

THE SECTOR ASSESSMENT PROJECT

A Comprehensive Study of NYC's Materials Exchange and Reuse Sector

Fall 2008



Prepared By

NYC Materials Exchange
Development Program

Strengthening NYC's materials exchange and reuse sector

NYC Materials Exchange Development Program
A program of The City College of New York



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Development and Implementation

The project leaders were Dr. Vasil Diyamandoglu and MaryEllen Etienne. Research staff included Melissa Meece, Gabriel Rand, and Benjamin Rose.

Coordination

This project involved a great deal of collaboration between the staff members of the NYC Materials Exchange Development Program (MEDP), the NYC Department of Sanitation Bureau of Waste Prevention, Reuse and Recycling, and several New York City's reuse sector organizations. We thank each of you for your assistance in making this project happen.

Survey Participants

We are especially grateful to each of the 34 organizations that participated in our survey. Special mentions go to the focus group members for their invaluable feedback, including: Susan Ezzouhairy of *Gifts In-Kind*; Stefanie Feldman of the *Industrial Technology Assistance Corporation*; Luis Jiminez formerly of *World Vision Storehouse*; Christina Datz-Romero of *Lower East Side Ecology Center*; Julia Rubin of *Set Recycling Hotline*; Julie Sullivan of *Materials Resource Center*; Harriet Taub of *Materials for the Arts*; and Janice Hepburn of *Tools for Schools*.

Peer Review Panel

Our thanks also go to the peer review panelists for their assistance in further developing the survey. Members included Clinton Andrews of *Rutgers University*; Lorraine Graves of *US Environmental Protection Agency*; Brad Guy of *Building Materials Reuse Association*; Linda Jacobs of *Empire State Development*; Leslie Kirkland of *Reuse Development Organization*; Robert Lange of *NYC Department of Sanitation*; Gary Liss of *Grassroots Recycling Network*; Christine McCoy of *National Recycling Coalition*; and Tom Watson of *National Waste Prevention Coalition*.

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I. INTRODUCTION

The NYC Materials Exchange Development Program (MEDP) was established in late 2005 as a joint effort between The City College of New York and the NYC Department of Sanitation's Bureau of Waste Prevention, Reuse and Recycling to assist New York City's materials exchange and reuse sector.

This small, but growing, sector consists of organizations that facilitate the transfer of usable, yet unwanted, materials between organizations, businesses or individuals. To understand the specific challenges faced locally by the sector, MEDP carried out the *Sector Assessment Project: A Comprehensive Study of NYC's Materials Exchange and Reuse Sector*.

MEDP expected the project's outcomes would enable it to identify the sector's common and disparate challenges; establish a foundation for MEDP's future programs and services, and facilitate more effective and efficient reuse programs that benefit all New Yorkers.

The report presents the results of the survey, highlights the positive impacts of participating programs and areas needing improvement, and provides practical recommendations for enhancing the sector moving forward.

II. HISTORICAL CONTEXT

Throughout history, humans have been ingeniously thrifty, salvaging and reusing items out of necessity. American prosperity, coupled with the growth of the manufacturing and advertising industries, during the second half of the twentieth century bred the age of disposable goods and built-in obsolescence. By the latter part of the twentieth century, increased environmental awareness and concerns over landfill space prompted government interest in waste reduction and recycling.

In 1986 the NYC Department of Sanitation established a division (now known as the Bureau of Waste Prevention, Reuse and Recycling) to educate New Yorkers about the merits of reuse and waste reduction and facilitate the beginning stages of what would become the City's residential curbside recycling program. Since that time, New York City has pursued ambitious and innovative waste management and recycling strategies and promoted a wide array of waste reduction programs through education and funding for pilot projects and other initiatives.

The early nineties saw significant increases in funding for waste reduction programs nationwide, as well as a sharp rise in the number of social service organizations looking to capitalize on the excess material goods (e.g. clothing, food, household items) to fulfill their social missions. While large nationwide thrift stores such as the Salvation Army and Goodwill Industries had successfully blended reuse with a social mission for years, new charitable organizations began aligning themselves with donation programs as a way to serve their clients' needs for material goods. Increasing consumer consciousness led to a desire to donate instead of discard usable items.

By the year 2000 the end was in sight for the City's last landfill. This issue, combined with the City's efforts to update the Solid Waste Management Plan, community advocate efforts, an

emerging corporate sustainability movement, and concerns over disposal of potentially hazardous materials such as electronic waste, led to a renewed interest in waste reduction and reuse within the city. This trend continues to this day and reuse remains a practical means of addressing these issues.

III. PROJECT METHODOLOGY

To gain a more complete picture of how historical trends, the current reuse climate, and other factors influence the sector, MEDP carried out a comprehensive survey of NYC's reuse organizations entitled the *Sector Assessment Project*.

MEDP predicted the project would generate an expansive inventory of the reuse sector, identify common goals, challenges, and models of best practice, and establish mutually beneficial relationships. By assessing the needs of the local materials exchange and reuse sector, MEDP would be able to better prepare itself to develop programs and services that meet the needs of these organizations.

MEDP implemented the *Sector Assessment Project* from spring 2006 through spring 2007. The project consisted of the following four phases.

Research

- An extensive internet and trade journal search for materials exchanges, reuse centers, and donation programs serving the greater NYC metropolitan area resulted in the development of a database of eighty programs and organizations.

Development

- A literature review for reports on the materials exchange and reuse sector did not yield information we could directly apply to our project as the majority of research was directed toward recycling programs.
- A draft survey was developed with questions ranging from organizational objectives and operational structure to impact indicators¹ and market forces. It also offered an opportunity for participants to weigh-in on what MEDP could do to assist the sector and provide additional comments.
- A focus group consisting of directors of eight reuse organizations was held to review the draft survey, discuss interviewing techniques, and provide question-related feedback. The group emphasized the need for consistency in survey delivery and data collection and therefore recommended that interviews be implemented by a trained member of MEDP staff and performed in-person at the participant's location.

¹ **Impact indicator:** A piece of evidence or information that measures the effectiveness of program activities when direct measurement is difficult or impossible.

- Nine waste sector professionals from around the country subsequently reviewed and provided feedback on the revised draft survey.
- MEDP interviewed four participants to test, and further streamline, the survey.
- The final survey comprised of fifty-four, multi-layered questions broken into nine sections. The main components of the survey are presented in Table I, while the complete survey is attached as Appendix I.

TABLE 1. SURVEY COMPONENTS

- Contact Details
- Organizational Goals
- Operational Structure
 - Services and Beneficiaries
 - Data & Technology
 - Assets
 - Finances
- Outreach
- Impact Indicators
 - Economic Benefit
 - Environmental Benefit
 - Social Benefit
- Market Forces & Competition
- Building Reuse Sector Capacity
- Comments & Evaluation
- Participant Authorization

Implementation

- Forty organizations (nonprofit and for-profit) met the following criteria and were invited to participate:
 - Offer reuse-based services
 - Located in the five boroughs of New York City
 - Serve NYC residents and/or businesses
- Thirty-four organizations agreed to participate², signifying an eighty-five percent response rate.
- Onsite interviews were conducted, resulting data was inputted into an electronic survey form, and results were forwarded to participants for review, data verification, and additional comments.

Data Maintenance

- MEDP employed a consultant to develop a database as a means of analyzing and maintaining data resulting from the assessments.

IV. PROJECT FINDINGS³

Overview

New York City is home to many successful reuse enterprises that handle a wide range of materials, such as computers, bicycles, building materials, industrial discards, office furniture, surplus food, and textiles. Organizations that participated in the project vary widely in terms of structure, goals, services, funding sources, materials handled and organizational priorities.

Participants indicated top priorities as the need for more funding, more and better trained staff, easily accessible material transportation options, larger physical space, and increased material recipients. Organizations also stated the need for technological upgrades and assistance with

² **Participant Information:** For more information on the survey participants please request a copy of the associated booklet *Sector Assessment Project: Participant Profile* (does this name need to be changed to match the new booklet?). Please refer to MEDP contact information included on Page 59.

³ **Note on Findings:** Due to the nature of certain questions (i.e. answers were not necessarily mutually exclusive) the sum of percentages does not always add up to 100%. Except where noted, numerical data represents participants who responded to the question.

better systems for tracking donations. Participating organizations reported that they fill a unique role in their communities. There is, however, competition for materials and funders. Competition for materials could be from other reuse organizations or for-profit recyclers, while competition for funding is usually from social and environmental organizations outside the sector.

Summarized findings from the survey are presented below and a complete set of detailed findings is presented in Appendix 2. From the survey results MEDP infers the challenges facing NYC's reuse sector and offers solutions to enhance or promote their activities. A synopsis of challenges and proposed services can be found in Section V, and a matrix highlighting recommendations is attached as Appendix 3.

Organizational Structure

The majority of the sector is nonprofit (79.4%) and most (61.8%) operate with either a lean staff of less than ten paid employees or unpaid staff, as shown in Figure 1.

Most organizations (70.6%) supplement staff with volunteers that are utilized in long-term or short-term projects, one-day events, or a combination thereof. Volunteers were most commonly found through Volunteer Match, New York Cares, AmeriCorps, Idealist, Craigslist, and by word of mouth.

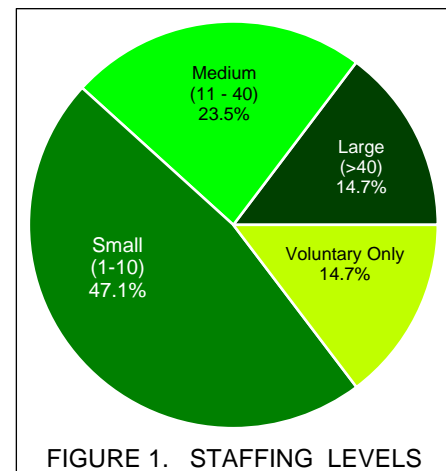


FIGURE 1. STAFFING LEVELS

Program Aims

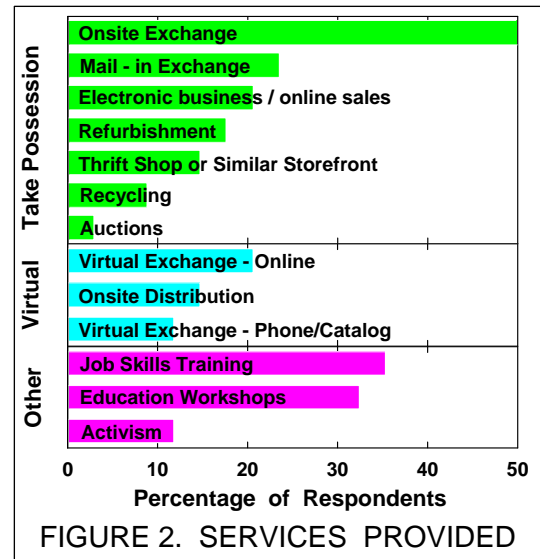
More than two thirds (70.6%) of organizations identified themselves as primarily social service entities. This is important to note, as most participants hadn't recognized the positive environmental and economic impacts of their reuse activities, nor had they considered themselves part of a larger (reuse) sector. Once these issues were brought to their attention, through participation in this survey, they acknowledged and embraced them. For example, one participant notified MEDP that immediately after the survey they updated their website to reflect the environmental aspects of their book reuse operation.

Nearly half (44.1%) of the organizations also indicated environmental aims, while economic development objectives accounted for 17.6% of the participants. The remaining 20.6% of participants indicated other main objectives of their organization such as the arts, youth development, and education.

Services Provided

Over two thirds of organizations (67.6%) responded that operating an onsite materials exchange⁴ is their top priority service, almost a quarter (23.5%) responded virtual exchange services⁵, while the remaining 8.8% focus mainly on providing resource-based services such as job skills training or educational workshops, or a combination of services.

It should be noted that most organizations (70.6%) offer more than one service to advance their mission. For example, a reuse organization that sells used and refurbished computer systems might also offer a related job skills training. Figure 2 offers more detail on services provided.



Funding Sources

Only half of the survey participants responded to specific budgetary questions. It was therefore difficult to compare budget information among the participants.

However, we do know that 28% of the respondents are self sufficient; that is they rely solely on recipient fees or sales to fund their program. Over half (56%) have diverse funding streams; that is they maintain a healthy mix of sales and fee revenues as well as grants. And the minority are dependant on grant funding (8% rely solely on foundations, 4% receive funding solely from corporate sponsors, and another 4% receive funding solely from city government).

Many organizations (47.1%) charge recipients or public shoppers for goods, some (17.7%) charge donors for collection services, and a few (5.9%) charge recipients a membership fee. The organizations that charge are usually open to the public and rely on these revenues to fund their programs. The means of charging recipients can be a percentage off the retail price, a membership fee, and/or a per-item processing fee. Organizations that do not charge are usually not open to the public and cater to specific populations (e.g. mothers and children in underserved areas, nonprofit arts groups) which are targeted by their funders.

Location and Space

Although the majority (58.8%) of surveyed organizations are headquartered in Manhattan, almost a quarter (23.5%) of them have more than one location. These could be multiple retail stores within the five boroughs or a retail store in Manhattan with a storage or warehouse facility outside of New York City. Figure 3 depicts the physical distribution of participating organizations headquarters.

⁴ **Onsite Exchanges:** Entities that take possession of the materials in order to distribute or sell them.

⁵ **Virtual Exchanges:** Entities that do not take possession of the materials; instead they either actively broker and/or passively list materials in order to distribute or sell them.

The physical size of reuse operations ranged from “no space” to 70,000 square feet. There is a correlation between location and size of operation whereby larger facilities, especially those with greater storage capacity, tend to be located in the outer boroughs. Two-thirds (66.7%) of organizations with over 10,000 square feet of space are located in the outer boroughs.

Most organizations have a local focus, yet 20.5% also provide some national and/or international services. All organizations but one (97.1%) service Manhattan with regularity; and nearly two-thirds (61.8%) service all five boroughs. Nearly one third (29.4%) regularly service areas outside New York City, including New Jersey, Long Island, Connecticut, Westchester, and beyond.

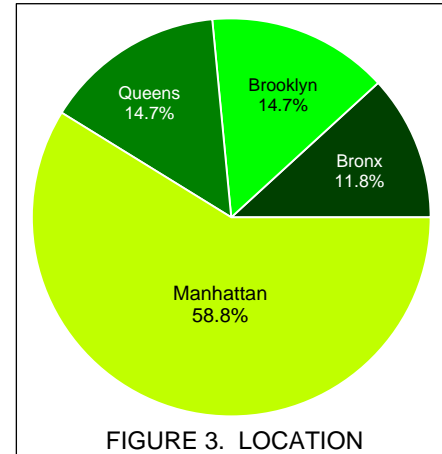


FIGURE 3. LOCATION

Those respondents offering brokering and listing services tend to serve a larger region than those who don't offer a virtual exchange service. Nearly two-thirds (61.5%) of organizations offering brokering and listing services serve areas outside the five boroughs.

Transportation

Nearly two thirds of reuse organizations (61.8%) offer a collection service for material donations. To offer this service, a substantial percentage of organizations (44%) rely solely on rental vehicles or third party material transporters.

About half (45.4%) of the 32.4% that own vehicles, also rent on occasion. The topic of transportation came up frequently during the survey process; many organizations indicating that they would like to learn more about how others in the industry deal with transportation issues.

Marketing & Outreach

The most effective marketing techniques were also the least expensive, that is word of mouth (83.9%) and networking (77.4%). Of moderate effectiveness were referrals from other materials exchanges (38.7%) and the distribution of flyers (32.3%). Participants reported that paid advertisements were the least effective. For example, only one organization indicated that advertisements in weekly papers were an effective means of marketing their services.

Several participants stated that their organization's website, and internet advertising in general, was critical to their success. Many organizations, especially those with a social service mission, also utilize a variety of partnerships and networks, from churches to community service organizations to local development corporations and more to promote their services.

Sources and Types of Materials Handled

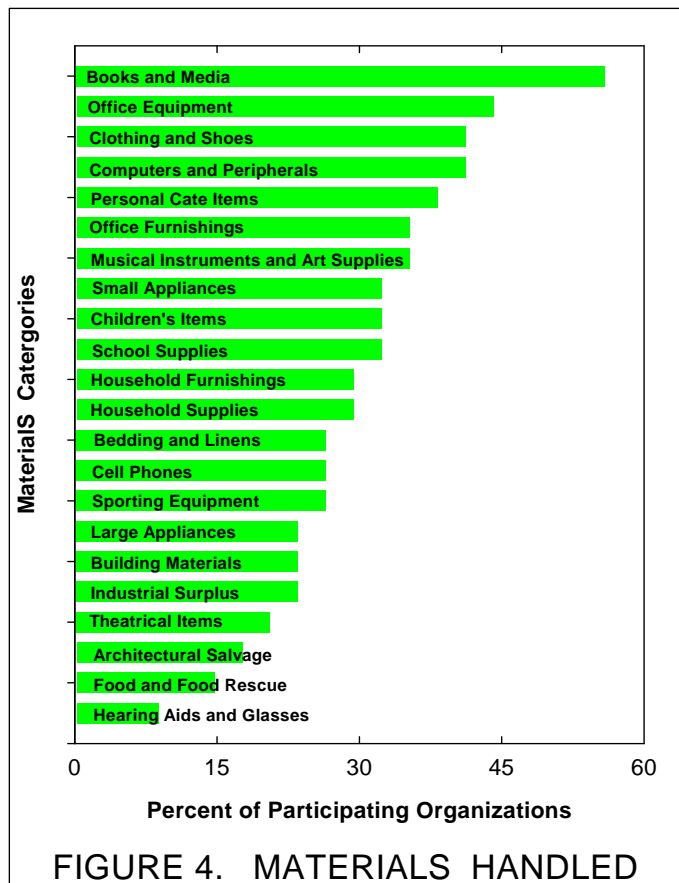
Participants handle a wide range of materials ranging from computers, bicycles, and building materials, to industrial discards, office furniture, surplus food, and textiles, as shown in Figure 4. Books and media are accepted by well over half of the sector (55.9%). The other most collected items were office equipment (44.1%), clothing and shoes (41.2%) and computers (41.2%).

When organizations were asked to rank their top priorities for materials accepted, four materials stood out as the most popular: (1) Clothing and Shoes, (2) Computer Equipment, (3) Books and Media, and (4) Office Furnishings. Groups prioritizing these items were much more likely to indicate that there is competition in soliciting these donations. In fact, 80% of organizations indicating competition for materials handled items in at least one of the top four most popular categories.

Organizations catering to more specialized materials, such as bicycles or building materials, indicated that they have far less competition for material solicitation.

Donations are equally obtained through donor drop-offs (61.8%) or pre-scheduled collections (61.8%). While most organizations do not charge for collection they do use strict guidelines in terms of quantity and/or quality of donated materials. Nearly half (47.6%) of organizations offer both pickup and drop-off services.

The largest source of materials is the commercial sector (51%). The remainder comes from the residential (46.6%), institutional⁶ (21.8%), nonprofit (11.5%), and government (8%) sectors. The largest source of recipients and shoppers⁷ are residential (83.5%), institutional (53.6%), and nonprofits (48%), with a small minority being commercial (29.5%), and governmental organizations (14.6%).



Organizational Priorities

Common concerns among survey participants included:

- **Growth**
While participants have different goals and needs, most organizations have a strong interest in developing the capacity and efficiency of their services.
- **Finances**
Increasing sales revenues and diversifying funding sources is especially important to those experiencing competition for funding.

⁶ **Institutional:** Public and private schools and hospitals.

⁷ **Recipients and Shoppers:** Clients referred by official agencies or registered nonprofits that are registered members. Shoppers generally refer to members of the public.

- **Space**
Concerns about physical space affect many organizations, regardless of where they are located or how much space they occupy. Access to long-term, affordable space and/or storage was ranked among the top five organizational priorities.
- **Awareness**
Both onsite and virtual exchanges would like to increase their access to material goods. Attracting more, and better informed, donors and recipients/shoppers through increased marketing was ranked highly.
- **Transportation**
The survey indicated that better access to transportation resources will help the sector greatly. Transportation was the topic most often referenced when asked what their organization would most like to learn about from other reuse organizations.
- **Technology**
Technology upgrades and assistance with better systems for tracking donations was an area of significant interest, as is the development of a web-based sector referral mechanism⁸ for the sector.
- **Market Forces**
The reuse organizations surveyed reported that they fill a unique role in NYC’s economy, but indicate that there is competition for materials and funders. Material competitors were indicated as being from other reuse organizations, though more often from for-profit recyclers, especially in the area of textiles. Funding competition was reported as being most often from social and environmental nonprofits outside the sector.
- **Infrastructure**
Participants strongly indicated that developing the infrastructure of the overall sector would be beneficial to meeting their organization’s priorities. While the survey did not limit the definition of “reuse infrastructure,” positive replies to this question point to the desire to participate in a wider sector, and collaborate with other members to meet common needs.

V. CHALLENGES AND PROPOSED SERVICES

As a result of the *Sector Assessment Project*, MEDP identified several challenges faced by NYC’s materials exchange and reuse organizations. While participants did prioritize challenges, it was difficult to isolate the reason or solution for a particular challenge as they are often dependent on other cited challenges. For example, an organization may want to increase the number of material donors, but can only service them if transportation and funding barriers are overcome.

To gain a better understanding of these challenges MEDP asked participants to consider their organization and then rank the capacity (“need more”, “adequate”, or “need less”) of key

⁸ **Web-based referral mechanism:** A website allowing sector members to refer donors to other reuse organizations when they cannot accept materials; whether the materials are outside their mission or beyond their collection and storage capacity.

operational features and resources. The following section provides an in-depth review of each resource, as well as the services proposed⁹ by MEDP to address these challenges. A matrix summarizing the challenges and services is also attached as Appendix 4.

Physical Space

The need for affordable space greatly affects the sector. “Access to long-term, affordable space and/or storage” was ranked as one of the top five most important priorities for participants, with 57.6% agreeing in the need for more of this resource. Of the organizations that take possession of materials, 31% ranked physical space as their first or second most important priority. It was reported that large amounts of staff time, and other resources, are occupied by the search for, relocation, and renovation of physical space. Access to long term, affordable space would eliminate an immense drain of resources currently spent on space-related tasks.

- **Addressing Space Needs**

MEDP will disseminate information on available space to the sector at large as it becomes available. If the concept of a community reuse complex¹⁰ is supported in the future by local or state government, or another entity, MEDP can liaise with the appropriate agents on behalf of the sector and/or prepare materials that would support its development.

“The reuse sector needs an effective transportation infrastructure.”

Transportation

Transportation is an integral part of the sector’s services. In fact, 60.6% of participants indicated they “need more” transportation resources. Affordable and reliable transportation resources would be an asset to organizations with existing collection services and an opportunity for organizations currently unable to provide this service.

- **Addressing Transportation Needs**

MEDP will create and maintain a web-accessible database of transportation resources (i.e. vehicle rentals, storage options, etc.) that can be used by the sector and their clients. Additionally, MEDP will facilitate sector meetings with the intent of developing a cooperative transportation program and disseminate pertinent information on transportation opportunities, as appropriate.

“We look forward to becoming better connected to the reuse community.”

Marketing, Education, and Outreach

While neither was rated high as an organizational priority, 66.7% of participants stated that they need more material donors and 54.6% indicated that they need more recipients/shoppers.

A related challenge is the lack of awareness about what materials are acceptable to reuse organizations, both on the part of donors and recipients, and often within the sector itself.

⁹ **Proposed services:** These services are proposed only. Services ultimately chosen for implementation will be based on several factors, including sector interest/priorities, funding acquisition, and the internal capacity of MEDP. They will then be implemented on a staggered basis.

¹⁰ **Community Reuse Complex:** A concept pertaining to cooperatively-managed facility that accommodates the warehouse, retail, and educational operations of community-based reuse organizations.

Organizations often handle materials that are unusable to them due to misinformation. In fact, 18.1% of the materials they receive are considered “unusable/obsolete.”

About half of the time these materials are passed on to other organizations or recycled. The other half of the time these items are discarded. Either way these organizations bare the burden of handling unusable donations, costing them staff time and/or carting fees. Educating material donors about the organization’s donation policies through appropriate marketing techniques would increase the efficiency of reuse activities. Unusable items from one organization could potentially be accepted by another if only a connection could be made.

- **Addressing Marketing, Education, and Outreach Needs**

MEDP will increase public awareness by disseminating accurate information about the sector’s material needs through its website and marketing pieces. MEDP also proposes to offer networking opportunities that can help the sector make better connections amongst its members. In order to develop and implement these events, MEDP will establish a working group to provide relevant feedback on their development and implementation.

Fostering Green Practices

Many participants indicated the need for the sector to “close the loop.” To conserve even more resources the sector must have a better awareness of the reusable and remanufactured products each other handles or produces. By purchasing or using these types of goods first, and supplementing this by collectively purchasing green products (e.g. recycled content, non-toxics, reduced/no packaging) the sector will become more sustainable, both environmentally and economically.

- **Addressing Green Practice Needs**

MEDP proposes to establish a series of meetings and/or presentations that encourage the awareness and use of each other’s environmentally preferable products. MEDP will establish regular communications that increases the awareness of the sector’s products, as well as other environmentally preferable products. Services will include the development of a ‘members only’ page of website, listserve, quarterly e-newsletters, and an events calendar. MEDP also proposes to research the feasibility of establishing a sector-wide cooperative procurement program that encourages purchase of environmentally preferable products.

Data Management

Tracking data and using data management tools can help an organization understand its impact, secure funding by providing potential funders with pertinent statistics, ensure programmatic targets are being met, increase operational efficiency, and aid with public education efforts.

“We are interested in new ideas. Our system works, but it’s cumbersome.”
“We track outgoing inventory, but improvements are needed.”

While participants attempt to track some data, it often isn’t very specific (e.g. an averaged number of units or boxes versus an exact weight or number of units). Over half of participants (55.9%) were interested in a new or better data management system. The main barrier to successful data collection is technology. Other barriers include staff time and funding. Improving

access to appropriate technology will greatly impact the sector's ability to track and report on vital data.

- **Addressing Data Management Needs**

MEDP will research and develop a set of data standards¹¹ that can be adopted by the sector. This would include research into current (and proposed) datasets that are collected by reuse organizations and formulas to quantify impacts of reuse activities.

MEDP will also fundraise for the development and implementation of an inventory/contact management database designed for the sector, which can be customized to meet the needs of individual organizations. MEDP will establish a working group to oversee all phases of this proposed data management project.

Funding

Sector funding comes from many sources. Some of these provide support for long-term core services, while others support short-term projects. The majority of participants (66.7%) indicated they need more funding, 40.9% ranked this as their top priority, and 53.1% reported that there is competition in soliciting funders. "Exploring ways of strengthening revenue incomes" and "Attracting more funders/ grants" were among the top three organizational priorities based on the previously mentioned rankings.

- **Addressing Funding Needs**

MEDP will develop and implement a series of training and networking events that help the sector obtain funds. These services can range from informal meetings to grant writing workshops to networking events that bring the sector together with potential funders. Hosting other events, such as an annual conference (rated highly by participants), could also allow people to come together and discuss potential funding projects. Additionally, MEDP will create and maintain a centralized database to make the sector aware of "reuse friendly" funding resources.

Operations

The sector seeks both an increase in their number of employees as well as expanded professional employee training opportunities. While 84.9% indicated that they need more staff; only 21.4% ranked this as a top priority. Since the ability to increase staff is largely dependant upon funding, participants don't see the need to create new jobs as a priority until funding becomes available.

Equally problematic is that competition to attract experienced staff and volunteers is high, and existing staff are often over-burdened by the need to train and manage volunteers.

¹¹ **Data Standards:** Whereby the sector agrees upon the terms for collecting and sharing essential data sets. For example, a formula to determine the weight and/or disposal costs savings of commonly exchanged items.

- **Addressing Operation Needs**

MEDP will create and upload a series of standardized “how-to” documents and templates that can help address daily operational issues (e.g. how to write a press release, how to form an advisory board, etc.).

MEDP will also develop and implement specialized training opportunities (e.g. logistics, marketing, website design and maintenance) designed to engage and retain staff and long-term volunteers.

“We would love more information on transportation solutions; technology solutions; and process efficiencies. No need to reinvent the wheel!”

VI. CONCLUSIONS AND OUTCOMES

The *Sector Assessment Project* found that an abundance of unwanted materials and volunteer assistance, coupled with the advantage of fulfilling a unique niche make the reuse sector capable of growth. The study also found that the irregular nature of reusable materials in the waste stream, lack of public awareness about reuse opportunities, competition for funding, and difficulty in finding affordable operating space and transportation, constitute the challenges facing the sector.

The *Sector Assessment Project* helped establish a robust “inventory” of the materials exchange and reuse sector, identify entrepreneurial programs that serve as models of best practice, and initiate mutually beneficial relationships between MEDP and the survey participants.

MEDP will offer a range of sector-specific programs and services to meet the challenges documented by the project, and ultimately strengthen NYC’s materials exchange and reuse sector. These services will include web-based resources, training seminars, information dissemination and networking opportunities. MEDP looks forward to continued feedback from the sector as it develops and implements these services.

APPENDIX I: REUSE SECTOR ASSESSMENT SURVEY

BACKGROUND

The **NYC Materials Exchange Development Program (MEDP)**, a program of City College of New York, aims to improve the effectiveness and sustainability of materials exchange and reuse activities in New York City, and to increase access to these innovative waste prevention services.

MEDP looks to research, develop, and promote the recovery and reuse of materials resources for the benefit of all New Yorkers. To do so, MEDP will provide the public and regional reuse organizations a range of programs and services, including general informational resources, technical assistance, educational and networking opportunities, and research and development services. MEDP is funded by the New York City Department of Sanitation Bureau of Waste Prevention, Reuse and Recycling.

Our first R&D project is the following assessment of the reuse sector in the NYC metro area. The results from which will become a baseline to help us determine the success of subsequent programs and services. You are one of 60+ programs in the region to be invited to participate in this survey.

For the purposes of this survey we use the terms materials exchange, reuse center, donation program interchangeably. Our definition of a 'reuse program' is an entity that facilitates the transfer of usable yet unwanted products and materials (reusables) between an organization, business, or individual with excess materials to those with a need for these materials. We use the terms donor and beneficiary in fairly specific ways. Although we realize both donors and recipients benefit from your services – we use donor as a provider of material goods only and beneficiary to mean the recipients or shoppers only. And when we refer to funders, they are entities that provide financial backing and in-kind services, not materials donations.

Although one of the goals of this assessment is to produce a report and disseminate our findings, your performance data will be confidential. The report's content will concentrate on cumulative data analysis, recommendations, and pre-approved case studies.

This organizational assessment will cover the following areas:

1. Contact Details
2. Organizational/Program Aims
3. Operational Structure
 - a) Services and Beneficiaries
 - b) Data & Technology
 - c) Assets
 - d) Finances
 - e) Outreach
4. Impact Indicators
 - a) Economic Benefit
 - b) Environmental Benefit
 - c) Social Benefit
5. Market Forces & Competition
6. Building Reuse Sector Capacity
7. Comments & Evaluation
8. Authorizations

The survey should take us approximately 45 minutes to complete. After we have inputted your survey data we will email you the results so you can verify the information you've provided. Following the survey you may also be contacted for follow-up questions.

SURVEY FORM

Interviewer(s): _____ Date of Interview: _____

Interviewee(s): _____ Date of Follow-up: _____

SECTION 1: CONTACT DETAILS

Name of Reuse

Program: _____

Name of 'Parent'

Organization: _____

Address: _____

City: _____

State: _____

Zip Code: _____

Website: _____

Main Phone: _____

Main Fax: _____

Primary Contact

Alt. Contact

(PC) Name: _____

(AC) Name: _____

PC's Title: _____

AC's Title: _____

PC's Tel: _____

AC's Tel: _____

PC's Email: _____

AC's Email: _____

SECTION 2: ORGANIZATIONAL BACKGROUND

1. How would you describe your program's aims?			
	Environmental		Social Service
	Economic Development		Other (specify)

2. If different, how would you describe your 'parent' organization's aims?			
	Environmental		Social Service
	Economic Development		Other (specify)

3. What is your legal status?			
	501(c) 3 Non-profit Organization		For-profit business
	Government Agency		Other (specify)

4. Please confirm your program's mission.

5. If different from program, please confirm your parent organization's mission.

6. What year was your reuse program established? (i.e. program or branch, but not parent organization)	
--	--

7. What are your primary target region(s) for your reuse services:			
	Bronx		Westchester
	Brooklyn		CT
	Manhattan		NJ
	Queens		Other (specify):
	Staten Island		Other (specify):
	Long Island		Other (specify):

SECTION 3: OPERATIONAL STRUCTURE

3A - SERVICES AND BENEFICIARIES

8. Which services does your program provide? (indicate Y/N, then rank top 3)			
Take Possession			
Yes	No	Rank	Service
			Onsite Exchange (i.e. Warehouse)
			Thrift Shop (i.e. storefront / retail)
			Mail-In Exchange (e.g. books, eyeglass, hearing aids)
			Auctions (i.e. competitive bidding for donations)
			E-Business (Online Sales)
			Refurbishment (i.e. fixing reusables)
			Recycling
			Other (specify)
Active Listing/Brokering			
Yes	No	Rank	Service
			Virtual Exchange (Online)
			Virtual Exchange (Phone/Email/Catalogue)
			Onsite Distributions (at donor sites)
			Other (specify)
Resources			
Yes	No	Rank	Service
			Education Workshops (i.e. what is reuse, creative reuse, etc)
			Job Skills Training (e.g. computer/bicycle refurb, warehousing, etc)
			Activism / Lobbying
			Other (specify)

9. How do you obtain materials?		
	Daily pick-ups / Appt only	If p/u, what conditions do you require?
	Limited pick-ups / Appt only	
	Drop-offs / During regular business hours	Drop-boxes / Anytime
	Drop-offs / Must schedule ahead of time	N/A

I0. What materials do you deal with? (indicate Y/N, then rank top 3)			
Yes	No	Rank	Materials
			Sm. Appliances/Electronics (e.g. DVD players, stereo)
			Lg. Appliances/Electronics (e.g. fridge, washer, dryer)
			Architectural Salvage(e.g. fireplaces surrounds)
			Books & Media (CD/DVD)
			Bedding / Linens
			Building Material (windows, doors, paint, lumber)
			Cell Phones
			Children's Item (toys, cribs)
			Clothing / Shoes
			Computers & Peripherals
			Office Equipment (Copier, Fax, Phone)
			Food / Food Rescue
			Furnishings/Office
			Furnishings/Household
			Hearing Aids/Glasses
			Industrial Surplus (e.g. paper, fabric)
			Musical Instruments & Art Supplies
			Supplies/Household (e.g. pots, pans, dishes)
			Supplies/Office-School (binders, staplers, stationery)
			Personal Care Items (toiletries, diapers)
			Sporting Equip
			Theatrical Items
			Other (specify):
			Other (specify):
			Other (specify):

11. What do you do with unwanted / non-moving inventory? (indicate all that apply)	
	Sold at a deep-discount
	Sold to another party (recycler, reprocessor, etc)
	Donated
	Throw out
	Other (specify):
	N/A - Listing service or resource only.

3B – DATA & TECHNOLOGY

12. In regards to your services, how do you capture and manage your data? (indicate all that apply)							
	N/A	No	Yes				Would you be interested in new/better system?
			Hard Copy	Spread Sheet (eg Excel)	Standard Database (eg Access)	Tailor Made	
Revenues (sales)							
Inventory							
Contact Mgmt (Ben/donor info)							
Reuse-related Impact (tons/units)							

13. Do you use any online brokerage technology? (indicate all that apply)	
Propriety Database (tailor-made)	Closed Listings (provide no contact info, must go thru program staff)
Shared Server (portion of server space)	Online mechanisms (e.g. Half.com, EBay)
Dedicated Server	N/A
Open Listings (provide donor/listor contact names)	Other (specify):

14. Do you have a listing service? (brokering, direct donations, etc)		
	Yes	
	No	
	N/A	

15. If yes to Q14, how do you confirm diversion results? (indicate all that apply)			
	Confirmed by staff follow-up		Self-reported by beneficiary / end-user
	Unconfirmed (referrals only)		Other (specify):
	Self-reported by donor / generator		N/A

3C - ASSETS

16. In 2005, what were your staff #'s for your reuse program?		
	Full Time	
	Part Time	
	Volunteer Hours (total hours per yr)	How do you locate volunteers?
	N/A	

17. In relation to your reuse services and your facilities:	
How many locations are there?	
Are they owned, rented, or in-kind?	
What is the approximate square footage, in total?	

18. Do you utilize any heavy-duty moving equipment?			
	Truck/Own (#)	If own, how did you raise funds?	
	Truck/Outsourced-Rent		
	Van/Own (#)	If you rent, what do you pay per day/job?	
	Van / Outsourced-Rent		
	Forklifts		
	Pallet Jacks		
	N/A		

19. Are you or your material transporter able to provide a Certificate of Insurance (COI) to donor facilities?		
	Yes	
	No	
	N/A	

3D – FINANCES

20. What is your reuse program's operating budget - 2006 projections/actuals and the actuals for the previous 3 years?	
	2006
	2005
	2004
	2003

21. What percentage of your budget is spent on your direct reuse services, including in-kind? (Includes the expenses directly attributed to the reuse program, i.e. rent, insurance, staff, outreach, transportation, technology, utilities, marketing)	
--	--

22. How was your reuse program financed/funded in 2005 in percentages?

Source	% of Budget	Source	% of Budget
Private Foundations		Recipient Fees (# sales)	
City Government		Donor Fees	
State Government		Cash Donations	
Fed Government		In-kind	
Corporate / Sponsorships		Loans/Financing	
Membership Fees		Other (specify)	

23. Who were your top 3 funders in 2005?

(Including partners, parent organizations, foundations, etc.)

3E – OUTREACH & EDUCATION

24. What has been the relative success rate of the following methods of marketing your services? Of the most successful, rank the top three. (Rate the success of the methods below using the following scale. 1 = Poor; 3 = Adequate; 5 = Great)							
Method	N/A	1	2	3	4	5	Rank
1. Ads in Trade Publications							
2. Ads in Dailies							
3. Ads in Weeklies							
4. Press Releases							
5. Newsletters / Electronic (own)							
6. Newsletters / Printed (own)							
7. Newsletters (other orgs)							
8. Referrals (from other MEs)							
9. Email Distribution Lists/Listserv/Fax-outs							
10. Flyers							
11. Networking							
12. Word of Mouth							
13. Events (Open Houses, Community Days)							
14. Direct Mail							

25. What partnerships/networks do you utilize/participate in?

--

SECTION 4: IMPACT INDICATORS

4A - ECONOMIC BENEFIT

26. Do you offer tax deductible receipts for donors?

	Yes	If yes, what is the process?
	No	
	N/A	

27. What is the source of your donors?

Source	% of Donors	Source	% of Donors
Commercial		Institutional	
Residential		Non-profits	
Government		Other	

28. Do you track donor/listor information? (i.e. contact info, materials donated, etc)

	Yes	If yes, what information do you collect?
	No	
	N/A	

29. Did you track savings to donors/businesses? (\$ - avoided disposal or sale of materials)		
	Yes	If yes, how do you calculate this?
	No	
	N/A	

30. Do you charge donor for services?		
(i.e. invoicing donors for a % of avoided disposal/purchase savings or flat fee)		
	Yes	If yes, how do you calculate this?
	No	
	N/A	

31. Do you charge recipients a membership fee?		
	Yes	If yes, how do you assess the fee?
	No	

32. Do you charge recipients/shoppers for goods?				
	Yes	If yes, how do you assess the price?		% Off Retail
	No			Flat Fee (e.g. by weight)
				Other (specify):

33. If yes to 30 to 32; what were your total fee/sales revenues for 2005?
--

34. Did you offer job skills training in 2005?

(e.g. warehouse skills, refurbishing computers/bicycles)

	Yes	If yes, what opportunities?	
	No	If yes, what is the number trained?	

4B - ENVIRONMENTAL BENEFIT

35. How do you monitor your material flow?

	Incoming	Please specify the process	
	Outgoing	Please specify the process	
	Other (regular inventory)	Please specify the process	
	N/A		

36. What is the source of your materials?			
Source	% of Materials	Source	% of Materials
Commercial		Institutional	
Residential		Non-profits	
Government		Other	

37. In terms of the condition of your materials, what % is ...	
Condition	% of Total
Surplus/New	
Gently Used	
Well Used	
Unusable/Obsolete/Broken	
Other	
N/A	

38. Did you track your annual diversion for 2005?		
<input type="checkbox"/>	Yes	If yes, how do you calculate? If table of averages, please provide.
<input type="checkbox"/>	No	
<input type="checkbox"/>	N/A	

39. Do you track any other environmental impact indicators (e.g. volume, units) not already mentioned?		
<input type="checkbox"/>	Yes	If yes, which ones?
<input type="checkbox"/>	No	
<input type="checkbox"/>	N/A	

4C: SOCIAL BENEFIT

40. What is the source of your recipients?			
Source	% of Recipients	Source	% of Recipients
Commercial		Institutional	
Residential		Non-profits	
Government		Other	

41. Do you track recipient information? (i.e. contact info, materials taken/received, etc)		
	Yes	If yes, what information do you collect?
	No	
	N/A	

42. Do you track the value of donations?		
	Yes	If yes, how do you calculate?
	No	
	N/A	What was the number for 2005?

43. Do you offer formalized education workshops?		
	Yes	If yes, please explain.
	No	
	N/A	

44. Do you track any other social impact indicators not already mentioned?		
	Yes	If yes, please explain.
	No	
	N/A	

SECTION 5: MARKET FORCES / COMPETITION

45. Do you fill a unique / niche market?			
	Yes	If yes, how so?	
	No	If no, do you feel this hinders your effectiveness?	Yes
	N/A		No

46. Do you use targeted solicitations for material donations/listings? (i.e. targeting select businesses and/or materials)			
	Yes	If yes, why?	
	No	If no, why not?	
	N/A		

47. Do you feel there is any competition for soliciting materials?			
	Yes	If yes, why?	
	No	If no, why not?	
	N/A		

48. Do you have competition in soliciting funders?			
	Yes	If yes, why?	
	No	If no, why not?	
	N/A		

49. What is your operational capacity, in terms of the following criteria? (indicate all that apply, then rank any within the 'Need More' field)					
Resource	N/A	Need Less	Adequate	Need More	Rank
Physical Space					
Staff					
Transportation					
Funders					
Material Donors					
Recipients					

SECTION 6: BUILDING CAPACITY WITHIN NYC'S REUSE SECTOR

The following section will give you an opportunity to shape the future program and service offerings of MEDP by learning about what's important to your organization:

50. MEDP would like to ascertain your organization's strategic priorities. Of the highest priorities, rank the top three. (Rate priorities using the following scale: 0= Not a priority; 1 = Low; 3 = Moderate; 5 = High)								
	N/A	0	1	2	3	4	5	Rank
1. Increase the capacity and efficiency of existing activities (grow/develop).								
2. Investigate the possibility of starting new activities (new endeavors).								
3. Attract more funders (grants).								
4. Explore ways of strengthening revenue incomes (sales, added value).								
5. Learn from examples of best practice (case studies, lectures, etc).								

6. Create new jobs within your org.								
7. Attract more beneficiaries.								
8. Attract more material donors.								
9. Access to long-term, affordable space and/or storage.								
10. Access to qualified staff / professional development of existing staff.								
11. Access to affordable trucking services.								
12. Access to affordable benefits, insurance, worker compensation.								
13. Using industry-backed data standards (use same formulas to create data consistency across the sector).								

51. In your opinion, which type of support would be most helpful in meeting your priorities stated above? Of the highest importance, rank the top three. (Rate the importance of each item using the following scale. 1 = Low; 3 = Moderate; 5 = High)

	N/A	1	2	3	4	5	Rank
1. Developing the infrastructure of the overall Reuse Sector (e.g. transportation networks, community reuse complexes).							
2. PR/marketing/sales training.							
3. Fundraising training (e.g. 'grant writing 101' / 'Tailoring grants for reuse sector').							
4. Warehouse operations/logistics training (e.g. inventory maint, accident prevention)							
5. Small seed grants for equipment (~5K) (e.g. scale, forklift)							
6. Small seed grants for projects (~5K). (DBs, websites, trainings)							
7. Annual conference. (sharing R&D, networking, speakers, workshops)							
8. Networking Events / Social.							

9. Networking Events w/ Topics & Speakers (knowledge sharing, grant writing, etc).							
10. Access to informational resources (i.e. resource library; periodicals, marketing tools, funding info).							
11. An online referral mechanism (i.e. when you cannot manage a donation refer donors to central / online database).							
12. Sector-specific R&D projects. (i.e. study on certifying used structural building materials; trucking serv.)							
13. Educating public and industry on waste prevention & value of reuse.							

SECTION 7 - COMMENTS

52. Would you like to share some of your success stories?

53. What would you like to get out of the results of this survey / what are you interested in learning about?

54. Is there any additional information you would like to provide?

SECTION 8 – AUTHORIZATIONS

I hereby authorize City College’s **NYC Materials Exchange Development Program** to receive, store and utilize the information specified for the purposes of assessing NYC metropolitan area’s reuse sector, and declare that the details given on this form are true to the best of my knowledge.

I have read and understood this declaration.

Interviewee

Signature

Date

Interviewee

Printed Name

APPENDIX 2: SURVEY FINDINGS¹²

The following tables parallel the questions of the sector assessment survey and provide the quantitative and qualitative results herein. The information included has been reformatted into statistical data, and, where necessary, has been reworded to maintain confidentiality (answers have not been compromised in any way).

Please see the endnote(s) after each question for any additional information.

Q1: How would you describe your program's aims?

	Program Aims*				# of Responses	No Response
	Environmental Service	Health or Social Service	Economic Development	Other**		
# of Orgs	15	24	6	7	34	0
% of Total Respondents	44.1%	70.5%	17.6%	20.5%	100%	N/A

*Responses are not mutually exclusive; percentages will not total 100%. ** Other included responses such as “education”, “arts” and “youth development”.

Q2: If different, how would you describe your parent company's aims?

	Parent Company's Aims*				# of Responses	No Response
	Environmental Service	Health or Social Service	Economic Development	Other**		
# of Orgs	2	6	3	4	10	24
% of Total Respondents	20.0%	60.0%	30.0%	40.0%	100%	N/A

*Responses are not mutually exclusive; percentages will not total 100%. ** Other included responses such as “health”, “arts”, and “education”.

Q3: What is your legal status?

	Legal Status				# of Responses	No Response
	501(c) 3	For-Profit Business	Government Agency	Other*		
# of Orgs	27	4	1	1	34	0
% of Total Respondents	79.4%	11.7%	2.9%	2.9%	100%	N/A

*Other included the following response: “unofficial non-profit organization”.

¹² **Note on Findings:** Due to the nature of certain questions (i.e. answers were not necessarily mutually exclusive) the sum of percentages does not always add up to 100%. Except where noted, numerical data represents participants who responded to the question.

Q4/Q5: Please confirm your program's mission.*

	# of Responses	No Response
# of Orgs	34	0
% of Total Respondents	100%	N/A

*No data to be quantified. Mission statements can be found on available websites, by contacting each individual organization, or by request through MEDP.

Q6: What year was your reuse program established?

	Date Established						# of Responses	No Response
	Pre-1970	70's	80's	90's	2000's	2003		
# of Orgs	2	1	6	16	9	4	34	0
% of Total Respondents	5.9%	2.9%	17.6%	47.1%	26.5%	11.8%	100%	N/A

Q7: What are your primary target region(s) for your reuse services?

	Locations Served*										# of Responses	No Response
	Bronx	Brooklyn	Manhattan	Queens	Staten Island	All 5 Boros	Westchester	CT	NJ	Other**		
# of Orgs	31	30	33	29	21	21	8	4	3	10	34	0
% of Total respondents	91.2%	88.2%	97.1%	85.3%	61.8%	61.8%	23.5%	11.8%	8.8%	29.4%	100%	N/A

*Responses are not mutually exclusive; percentages will not total 100%. ** Other included responses such as "national", "international" and "upstate New York".

Q8: Which services does your program provide?

	Service	# of Orgs	% of Total Respondents	% Ranked #1*
Take Possession	Onsite Exchange	17	50.00%	58.82%
	Thrift Shop	5	14.71%	60.00%
	Mail-in Exchange	8	23.53%	12.50%
	Auctions	1	2.94%	0.00%
	E-Business	7	20.59%	14.29%
	Refurbishment	7	20.59%	42.86%
	Recycling	3	8.82%	0.00%
	Other**	6	17.65%	16.67%
Active Brokering / Listing	Virtual Ex. (Online)	7	20.59%	42.86%
	Virtual Ex. (Phone/Email)	4	11.76%	50.00%
	Onsite Distributions	5	14.71%	20.00%
	Other**	1	2.94%	0.00%
Resources	Education Workshops	11	32.35%	18.18%
	Job Skills Training	12	35.29%	8.33%
	Activism/ Lobbying	4	11.76%	0.00%
	Other**	3	8.82%	0.00%
	Provide more than one service	24	70.58%	
	Provide all three types of service	5	14.71%	
	Take Possession and Need Space	9	31.03%	
	Average number of services	2.94		
	# of Responses	34	100%	
	No Response	0	0%	

*Of the organizations who offer this service; this % of them also ranked it as their #1 service. **Other responses included “mobile market to provide items to people without access” (Take Possession).

Q9: How do you obtain materials?

Method of Obtaining Material*	Pick-up Services			Drop-off Services				Offer Both P/U & Drop-off	# of Responses	No Response
	Offers any type of Pick-up Service	Daily Pick-up Service	Limited Pick-up Service	Offers any type of Drop-off Service	Drop-off (business hours)	Drop-off (schedule appt)	Drop Box			
# of Orgs	21	8	14	21	9	14	5	16	34	0
% of Total Respondents	61.7%	23.5%	41.1%	61.7%	26.4%	41.1%	14.7%	47.0%	100%	N/A

*Responses are not mutually exclusive; percentages will not total 100%.

Q10: What materials do you deal with?

Material	# of Orgs	% of Total Respondents	Order of Popularity
Small Appliances	11	32.3%	6
Large Appliances	8	23.5%	9
Architectural Salvage	6	17.6%	11
Books & Media	19	55.8%	1
Bedding & Linens	9	26.4%	8
Building Materials	8	23.5%	9
Cell Phones	9	26.4%	8
Children's Items	11	32.3%	6
Clothing/Shoes	14	41.1%	3
Computers & Peripherals	14	41.1%	3
Office Equipment	15	44.1%	2
Food & Food Rescue	5	14.7%	12
Office Furnishings	12	35.2%	5
Household Furnishings	10	29.4%	7
Hearing Aids & Glasses	3	8.8%	13
Industrial Surplus	8	23.5%	9
Musical Instruments & Art Supplies	12	35.2%	5
Household Supplies	10	29.4%	7
Office/School Supplies	11	32.3%	6
Personal Care Items	13	38.2%	4
Sporting Equip.	9	26.4%	8
Theatrical Items	7	20.5%	10
Other*	20	58.8%	n/a
# of Responses	34	100%	
No response	0	N/A	

* Other included responses such as “beauty products”, “costume jewelry”, “bicycles”, “wedding dresses”, “wood waste” and “medical equipment”.

Q11: What do you do with unwanted / non-moving inventory?

	Disposal of Unwanted Materials*						# of Responses	No Response
	Deep Discount	Sold to Another Party	Donated	Throw Out	Other**	N/A		
# of Orgs	7	11	17	11	12	7	34	0
% of Total Respondents	20.5%	32.3%	50.0%	32.3%	35.2%	20.5%	100%	N/A

*Responses are not mutually exclusive; percentages will not total 100%. **Other included responses such as “used materials as accessories”, “sent materials back to manufacturer”, and “recycled with NYC recycling program”.

**Q12: In regards to your services, how do you capture and manage your data?
And would you be interested in a new or better system?**

	How Information Is Captured*				Interest in ANY new system?	# of Responses	No Response
	Track Revenues	Track Inventory	Contact Management	Reuse Related Impact (i.e. tons/units)			
# of Orgs	16	25	27	12	19	34	0
% of Total Respondents	47.0%	73.5%	79.4%	35.2%	55.8%	100%	N/A

*Responses are not mutually exclusive; percentages will not total 100%.

Q13: Do you use any online brokerage technology?

	Online Technology								# of Responses	No Response
	Yes	If Yes, What Method								
		Propriety DB (tailor-made)	Close d Listings	Shared Server	Online mechanisms	Dedic ated Server	Open Listing s	Other		
# of Orgs	8	5	2	3	2	2	3	2	34	0
% of Total Respondents	23.5%	14.7%	5.9%	8.8%	5.9%	5.9%	8.8%	5.9%	100%	N/A

*Responses are not mutually exclusive; percentages will not total 100%.

Q14: Do you have a listing service? / Q15: If yes to question 14, how do you confirm diversion results?

	Have listing service*		How diversion results are confirmed**					# of Responses	No Response
	Yes	No	Confirmed by staff follow-up	Unconfirmed (referrals only)	Self-reported (beneficiary)	Self-reported (donor)	Other ***		
# of Orgs	8	18	6	1	4	4	2	34	0
% of Total Respondents	23.5%	52.9%	17.6%	2.9%	11.7%	11.7%	5.8%	100%	N/A

*The other 8 respondents said "N/A" **Responses are not mutually exclusive; percentages will not total 100%. ***Other responses included "donor reports results" and "donor and recipient follow-up".

Q16: In 2005, what were your staff numbers for your reuse program?

	Staff Size			Volunteers			# of Responses	No Response
	Small (1-10) employees	Med (10-40) employees	Large (>40) employees	Voluntary only	Volunteer hours (total p/yr)	Regularly Use Volunteers		
# of Orgs	16	8	5	5	45,757	24	34	0
% of Total Respondents	47.0%	23.5%	14.7%	14.71%	N/A	70.5%	100%	N/A

Q17: In relation to your reuse services and your facilities: How many locations are there?

	Location of Reuse Organization's Headquarters					Total Locations		# of Responses	No Response
	Manhattan	Bronx	Brooklyn	Queens	Staten Island	# of locations	More than 1 location		
# of Orgs	20	4	5	5	0	14	8	34	0
% of Total Respondents	58.8%	11.8%	14.7%	14.7%	0%	2.5 (avg per org)	23.5%	100%	N/A

Q17: In relation to your reuse services and facilities: Are they rented, owned, or in-kind?

	Rent/Owned/In-kind*				# of Responses	No response
	Rent	Own	In-Kind	Other**		
# of Orgs	22	3	10	1	28	6
% of Total respondents	78.6%	10.7%	35.7%	3.6%	100%	N/A

*Responses are not mutually exclusive as some organizations have more than one location; percentages will not total 100%. **Other responses included “operated from home office”.

Q17: In relation to your reuse services/facility: what’s the square footage, in total?

	Size of Facilities (sq ft)				# of Responses	No Response
	10,000+	500-10,000	<500	none		
# of Orgs	12	9	5	2	28	6
% of Total Respondents	42.9%	32.1%	17.9%	7.1%	100%	N/A

Q18: Do you utilize any heavy-duty moving equipment?

	Equipment Utilized*								# of Responses	No Response
	Own Truck	Own Van	Rent Truck	Rent Van	Other (Forklifts, Pallet)	Only Rent	Own Anything	Own & Rent		
# of Orgs	10	9	15	8	13	15	11	5	34	0
% of Total Respondents	29.4%	26.4%	44.1%	23.5%	38.2%	44.1%	32.3%	14.7%	100%	N/A

*Responses are not mutually exclusive; percentages will not total 100%.

Q19: Are you or your material transporter able to provide a Certificate of Insurance to donor facilities?

	Provide Certificate of Insurance		# of Responses	No Response
	Yes	No		
# of Orgs	11	6	17	17
% of Total Respondents	64.7%	35.2%	100%	N/A

Q20: What is your reuse program's operating budget - 2006 projections/actuals and the actuals for the previous 3 years?

	Reuse Program Operating Budget*					# of Responses	No Response
	<\$10,000**	\$10,000-\$100,000	\$100,000-\$1 million	\$1 - \$10 million	\$10 million +		
# of Orgs	5	2	6	2	2	17	17
% of Total Respondents	29.4%	11.8%	35.3%	11.8%	11.8%	100%	N/A

*Groupings are based on operating budget in the most recent year for which data was provided, generally 2005/6. **Including organizations who responded \$0.

Q21: What percentage of your budget is spent on your reuse services, including in-kind?*

	# of Responses	No Response
# of Orgs	34	0
% of Total Respondents	100%	N/A

*The average percent spent on direct reuse services: 83%

Q22: How was your reuse program financed/funded in 2005 in percentages?

		Source of Funding											
% from Source		Private foundations	Recipient Fees	City Gov't	Donor Fees	State Gov't	Cash Donations	Fed Gov't	In-Kind	Corporate / Sponsorships	Loans / Financing	Membership Fees	Other
0%	# of Orgs	16	12	19	24	22	14	23	22	20	25	25	23
	% of Total Respondents	64%	48%	76%	96%	88%	56%	92%	88%	80%	100%	100%	92%
1-10%	# of Orgs	2	2	3	1	1	4	2	0	3	0	0	1
	% of Total Respondents	8%	8%	12%	4%	4%	16%	8%	0%	12%	0%	0%	4%
11-20%	# of Orgs	0	2	0	0	1	0	0	1	0	0	0	1
	% of Total Respondents	0%	8%	0%	0%	4%	0%	0%	4%	0%	0%	0%	4%
21-30%	# of Orgs	2	0	0	0	0	1	0	2	0	0	0	0
	% of Total Respondents	8%	0%	0%	0%	0%	4%	0%	8%	0%	0%	0%	0%
31-40%	# of Orgs	0	0	0	0	0	1	0	0	1	0	0	0
	% of Total Respondents	0%	0%	0%	0%	0%	4%	0%	0%	4%	0%	0%	0%
41-50%	# of Orgs	0	1	0	0	1	2	0	0	0	0	0	0
	% of Total Respondents	0%	4%	0%	0%	4%	8%	0%	0%	0%	0%	0%	0%
51-60%	# of Orgs	1	0	0	0	0	0	0	0	0	0	0	0
	% of Total Respondents	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	# of Orgs	0	0	1	0	0	0	0	0	0	0	0	0
	% of Total Respondents	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	# of Orgs	3	0	0	0	0	0	0	0	0	0	0	0
	% of Total Respondents	12%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	# of Orgs	1	1	1	0	0	1	0	0	0	0	0	0
	% of Total Respondents	4%	4%	4%	0%	0%	4%	0%	0%	0%	0%	0%	0%
91-100%	# of Orgs	0	7	1	0	0	2	0	0	1	0	0	0
	% of Total Respondents	0%	28%	4%	0%	0%	8%	0%	0%	4%	0%	0%	0%
		# of Responses					No Response						
# of Orgs		25					9						
% of Total Respondents		100%					N/A						

Q23: Who were your top 3 funders* in 2005?

	# of Responses	No Response
# of Orgs	18	16
% of Total Respondents	100%	N/A

*Information was provided, however the funder names have been withheld for confidentiality purposes.

Q24: What is the relative success of the following methods of marketing your service?

Marketing method	Respondents who found this method to be successful*			
	# of Orgs	% of Total Respondents	# of times Ranked	Average Rank
Ads in Trade Pubs	2	6.4%	1	3
Ads in Dailies	2	6.4%	0	0
Ads in Weeklies	2	6.4%	1	1
Press Releases	7	22.5%	2	2.5
Newsletters - Electronic (own)	7	22.5%	3	2.3
Newsletters - Printed (own)	3	9.6%	0	0
Newsletters (other orgs)	3	9.6%	1	3
Referrals from other MEs	12	38.7%	6	1.7
Email Distribution	4	12.9%	2	2.5
Flyers	10	32.2%	3	1.3
Networking	24	77.4%	10	2
Word of Mouth	26	83.8%	13	1.7
Events	12	38.7%	4	2.5
Direct Mailings	5	16.1%	1	1
# of Responses	31	100%		
No Response	3	N/A		

*Successful marketing techniques were indicated on survey by a response of "4" or "5". Survey responses could range from 1 to 5 with 5 being the highest. Responses are not mutually exclusive; percentages will not total 100%.

Q25: What partnerships/networks do you utilize/participate in?*

Types of Groups and Networking Orgs.	# of Orgs	% of Total respondents
Churches	2	7%
Community service orgs.	9	30%
Corporate or foundation partners	8	27%
Corporate individuals	2	7%
Commercial/Retail clothing industry	3	10%
Commercial Computer Industry (e.g. Hewlett Packard)	1	3%
Contractors (e.g. construction/demolition)	1	3%
Environmental community (e.g. BRANY)	7	23%
Special event co-sponsor	1	3%
Government agencies	2	7%
Head Start Programs	1	3%
Local Development Corporations	5	17%
Media (e.g. television, magazines)	3	10%
Nonprofit networking groups (e.g. Non-Profit Coordinating Committee)	3	10%
Publishing companies	1	3%
Prisons	4	13%
Other reuse orgs.	8	27%
Recreation community (e.g. cycling)	1	3%
Schools/Educational orgs.	6	20%
Activist orgs/	1	3%
# of Responses	30	100%
No Response	4	N/A

*Responses are not mutually exclusive.

Q26: Do you offer tax deductible receipts to donors?

	Offer Tax Deductible Receipts*	# of Responses	No Response
# of Orgs	20	26	8
% of Total Respondents	76.9%	100%	N/A

*The other 6 respondents do not offer tax deductible receipts.

Q27: What is the source of your donors?

		Donor Source*						# of Responses	No Response
		Commercial	Institutions	Residents	Non Profits	Government	Other**		
	Average % from source	47%	16%	57%	12%	4%	4%	N/A	N/A
100% from source	# of Orgs	3	0	0	0	0	0	28	6
	% of Total Respondents	10.7%	0	0	0	0	0	100%	N/A
50% + from source	# of Orgs	14	1	12	1	0	0	28	6
	% of Total Respondents	50%	4%	43%	4%	0%	0%	100%	N/A

*Responses are not mutually exclusive; percentages will not total 100%. **Other included responses such as donor calls organization to report results and both donor and done call to follow up.

Q28: Do you track donor/list or information? / Q29: Did you track savings to donors?

	Track Donor Info	Track Donor Savings	# of Responses	No Response
# of Orgs	26	6	34	0
% of Total Respondents	76.4%	17.6%	100%	N/A

Q30: Do you charge donor for services? / Q31: Do you charge recipients a membership fee? / Q32: Do you charge recipients/shoppers for goods?

	Organization Fees*			# of Responses	No Response
	Charge for Services	Charge Membership Fee	Charge for Goods		
# of Orgs	6	2	16	34	0
% of Total Respondents	17.6%	5.8%	47.0%	100%	N/A

*Responses are not mutually exclusive; percentages will not add up to 100%

Q33: If yes to 30-32, what were your fee/sales revenues for 2005?

Fee/Sales Revenues for 2005						
	< \$10,000	\$10,000 - \$100,000	\$100,000 - \$1 mil	\$1 million+	# of Responses	No Response
# of orgs	1	2	2	3	8	26
% of total respondents	12.5%	25.0%	25.0%	37.5%	100%	N/A

Q 34: Did you offer job skills training in 2005?

	Offer Job Skills Training	Number Trained	# of Responses	No Response
# of Orgs	17	13311	33	1
% of Total Respondents	51.5%	N/A	100%	N/A

Q35: How do you monitor your material flow?

	Method of Monitoring Material Flow			# of Responses	No Response
	Incoming	Outgoing	Other		
# of Orgs	28	27	1	30	4
% of Total Respondents	93.3%	90.0%	3.3%	100%	N/A

Q36: What is the source of your materials?

		Materials Source						# of Responses	No Response
		Commercial	Institutions	Residents	Non Profits	Government	Other *		
	Average % from source	51%	21.7%	46.5%	11.4%	8%	4%	N/A	N/A
100% from source	# of Orgs	4	0	0	0	0	0	31	3
	% of Total Respondents	12.9%	0	0	0	0	0	100%	N/A
50% + from source	# of Orgs	16	2	13	1	0	0	31	3
	% of Total Respondents	51.6%	6.4%	41.9%	3.2%	0%	0%	100%	N/A

*Respondents indicating "Other" were not provided with space to indicate what other sources.

Q37: In terms of your materials, what % are in the following condition:

	Average % of Material Condition*					# of Responses	No Response
	Surplus/ New	Gently Used	Well Used	Unusable/ Obsolete/Broken	Other**		
Average % reported by respondents	23.5%	59.7%	22.7%	18.1%	6.7%	32	2

*Responses are not mutually exclusive; percentages will not total 100%. **Respondents indicating "Other" were not provided with space to indicate what other sources.

Q38: Did you track your annual diversion for 2005?*

Q39: Do you track any other environmental impact indicators not already mentioned?

	Tracking Environmental Impacts		# of Responses	No Response
	Track Annual Diversion	Track Other Environmental Impact Indicators		
# of Orgs	10	9	34	0
% of Total Respondents	29.4%	26.4%	100%	N/A

*Annual diversion signifies tons or units diverted from landfills

Q40: What is the source of your recipients?

		Recipient Source						# of Responses	No Response
		Commercial	Institutional	Residential	Non profit	Govt.	Other		
	Average % from source	29.5%	53.64%	83.5%	48%	14.6%	100%	N/A	N/A
100% from source	# of Orgs	0	5	4	2	0	1	27	7
	% of Total Respondents	0.0%	18.5%	14.8%	7.4%	0.0%	3.7%	100%	N/A
50%+ from source	# of Orgs	3	6	8	9	0	1	27	7
	% of Total Respondents	11.1%	22.2%	29.6%	33.3%	0.0%	3.7%	100%	N/A

*Respondents indicating "Other" were not provided with space to indicate what other sources.

Q41: Do you track recipient information? / Q2: Do you track donation values? / Q43: Do you offer formalized workshops? / Q44: Do you track any other social impact indicators?

	Tracking Social Impact Services				# of Responses	No Response
	Track Recipient Info	Track Donation Value	Offer Education Workshops	Track Other Social Impact Indicators		
# of Orgs	23	13	11	16	34	0
% of Total Respondents	67.6%	38.2%	32.3%	47.0%	100%	N/A

Q45: Do you fill a unique / niche market?

	(Yes) Fill Unique/ Niche Market	# of Responses	No Response
# of Orgs	31	32	2
% of Total Respondents	96.8%	100%	N/A

Q46: Do you use targeted solicitations for material donations? / Q47: Do you feel there is any competition soliciting materials?* / Q48: Do you have competition soliciting funders?

	Competition			Handle one of the top 4 items?*	Material competition & handle one of top 4 items?	# of Responses	No Response
	Use Targeted Solicitations	Face Material Solicitation Competition	Have Funding Competition				
# of Orgs	24	20	17	28	16	32	2
% of Total Respondents	75%	62.50%	53.1%	82.3%	80%	100%	N/A

*Top four materials prioritized are: Clothing and Shoes, Computer Equipment, Books and Media, and Office Furnishings.

Q49: What is your operational capacity, in terms of the following criteria? Indicate all that apply, then rank any within the 'Need More' field?*

Criteria	Need Less		Adequate		Need More		Ranked #1	
	# of Orgs	% of Total Respondents	# of Orgs	% of Total Respondents	# of Orgs	% of Total Respondents	# of Orgs	% of Total Respondents
Physical Space	1	3.0%	8	24.2%	19	57.5%	4	12.1%
Staff	0	0.00%	4	12.1%	28	84.8%	6	21.4%
Transportation	0	0.00%	6	18.1%	20	60.6%	1	3.03%
Funders	0	0.00%	3	9.0%	22	66.6%	9	40.91%
Materials	1	3.03%	4	12.1%	22	66.6%	1	3.03%
Recipients	0	0.00%	4	12.12%	18	54.5%	4	12.12%
# of Responses	31	100%	31	100%	31	100%	31	100%
No Response	3	N/A	3	N/A	3	N/A	3	N/A

*Responses are not mutually exclusive; percentages will not total 100%.

Q50: MEDP would like to ascertain your organization's strategic priorities. Rank the top 3.

Priority	Respondents who consider this a priority*			
	# of Orgs	% of Total Respondents	# of Times Ranked	Average Rank
Increase capacity (grow/develop)	27	87.1%	13	1.7
Start new endeavors	13	41.9%	1	2
Attract more funders	20	64.5%	14	1.6
Strengthen revenue incomes	17	54.8%	4	2.3
Learn from best practices	10	32.2%	1	1
Create new jobs	10	32.2%	0	0
Attract more beneficiaries	20	64.5%	6	2.7
Attract material donors	20	64.5%	4	2.3
Access space	19	61.2%	6	2
Access staff	17	54.8%	1	1
Access affordable transportation	13	41.9%	4	2.8
Access affordable benefits	8	25.8%	2	2
Use industry-backed data	8	25.8%	1	3
# of Responses	31	100%		
No Response	3	N/A		

*Priority goals were indicated on the survey by a response of 4 or 5. Survey responses could range from 1 to 5 with 5 being the highest.

Q51: In your opinion, which type of support would be most helpful in meeting your priorities stated above. Of the highest importance, rank the top three.

	Respondents who consider this a priority*			
Priority	# of Orgs	% of Total Respondents	# of Times Ranked	Average Rank
Develop reuse infrastructure	22	70.9%	12	1.5
PR/Marketing/sales training	13	41.9%	4	1.75
Fundraising training	7	22.5%	2	1
Warehouse/logistics training	9	29.0%	5	1.4
Small grants for equipment	13	41.9%	4	2.5
Small grants for projects	16	51.6%	7	1.8
Annual conference	11	35.4%	3	2.3
Social networking/events	11	35.4%	3	2.3
Topical networking events	12	38.7%	1	3
Access to info	12	38.7%	1	3
Online referral	20	64.52%	8	2.3
Sector-specific R&D	12	38.7%	3	2
Educating public and industry	17	54.8%	8	2.5
# of Responses	31	100%		
No Response	3	N/A		

*Priority goals were indicated on the survey by a response of 4 or 5. Survey responses could range from 1 to 5 with 5 being the highest.

Q 52: Would you like to share some of your success stories?*

	# of Responses	No Response
# of Orgs	16	18
% of Total Respondents	100%	N/A

* No data to be quantified. Most organizations which responded to this question suggested finding their “success stories” on their websites and other marketing material. Others provided short narratives of social impact (e.g. cases of service recipients, and donor feedback.) All responders collect *thank you* notes/cards. Two organizations provided financial “success stories.”

Q53: What further information and resources are being sought by participants?

Networking
“[We would] love for [our organization] to become more connected in the reuse/recycling community. [We] would love more help from the [original manufacturing] companies whose products we are rescuing from waste and land fills. [And we] would love to have some financial support, and a place where recyclers could work out of and store recyclables.”
“[We] would like to meet people and network with others.”
“[We] would like help close the loop: collection is strong; sales need help.”
“[We are] interested in setting up an internal exchange where donors can donate materials specifically to [fellow donors].”
“[We] would be interested in speaking with people about social enterprises - perhaps having a workshop.”
“We would like to learn how we might work with other reuse sector members to expand and improve reuse options in NYC.”
“[We are] looking for a network interested in reuse in general, as well as oriented [to our material focus] and social entrepreneurship.”
“[We are] looking to creating strategic partners with other organizations.”
“[We are] interested in how other organizations provide similar services.”
Transportation
“[Our organization] is looking for information on: transportation solutions; technology solutions; efficiencies in processes. We don't want to recreate the wheel!”
“[We] need a resource that could help with providing research/ information regarding transportation [and shipping].”
“[Looking for] how other organizations coordinate and pay for transportation;”
“[Looking for] what organizations are doing in terms of transportation for picking up donations.”
“[Looking for] how to set up a more effective pick-up structure.”
Marketing
“[We would] like to see how other organizations deal with the ‘stigma’ of reuse; how to close the loop.”
“[Looking for] how we can make the corporations in NYC aware of the efforts of organizations like ours? If your survey gives you the information you need to create a better outreach program then it's worth the time invested.”
“[We would] like know how to measure our economic impact.”
“[We are] looking to explore traveling reuse models, i.e. book bus or materials reuse kiosks.”
Inventory/Staff Management and Data collection
“[We are] trying to find out how we could target the industry more for specific types of materials and streamline our process.
“[We are] interested in knowing how donors value their items. We would like to see a sector wide table of averages”
“Technology/Virtual exchange resources.”
“[We are looking] for assistance with our warehouse [management] and inventory excess management”
“[We are] looking to find out how to manage and track results.”
“Management of unwanted inventory.”
“The establishment of an inter-organization materials exchange: To learn about other programs taking

in [the same items] to give some of those materials to other organizations.”		
“[We] want to know who else would be interested in [our] unwanted inventory.”		
IT Assistance		
“[We have an] idea for free web kiosks with 200 mhz systems; Generally want 400 mhz; want similar systems.”		
“Interested in finding out how others [reuse orgs] get the highest percentage of successful transactions (phone, online, etc.)”		
“How an online system can augment my phone referral system.”		
“[We] would like to know if other people are interested in updating their technology, and if so, how we could work together to elevate the entire sector.”		
Logistics		
“City issues: Material collection in Manhattan, operating in the city, other means for Manhattan collection.”		
“Locating volunteers.”		
“Funding: Options for similar projects within the industry.”		
Environmental Issues		
“[We are looking to] incorporating more of an environmental focus into its mission. Looking to transform fleet to green, among other things.”		
“[We] strive to reduce packaging: customers can receive [products] in plastic buckets without cardboard packaging, but most customers do not prefer this method.”		
“[We] care about the environment and thought it would be nice to be put it into business practice.”		
“[We are] looking for a program to sell used office equipment to nonprofit organizations, to keep it out of waste stream.”		
Looking for a more comprehensive e-waste (computer) recycling program.		
Miscellaneous comments/areas of interest:		
“Just about anything.”		
# of Responses	22	100%
No Response	12	N/A

Q54: Is there any additional information you would like to provide?*

	# of Responses	No Response
# of Orgs	8	26
% of Total Respondents	100%	N/A

* No data to be quantified. All organizations that responded to this question did so by adding information regarding their new focus, or intentions to focus on, issues of sustainability- specifically, implementing the recycling of unusable materials, internal materials exchanges, green transportation and collaborations for the purpose of resource conservation.

APPENDIX 3: SURVEY PARTICIPANTS

- Baby Buggy
- Books Through Bars
- Bridal Garden
- Build It Green! NYC
- City Harvest
- Computers for Youth
- Demolition Depot
- Dress for Success
- Finestar Imaging
- Freecycle NYC
- Furnish a Future
- Gifts In Kind NYC
- Goodwill Industries (of Greater NY and Northern NJ)
- Green Office Systems
- Housing Works Bookstore Café
- Housing Works Thrift Shops
- Kids In Distressed Situations
- Lower East Side Ecology Center
- Materials for the Arts
- Neighborhood Coalition for Shelter
- Non-Profit Computing
- NY WasteMatch
- PC Garage
- PENCIL Box
- Per Scholas
- Prisoners' Reading Encouragement Project
- Project Cicero
- Recycle-A-Bicycle
- Room to Grow
- Salvation Army-Bronx
- Scrapile
- Set Recycling Hotline
- Tools for Schools
- WorldVision Storehouse

APPENDIX 4: RECOMMENDATION MATRIX

TOPIC	TYPE OF ASSISTANCE			
	Direct Assistance		Indirect Assistance	
	Raising Public Awareness	Improving Capacity of Sector	Developing Infrastructure	Supporting Pro-Reuse Policy
Funding				
Develop and implement funding-related training events		✓		
Develop and maintain a sector-accessible funding database		✓		
Develop and implement a networking event that connects the sector with potential funders		✓		
Transportation				
Develop and maintain a sector-accessible transportation and storage database		✓		
Disseminate information on transportation opportunities		✓		
Facilitate meetings related to a network of transportation services.			✓	
Physical Space				
Disseminate information from relevant parties to the sector at large		✓		
Prepare materials for the sector that would support a publicly-accessible community reuse complex			✓	
Data & Technology				
Research and implement data standards		✓		
Establish working group to oversee all phases of data management project		✓		
Create and maintain an inventory / contact management database		✓		

Marketing & Outreach				
Create a public referral mechanism (i.e. searchable website)	✓			
Develop a collaborative marketing campaign promoting benefits of reuse	✓			
Improve web-based marketing techniques through workshops	✓			
Disseminate marketing pieces that provide information about the sector's needs	✓			
Disseminate information about the sector's needs through website	✓			
Offer informal networking opportunities		✓		
Establish a working group to assist with implementation of MEDP events		✓		
Develop and host an Annual Conference for the sector		✓		
Develop research/promotional materials that help strengthen/support pro-reuse policies				✓
Operations				
Create a series of "how-to" documents addressing daily operational issues		✓		
Develop specialized training opportunities to retain staff/volunteers		✓		
Fostering Green Practices				
Research feasibility of establishing a cooperative purchasing program		✓		
Develop research/promotional materials that help strengthen/support city policies				✓
Establish a series of meetings that encourage use of environmentally preferable products		✓		

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