basis. One of the main goals of MACREDO is to stimulate demand for recycled products. The organization researches recycling market issues and creates region-wide publications concerning the availability of recyclable materials and recycling business opportunities.

MACREDO also offers a forum for information exchange between member jurisdictions, local authorities, the private sector, and nonprofit organizations.

MACREDO has an online recycling markets directory, which links supply and demand of recyclable materials. In 1996, MACREDO produced a how-to manual for mixed paper collection, helping communities in the region add mixed paper to their recycling programs. Currently MACREDO is working on a composting project with their member states. They are addressing compost market development, as part of that project.

MACREDO could provide research efforts and technical expertise regarding recycling market development topics of concern, without being beholden to a particular association-driven or political point of view. They are solutions-oriented, and have the ear of member states. They are in a position to bring different industries and different governmental entities together, to create and manage forum-type relationships that need to be developed.

## Highlights of Organizations Interviewed

The following matrix summarizes characteristics of the organizations interviewed.

## Section 1

**Table 1**  
**Summary of Pennsylvania Organizations Involved (or with Potential Involvement) in Recycling Market Development**

<b>Organization</b>	<b>Core Service Area</b>	<b>Office in Harrisburg</b>	<b>Regional Offices</b>	<b>Technical Assistance</b>	<b>General Finance/Business Expertise</b>	<b>Works Directly with Businesses</b>
PA DEP Div. of Waste Minimization & Planning	Links suppliers with markets; works to overcome market barriers	X	X	X	Limited	X
PA Dept. of Community and Economic Development	Business development assistance and administers Recycling Loan Fund	X	X	No	X	X
Governor's Action Team	Recruitment and expansion services to large-scale enterprises	X	X	X	X	X, large scale only
Center for Entrepreneurial Assistance	Encourages creation, expansion and retention of successful small, women, and minority owned businesses	X	No	No	X	X
Ben Franklin Technology Development Authority	Funds innovative technology development	X	No	X	X	No
Ben Franklin Technology Partners	Emphasizes new products and technologies	X	X	X	X	X
Small Business Development Centers	One-on-one business management consulting, information & education programs for small businesses	No (Kutztown nearest)	X	X	X	X
Local Development Districts	Jobs development and retention services to communities and businesses	X	X	X	X	X
Industrial Resource Centers	Technical assistance to small and mid-sized manufacturers	No (York nearest)	X	X	Limited (e.g. marketing assistance)	X
PENNTAP	Technical assistance to small businesses	No (Middletown nearest)	X	X	No	X

## ORGANIZATIONAL INFORMATION

Organization	Core Service Area	Office in Harrisburg	Regional Offices	Technical Assistance	General Finance/Business Expertise	Works Directly with Businesses
Penn State	Technical assistance and research on pollution prevention including uses for waste products	X	No	X	No	X
Indiana University of PA	Business incubator on campus, plus consulting through professors and students.	No (Indiana)	No	No	X, through Management Services Group	No
Professional Recyclers of PA	Education, information exchange, technical support, applied research, and coordination of recycling industry initiatives	No (Bellwood)	No	X	No	X
PA Resources Council	Networking and information services to promote recycling and other environmentally beneficial activities	No	Pittsburgh, Newtown Square	X	No	X
Institute of Scrap Recycling Industries	Advocacy, information, training, networking services to support the recycling industry	No (Dallas)	NA	No	No	X
PA Chamber of Business and Industry	Advocacy and business assistance to members	X	No	No	X	X
Mid-Atlantic Consortium of Recycling Economic Development Officials	Networking, information exchange, and research services to create jobs and stimulate demand for recycled products	No (Philadelphia)	NA	X	No	X



## Section 2

# Comments about the RMC and Market Development Efforts to Date

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The comments below are from interviews R.W. Beck conducted with individuals from the organizations described above. Interviewees were assured that their comments would be provided anonymously, so that they would be free to speak honestly about their thoughts regarding the development of a Recycling Markets Center. Comments are listed in the following categories:

- Groups important to work with;
- How to effectively communicate;
- Optimal location of the RMC;
- Function of the RMC;
- Design of the RMC;
- Value of memoranda of understanding as a means of defining roles and responsibilities;
- Other comments.

## Organizations that Should be Involved

- PA DEP
- EPA
- Certain industry trade groups and associations
- Chambers of commerce
- County commissioners
- Burroughs Association
- League of Cities
- Legislators
- Manufacturers
- The waste industry
- Department of Commerce and Economic Development (DCED)
- Financiers
- Generators of recyclable materials

## Section 2

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- Mid-Atlantic Consortium of Recycling and Economic Development Officials (MACREDO)
- Mid-America Council of Recycling Officials (MACRO)
- Professional Recyclers of Pennsylvania (PROP)
- Pennsylvania Resources Council (PRC)
- Solid Waste Association of North America (SWANA)
- Pennsylvania Environmental Council (PEC)
- Steel Recycling Institute (SRI)

## Communication Effectiveness

“[Communication] is as good as it can be.”

“I would like to see better communication between PROP, DEP, ERC, and some of the economic development organizations, like the SBDCs, etc.”

“I’m not sure that economic development agencies understand the issues of economic geography. There has to be some better communication and understanding of [regional factors] such as labor pools, transportation issues, and location of businesses.”

“There is no coordination. Everyone is out there working independently... No expertise that has been developed or located.”

“Communication works pretty well.”

“Sometimes works well, sometimes doesn’t -- on the whole it works out. Public and private sector communicate well together.”

“Very well. Everyone within our circle needs each other.”

“There has not been enough interaction between groups like PROP and SWANA.”

“Depends on the issue!”

## Optimal Location of RMC

“Harrisburg would be best.”

“Center has to be virtual, for the most part – online, and therefore don’t need to have a giant center so much, but maybe someplace in Harrisburg – the place where the bulk of the virtuality is. Perhaps partner up with the SBDC network – create some sub-centers.”

“I see the benefits of satellite offices, however they are expensive to operate. Harrisburg might make the most sense.”

“With telecommunications, it is immaterial, the whole thing is structure and control, information and dollars.”

“In eastern portion of the state – near the highways. Ideally, one in the western portion of the state, too – East of Pittsburgh, near the highways.”

“[The location] doesn’t matter, as long as [the RMC is] doing its job and getting its people out in the field. – accessing drivers of the market.”

“It probably could be anywhere, but most likely it should be close to Harrisburg, since DEP will be very involved in this center. Develop an existing Brownfield location – turn it into a green building.”

“There should be five locations throughout Pennsylvania, at a minimum.”

“RMC should be located in an existing business development entity such as SBDC, IRC, or PENNTAP.”

“Ask the potential users of the Center what would suit them.”

## Function of RMC

"I see it as a sort of a research foundation -- an incubator, where they could develop policy and provide seed grants. A RMC should focus research in certain areas, and try to advertise efforts to change policy."

Foster good relationships between those who buy and sell recycled products. The Center should provide information regarding which businesses are legitimate, which would be good to work with, potential feedstock suppliers, for example. Also, provide knowledge in the arena, so that it acts, in a sense, as a “smoothing mechanism” to the ups and downs caused by stakeholders’ overreactions in the face of market changes.

“Let’s think about putting some businesses online, start some businesses up, maybe even use seed money or low-cost grant money, and get everyone focusing on them, make things happen...all of these groups need to have a sense of ownership and shared vision– everyone autonomous.”

Overcoming barriers (which are sometimes technical, financial, etc.) that make it difficult for commodities to get to where they need to be used. Also, identify niche markets in Pennsylvania that might serve as end markets for materials.

Provide a support system – money – a grant program, to provide tools and resources, including dollars, to help link economic development with markets development.

The RMC needs to attract businesses into urban areas because that’s where the feedstock is, and for a whole variety of other reasons.

“The RMC should be a central force to get things done.”

1. Identify markets; and
2. Develop markets that are lacking.

“Someone, somewhere who has labs, can figure out how to use this stuff. It seems that we have brilliant minds all over the country, and perhaps w/some seed money and some leveraging there might be ways on a small scale to show here’s how these

## Section 2

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materials can be reused, and here's some application on how it can be done. Public-private cooperation is important in doing this."

"In order for a RMC's efforts to be successful, it must put those who could purchase the recycled materials first... must put them first. Otherwise, the Center will have trouble from the get go."

"What they need to do, on a broad basis, is to partner w/the private sector in creating demand in three ways:

1. New market development – identify new and emerging markets — geographically and new technology;
2. Materials substitution – working with industry an associations and businesses to encourage the substitution of recycled material for raw material and creating a buyers group interested in increasing the amt of post consumer recyclables used; and
3. Public education – make sure purchasers create demand."

"RMC should compliment services provided by economic and business development service providers already in place – like SBDC, PENNTAP and IRC." RMC staff should be knowledgeable about recycling markets, environmentally preferable purchasing, financial incentives available to recycling companies, and a familiarity with the relationship between supply and demand for recyclable commodities."

"RMC should make recycling businesses aware of economic development service providers across the state and work in partnership with them."

Train economic development officials to see recycling as a business. Also, provide information, especially between generators/processors and manufacturers, and between different regions of the State. This effort has to be driven by industry.

"The RMC should outline the services of economic development providers in the RMC work plan, hold economic development training session for RMC staff, establish an advisory committee to coordinate service providers efforts in the recycling arena, delegate a RMC staff person to be a liaison with [our organization, and possibly other service providers], consider development of an MOU (or series of MOUs) defining the duties and responsibilities of service providers as they relate to recycling market development. "

"The RMC should provide technical assistance in recycling (knowledge of markets, supply and demand) and not duplicate efforts of other service providers."

"You have to start with the potential end users of the materials/the Center – see what their needs are. There are lots of groups out there with great ideas, and everyone gets all caught up in these great ideas, but they don't create something for the user."

## Structure of RMC

The RMC should function fairly independently. It should be able to take the best wisdom of academia, business, and government, through an oversight board working

with and Executive Director and a small staff. It should be spun off from an independent arm of DEP vs. coming out of DEP – it should be overseen by someone who will be less politically strapped than DEP is in providing assistance and guiding policy and direction.

“Use the Ben Franklin system as a model... provide some financial incentives... and make businesses have business plans.”

A RMC would need to get the buy-in of manufacturers that could potentially use or increase the use of recycled content in the products they manufacture.

“The Business community needs to be involved in a very significant way... The North Carolina structure is a good one – allowing recycling businesses to be developed as economic development, not just environmental.”

“Have something like an advisory board, to better coordinate things. Members of the advisory board should be the people involved in these advisory capacities – have some continuity. There should be representation from SWAC, recycling fund advisory committee, from different sectors of community, along w/consultants.”

“The RMC must operate on a business plan, not be grant driven...Economies must work. If they don’t work, there are ways to make them work... Public policy must be strong – need leadership from DEP and state as a whole.”

Private sector involvement and private sector leadership are vital.

“RMC could be part of an existing service provider like PENNTAP, SBDC or IRC. Each of these organizations has regional offices across the state.”

“An RMC staff person should serve as a liaison with other economic development service providers.”

There should be accountability. Money (grants) should not be given out just based upon trying. There should be measurable results, and money should be based on goals being met. There has to be accountability.

“There is a well-established network of business assistance service providers...their knowledge and expertise should be incorporated into any effort to establish RMC...It will be important to identify the role and responsibilities of RMC and to ensure that its activities do not duplicate those of existing business assistance service providers.”

“Coordination of activities between RMC and other service providers is important. ...RMC should begin coordination efforts by working with a small number of service providers such as SBDC, IRC and PENNTAP. Providing RMC staff with a description of the services provided by SBDC, IRC, and PENNTAP in its initial work plan would be helpful.”

"The types of services that a RMC could provide include an in-depth knowledge of: recycling markets, environmentally preferable purchasing, financial incentives available to recycling companies, and a familiarity with the relationship between supply and demand for recyclable commodities.

The services of other organizations involved in recycling market development should be outlined in the RMC work plan.

Certain other organizations could help train RMC staff

RMC involvement in P2 Roundtables across the state would be of value to PENNTAP and RMC, and identifying a RMC staff liaison to PENNTAP would be beneficial.

## Role of Memoranda of Understanding

This would be helpful, if done through an advisory board.

“That could work. When you begin to formalize relationships, it enhances the capability [of the group.]”

“Yes. No question.”

“Yes. We need to have something in place to ensure participation of everyone.”

“Yes, it’s important to define roles and responsibilities of those involved.”

“Any time public money goes toward this kind of thing, you need to have an MOU at a minimum, and possibly some contractual obligation to hold out goals and performance standards.”

“It could be good, or it could be a disaster – it depends with who ends up with what.”

“Yes. This would be accountability.”

“MOUs should be considered after RMC is established and initial meetings and training sessions have taken place.”

“A more formal arrangement with key service providers could be valuable, but ... [the RMC must be careful not to] grow the network too fast.”

“Yes, an MOU would be helpful, but only after the likely end users’ needs have been established.”

## Other

“I think the RMC should happen. I believe there is money there to make it happen, and political will.”

“I would like to see some results!”

“It is frustrating that the development of such a center is taking so long. There is a dire need for a formal market development entity of some kind, and there’s plenty of work to be done. [Even recognizing that] markets are complicated and impacted by issues all over the world, there are connections to be made and research to be done to have manufacturers convert to more recycled feedstocks.”

“We need an advocate in the Department of Economic Development. We need someone who will see the value in this industry. Economic Development groups tend to focus on high-tech.”

There needs to be support and commitment to Act 101. Manufacturers are going to be hesitant to set up plants here, or reconfigure to use more recycled feedstock, when they cannot be assured of a consistent supply of feedstock from Pennsylvania.

DEP's permitting process needs to be one that allows this industry to thrive. It does not always do that.

"Perhaps [there should be a statewide] mandate ...that landfills could not accept materials that include recyclables, that would then extend to trash from other states."

"It needs to be taken seriously, if it's something that's going to be promoted and given money. There needs to be buy-in from political types."

"I would hate to see [the RMC] just become another grants organization. The process must be economic to be sustainable."

"If we are really going to target market development, there should be more commitment from DEP to support recycling. The staff doesn't have the time to be able to commit to this at this point. Something has to be done to allow them to commit more to this project – staff budget, etc, comes into play."

"There has to be flexibility – in terms of how the center will be able to address issues – needs to take a dynamic approach – also, an ongoing financial commitment must be made."

There needs to be a follow-up of the paper trail regarding recycling tons, and grants. Also, accountability – money should have strings on it.

"There is room for some serious discussion about a bottle bill."

"A significant challenge that the RMC will face is familiarizing staff with the myriad of local economic development groups, their priorities, and local financial instruments available."

"Requests for significant expenditure of the time and resources of other service providers may also require a corresponding budgetary commitment."

"The RMC should start small with approximately three service providers (possibly IRC, PENNTAP and SBDC) initially."

"Government can't drive this. If the market isn't there to support it, then it won't work. Our members support the idea, but are leary, because government can't force something. They've tried this before, they get a lot of funding, and then the funding dries up. In order for it to work it has to be a self sustaining market."