

Best Practices: Creating New Chapters within *One ISRI* (Adopted by the ISRI Planning Committee on Oct. 24, 2018; Accepted by the ISRI Board on Jan. 25, 2019)

The best practices outlined in the document were all identified by the Planning Committee during the course of its discussions around **Strategic Priority #4: “Strengthening the Connection & Delivery of Services to Members on the Local Level.”**¹ The best practices also reflect the underlying goal of “One ISRI,” defined as the effective integration of all parts of ISRI so as to better connect ISRI with our members and effectively provide the same level of value to *all* members, regardless of where a member is located or the commodities they recycle.

The purpose of this document is to outline chapter guidance that reinforces the following:

- Supports “One ISRI” and provides considerations around its sustainability and continued growth;
- Strengthens ISRI’s value propositions, both nationally and regionally;
- Promotes efficient use of ISRI resources and provides guidance on continuing education;
- Provides guidance around chapter operations, procedures, and possible merger opportunities that better support member needs and reflect today’s industry;
- Reduces discrepancies, as much as possible, from chapter to chapter when it comes to state advocacy, utilization of state resources, and representation.

Background

The scope of work outlined below follows work² completed by the Planning Committee to identify the underlying issues that negated ISRI’s ability to effectively deliver service to members on the local level, as well as have strong connections within all levels of the association. The conclusion that resulted from this work was that in order to be successful over the long term, any recommendations for potential changes to ISRI’s structure, programming, best practices, etc. must incorporate the following key elements:

¹ The Planning Committee identified the following strategic priorities for ISRI’s attention:

1. ISRI’s Mission and Scope
2. The need to significantly improve communications
3. The requirement for an ongoing strategic capability within ISRI
4. The need to strengthen the connection and delivery of services to members on the local level.

² The work done by the Planning Committee occurred over a nearly 3 year period and included discussions with Chapter Presidents (including successive presidents as the group turned over at least twice during that period) and other members of the ISRI Board and various Chapter Boards, supplemented by the experiences of the members of the Planning Committee itself, which included representation from most chapters.

- All activities, including those provided through ISRI’s national or local operations, must be positioned as coming from **one organization**. Members must view ISRI as **one association** and often, ISRI national and its local chapters are viewed as two distinct entities, not understanding the interdependence and benefit of both parts.
- **Stronger links** are established between ISRI national (i.e. ISRI office, staff, and board) and its local chapters. Leaders on both levels shared concerns around the need for more sustainable connections and linkages throughout ISRI in order to ensure effective and integrated communication efforts and information sharing.
- Chapters are of sufficient size in order to allow for a **strong membership base that supports engagement and development** through leadership opportunities. During the course of the Planning Committee’s work, chapter leaders expressed difficulty in identifying and recruiting those willing to step into leadership positions. Factors included industry consolidation, changing demographics, declining membership, and concerns around required time commitment(s).
- **Greater support and resources** are provided to chapter volunteer leadership in order to support increasing responsibilities and requirements needed to properly manage chapter operations. A balanced support system (trainings, webinars, operational guidance, staff support, etc.) is needed in order to attract and retain volunteers at the local level.
- **More successful membership retention and recruitment efforts**, implemented through a strategy integrating the combined efforts of ISRI on both the local and national levels. ISRI has prioritized efforts across the board due to membership declines of recent years. While the numbers are improving, this must remain a continuous effort.
- **All commodities are represented**, both at national and local levels of ISRI. As such, complete representation of all commodities would reinforce geographic representation of *all* members, thus providing an inclusive community that truly represents *all* interests. A critical part of ISRI becoming “One ISRI” requires a full integration of all members regardless of commodity, including ISRI’s national paper and tire chapters.

That said, the need (and challenge) exists at the local level where the Paper Stock Industries and Scrap Tire Chapters’ membership base are positioned as isolated segments. The challenge is that by the national chapters’ focusing on their primary commodity, many paper and tire members have not felt the need to join their geographic chapter. This varies the value proposition and member experience significantly when compared to the value proposition provided within a geographic chapter.

Furthermore, because most geographic chapters have limited, or in some cases zero, paper and/or tire members within their membership, the focus on advocating and/or tracking paper and tire issues at the local level is not a priority. This inadvertently sends a message that there is a lack of interest in these areas. In order to overcome these issues, chapters should proactively engage with ISRI members handling paper and/or tires in their area, open the door for a “first look” at a chapter meeting when possible, and showcase the value propositions offered (i.e. networking, advocacy, delivery of ISRI services, etc.) to each of their members.

An outline for a modified ISRI structure addressing the aforementioned elements was developed by the Planning Committee and presented to the ISRI Board as part of its preliminary report in early 2018.³ An integral part of the report is the consolidation of ISRI's chapter structure from its current (21) chapters to (6) larger chapters, or regions (note: terms are used interchangeably throughout the document but have the same meaning). The Planning Committee was unanimous regarding the need for ISRI to move in this direction in order for the association to ensure the ability of successfully meeting the ever-changing needs of its members now and in the future.

When the Planning Committee made its recommendations, there was an understanding that in order to move forward with a modified structure, significant changes would be required. Along with this was an air of uncertainty regarding ISRI membership, and perhaps the Board as a whole, around timing and necessary preparedness needed for such transitions. At the same time, several chapter leaders indicated continued interest in further exploring the possibilities of moving forward with a chapter consolidation/combination. In response, the Planning Committee developed the below list of best practices, based on collective recommendations and discussions from the group, as guidance for chapters who decide to voluntarily begin transitioning towards the new modified structure.

Best practices are presented in groupings as follows:

- **Geographic Borders**
- **Governance**
- **Onboarding & Leadership Development**
- **Meetings**
- **Financial Management**
- **Communications**
- **State and Local Advocacy**

The Planning Committee believes strongly in the strength of the modified structure put forward and encourages chapters to review and employ its recommendations and consider moving in this direction using the best practices contained within this document.

Geographic Borders

Best practices for determining geographic borders for any newly formed chapter include:

- No state is split between chapters;
- The resulting combined chapter is of sufficient size in order to allow for a strong membership base that supports engagement and development through leadership opportunities;
- ISRI's active membership is North American in scope. Thus, the boundaries are inclusive of companies in Mexico and Canada;

³ Preliminary Report of the ISRI Planning Committee (January 9, 2018).

- Members who are in the business of recycling paper and tires/rubber are specifically identified and included in the count of member companies for the combined chapter;

To help guide possible future combinations, the Planning Committee used the above principles to develop a suggested map that combines ISRI’s current geographic chapters into (6) combined chapters, also referred to as regions: (see complete breakdown)

New Region	Existing Chapters	States/provinces	No. of Companies	No. of Facilities
1	(3) chapters: <ul style="list-style-type: none"> • West Coast • Pacific Northwest • Rocky Mountain 	12 States, 2 + Canadian Provinces; Baja California	150	575
2	(4) chapters: <ul style="list-style-type: none"> • Chicago • Mid-America • Wisconsin • Northwest 	8 States 1+ Canadian Province	165	544
3	(1) chapter: <ul style="list-style-type: none"> • Gulf Coast 	7 States All Mexico except Baja California	156	523
4	(4) chapters <ul style="list-style-type: none"> • Indiana • Michigan • Ohio Valley • N. Ohio 	5 States SW of Ontario	183	599
5	(1) chapter <ul style="list-style-type: none"> • Southeast 	7 states, PR	149	718
6	(6) chapters <ul style="list-style-type: none"> • New England • New York • New Jersey • Empire • Mid-Atlantic • Pittsburgh 	11 states & DC 5 Canadian Provinces	296	645

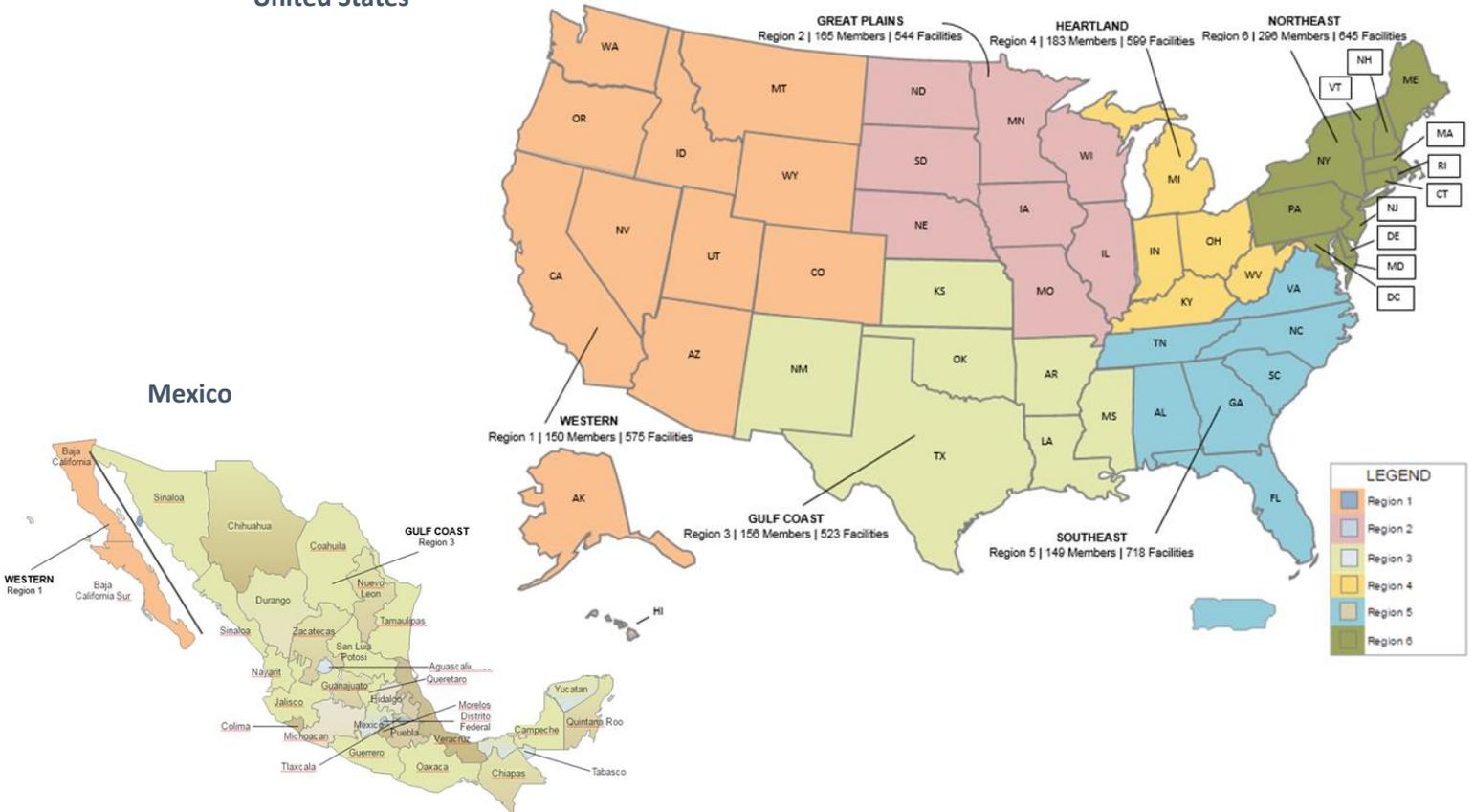
Geographic vs. Commodity-Based Chapters

As noted in the list of key elements outlined above, best practices recommend that all commodities are represented. In other words, the membership base of all ISRI chapters should be comprised of all ISRI members located within the agreed-upon geographic boundaries of said chapters, regardless of the commodities handled. Doing so eliminates the need for any commodity-based chapters and, most importantly, furthers ISRI’s goal of becoming “One ISRI” by effectively serving all of its members at the state and local levels. That said, ISRI’s commodity-based divisions serve as the most appropriate platform for addressing commodity-specific issues.



United States

SIX REGION MODEL



The above provides a guide and suggested framework for individual chapters to use when evaluating whether to move forward with a chapter combination and/or restructure.

Governance

The following are suggested best practices related to chapter governance and leadership:

Leadership

The leadership of the chapter shall be made up of (5) chapter officers plus directors, which together make up the chapter board.

Officer positions are as follows:

- President
- Vice President
- Treasurer
- Secretary
- Immediate Past President (could also serve as Board Chair for purposes of running meetings)

Involvement of chapter officers on the ISRI Board:

Chapter president attendance and active participation on the ISRI Board, as well as through committees and divisions is critical. This provides the insight necessary to be able to discuss and vote on key matters to the association, share in decision making within individual committees, and actively participate in processes that determine ISRI's direction. Meetings also serve as opportunities for networking with fellow chapter presidents and other members of the ISRI leadership team.

Chapter presidents are expected to attend all ISRI Board & Committee meetings (held 3 to 4 times per year) and chapters should subsidize associated cost(s) for the chapter president to attend required meetings. Dually, the chapter should also require the representative, at minimum, to be present at the first and last scheduled board meeting. Additionally, to support the transition from vice president to the chapter presidency, it is recommended that the chapter also require its vice president to attend ISRI board meetings with the chapter subsidizing associated cost(s).

Board Size

Chapter boards are composed of chapter officers plus directors. The minimum number of members on a chapter board should be equivalent to the number of states within the chapter, plus the number of commodity divisions within ISRI (Ferrous, Nonferrous, Paper, Plastics, Tire & Rubber, and Electronics). No best practice exists for the maximum size of a chapter board.

Board Composition

To maximize inclusion and representation of members from all geographic areas and commodity divisions, the chapter board should include at a minimum:

- One member from each state (willing & able)
- One member from each division (willing & able)

**A chapter board member may represent both a state and commodity division.*

Terms/Term Limits

The terms of all chapter board members should be two years which is consistent with the terms of board members serving on the ISRI Board.

The only positions in which term limits should be imposed are chapter officers. However, recognizing the challenges that exist at times for identifying new leaders, the following should be considered:

- An officer may serve again in the same capacity provided at least one year has passed since serving prior in the position;
- Term limits for the chapter secretary may be waived by a vote of the Chapter Board
- Term limits for the chapter treasurer may be waived by a vote of the Chapter Board *and* agreement of ISRI's Audit Committee.

Committees

Best practices recommend that every chapter have, at minimum, a Membership Committee and a Government Relations/Legislative Committee.

Committee Leadership

- The chapter president shall appoint the chairs of all committees;
- The chairs of both the Membership Committee and the Government Relations/Legislative Committee shall serve on the respective ISRI national committees as representatives of the chapter. Responsibilities include reporting National committee activities back to the Chapter Board. However, none of this precludes other members from the chapter from serving on the National committees.

All chapters should consider the steps below as part of best practice to further support diverse board composition and equal representation of all members:

Committee Composition

- Committees should include at least one member from each state within the chapter;
- The chapter's Government Relations/Legislative Committee should also include one representative from each commodity division within ISRI (willing & able).

Onboarding & Leadership Development

Among the challenges identified throughout conversations within the Planning Committee and Chapter Presidents were issues related to leadership voids, lack of training, and too many directives from national to chapter officers with limited direction, support, and/or funding. Recognizing the importance of these issues, the Planning Committee developed the following best practices:

Leadership Training

A range of training opportunities are provided by ISRI to help support volunteer leaders with development and overall chapter operational management resources. Chapters should take advantage of these opportunities, as well as involve vice presidents and other incoming officers as early as possible to make transition(s) between positions as seamless as possible.

Chapter Leadership Training

Chapter vice presidents are expected to attend ISRI's annual Chapter Leadership Training, which is scheduled at the beginning of ISRI's Winter Board and Committee meetings (generally held in January). Training is open to all chapter leaders and chapters are encouraged to send as many officers as available to participate. This training serves as an opportunity to learn about critical components needed for successful chapter operations, how to make sure key functions are in place, as well as understand ISRI resources, programs and services that aid in supporting chapter leader responsibilities, all while networking with fellow ISRI chapter leaders from across the country.

New Board Training

Chapter Presidents are expected to attend ISRI's New Board Training at the beginning of their term as President (generally held in June or July, but always aligned with the summer board meeting). The training is provided for new Board members, including chapter presidents, and is held at ISRI's offices in Washington, D.C. This provides new chapter presidents an opportunity to connect with staff and acquaint themselves with the resources available through ISRI. Travel costs (i.e. travel, accommodations, and associated expenses) are not expected to be covered by the chapters; costs are included each year in ISRI's budget. Chapter vice presidents are also welcome to attend, however associated costs from attending would need to be covered by the chapter directly or the member company.

Note: The ISRI Leadership Committee does plan to review all leadership training programs offered by ISRI. This may result in changes (i.e. timing and content of the programs described herein) and chapters will be notified accordingly.

Chapter Webinar Resources

Chapters should designate at least one officer to participate in ISRI's chapter focused webinar offerings. ISRI has developed webinar-based training and guidance specifically for chapter leaders on topics related to managing chapter operations. All webinars are positioned to offer quick guidance allowing information and best practices to be presented in a format that can be implemented immediately or within a short transition period. Topics include, but are not limited to, chapter financial management, membership guidance, selecting and contracting a lobbyist, event planning 101, and Robert's Rules. Webinars are recorded and remain accessible to chapter leaders via the chapter resources page of the ISRI website.

Chapter Treasurer Training

ISRI's Finance Department oversees entries and other information contained in the chapter accounts in QuickBooks to not only assist chapter treasurers with their work, but also make certain that chapter books are up to date and balanced regularly. A number of resources are available through ISRI's office and chapter treasurers are highly encouraged to take advantage. These include:

- ***In person training:*** This is provided annually during the ISRI Convention and chapters are strongly encouraged to require their chapter treasurer to attend the treasurer training and/or schedule one-on-one meetings with the finance team during the week.
- ***On-call assistance: Ask the Expert Program*** is designed to provide ongoing, dedicated access to ISRI accounting/finance staff. ISRI's Finance Department offers dedicated weekly hours for chapter-related support falling between 10:00 AM-11:00 AM and 2:00 PM-3:00 PM EST on Tuesdays and Thursdays. Officers are welcome to call at other times as well, however, the timeframe specified herein are committed hours and ISRI staff is guaranteed to be available for

chapter support.

- **Webinars:** Webinars are scheduled throughout the year to further support chapter treasurers in managing the financial operations. Chapter treasurers should plan to attend these webinars to keep up to date with issues and/or compliance information. Previously recorded webinars remain accessible to chapter leaders via the chapter resource page of the ISRI website.

While notices are sent out in advance for each of these training opportunities, chapters are encouraged to reach out to ISRI's Manager of Chapter Relations, Lacey Capps, at lcapps@isri.org with any questions.

Meetings

To address the challenge of travel and distance for member participation as it relates to the expansion of chapter boundaries, chapters are encouraged to consider the following when planning meetings and events:

- Alternate meeting sites to accommodate the geographic locations of members;
- Allow for sub-regional outings and events in order to maximize participation.

Financial Management

Reimbursement of Travel Costs

- Recommendations include having the chapters subsidize travel expense(s) related to having both the president *and* vice president attend all ISRI board meetings;
- As a condition of reimbursement, chapters should require the representative(s), at a minimum, to be present for the first and last scheduled board meeting;
- To the extent other monies are available, other chapter officers should be encouraged to attend National meetings.

Audits

Prior to ISRI's annual audit, an **Audit Preparation Informational Session** will be scheduled in webinar format and all chapter treasurers are required to attend. This will be scheduled well in advance of the audit itself to allow for any changes and/or reporting adjustments that need to be made.

Communications

- Notices of chapter events should be provided regularly to LCapps@isri.org, who oversees the integration process associated with other events organized by ISRI, but also website event listings and inclusion in *Scrap Magazine's* master calendar of events, etc.
- Chapters should also share news each week with ISRI's office so activities can be included in ISRI's weekly e-newsletters. ISRI staff sends routine reminders to all chapter presidents, but feel free to

notify Lacey Capps should other chapter officers (i.e. secretary) or committee chairs (i.e. communications, events, etc.) be placed on the distribution list. Additionally, news regarding legislative issues in the states, meetings, and other significant activities should also be shared with ISRI.

- Chapters should copy Lacey Capps on all chapter communications to enhance communications flow (i.e. chapter newsletters, announcements, notices, etc.)
- Chapter meeting minutes must also routinely be sent to Lacey Capps, who reviews and maintains a master file of all chapter minutes, bylaws, etc. Minutes should be sent within one month of the meeting. Guidance on what should and should not be contained in meeting minutes is provided in ISRI's chapter handbook which may be accessed via the chapter resources page of the ISRI website.
- Within two weeks of the conclusion of each ISRI board meeting, ISRI will provide a recap through a "top 10" format of key take-aways and actions to both chapter presidents and vice presidents. The summary serves as an informative resource as well as talking points for upcoming chapter meetings. Chapter leaders are encouraged to share this with their respective boards and chapter members.

State and Local Advocacy

Chapters serve many functions within ISRI, but one of the most important functions is the work of advocacy on behalf of the industry at the state and local levels. Since ISRI's formation more than 30 years ago, the ISRI Board has directed ISRI staff and national committees to take the lead on federal and international matters and left it to the chapters to take the lead on state advocacy efforts. Given the increasing role and impact state legislation and regulation has had on the recycling industry, ISRI heeded member requests for additional support at the state and local levels and created a State Policy Subcommittee to guide these efforts. The committee includes representation from every chapter and provides a forum for the discussion of state policy issues, sharing of strategies, and development of recommended policies. As a result of the continual work and feedback from this committee, a number of resources have been put in place to support ISRI's efforts and focus on regional, state, and local member needs.

Link to State Resources Provided through ISRI's National Office

ISRI has a robust full-service state advocacy program for chapters. While the lead on state issues remains at the chapter level, ISRI has numerous programs and services designed to coordinate policy in the states, all while helping to improve communications within the membership. Chapters should leverage these important resources and offerings, as well as prioritize the appointment of a designated Chapter Legislative Committee Chair to work directly with ISRI's Sr. Director of Government Relations & Assistant General Counsel.

State Policy Monitoring Services	Staff Issue Expertise/Analysis	Policy Networking & Name Branding
<ul style="list-style-type: none"> • MultiState Legislative/Regulatory Online Tracking System • 50 States + DC available to all ISRI members • Provides ISRI chapters with state-specific legislative monitoring & updates 	<ul style="list-style-type: none"> • Issue experts on staff available to all chapters • Legislative drafting assistance • Industry-wide data and economic resources broken down by states • Dedicated state policy webpage and program • State/Regional advocacy training 	<ul style="list-style-type: none"> • Invests in state policy organizations to promote the industry • Showcase recycling "Bigger than the Bin" at NCSL legislative summit • Assist chapters with outreach to state legislators/staff

No State Left Behind

Every member within a chapter should receive the same service(s) and support, regardless of what state the member is located within.

Monitoring of State Legislative and Regulatory Activities

As referenced above, a 50-state legislative and regulatory tracking system is contracted through ISRI and then charged back to the chapters. Years ago, the ISRI Board approved this system to provide a mechanism to ensure, to the extent possible, that ISRI and its members are aware of issues that arise on the state level so that decisions can be made and action can be taken. In addition, by contracting a 50-state program from one single firm, ISRI can obtain cost-savings that are significantly lower than if each chapter or state were to contract this service on its own. Subsequently, ISRI also has the ability to perform trending analysis, as well as share lessons learned and successful strategies with members in different states.

How to gain the most benefit from the system:

- Every chapter must prioritize the responsibility of its Government Relation/Legislative Chair (or committee) to proactively monitor and review state tracking reports generated for the states represented within a chapter. Reports and information should then be shared, as appropriate, with the state lobbyist(s) and members.

Access reports here: <http://www.isri.org/policy-regulations/state-policies#multistate>

- ISRI's Sr. Director of Government Relations & Assistant General Counsel, Danielle Waterfield, provides continual monitoring around specific state issues so information is readily accessible. ISRI's state legislative tracking system also allows for information to be searchable by subject or by state.

Scrap Theft Alert

In 2013, the board adopted a materials theft state program for ISRI and the scrap recycling industry as part of the solution to materials theft. The ScrapTheftAlert.com system is both a critical tool in this effort and an effective way to open communications with local law enforcement, legislators, and other policy-makers. The system is free, whether law enforcement, ISRI members, or non-members and this point is particularly important as it encourages agencies to use the system. Thus, chapters are asked to discuss and share this information with their members to continue advancing the awareness of this program, as well as strengthening relationships with policy-makers and law enforcement.

Additionally, ScrapTheftAlert.com serves as a notification tool for law enforcement that alerts the scrap industry of significant thefts of materials in the United States and Canada. Upon validation and review, posted alerts are broadcasted by email to all subscribed users within a 100-mile radius of where the incident occurred.

Industry Advocate Training

Beginning in 2017, ISRI began offering its industry advocates training program to chapters with the goal of organizing and identifying a strong group of members at the grassroots level, who are interested and able to advocate on behalf of the industry at state and local levels. Chapters are encouraged to take advantage of this program by contacting Danielle Waterfield at dwaterfield@isri.org.

State Lobbyists

Chapters must provide ISRI with the name and contact information for any contracted chapter lobbyists. To enhance communications and strengthen resources available to ISRI chapters, lobbyists employed directly by a Chapter hold an active ISRI membership contingent upon their contract. This provides full access to all ISRI membership information covering a variety of topics ranging from policy and regulations, industry news, to market research and reporting. Newsletter subscriptions are also included and can be adjusted to preference. Chapter presidents should make certain contracted lobbyists are onboarded via the Membership Department to help increase the effectiveness of their work as well as the work of ISRI.

Lobbyists working on behalf of an ISRI chapter should be under **contract** or **agreement** with ISRI. Having a lobbyist under contract with the chapter directly is preferred as it allows the chapter to direct the work of the lobbyist.

However, should a chapter elect not to put a lobbyist working in coordination with it under contract, an agreement should be put in place to ensure that the lobbyist follows ISRI policies, position statements, and applicable provisions of ISRI's bylaws and policy manual. Best practice would also support that written agreements include language that the lobbyist representing the chapter do so in accordance with state lobbying rules.

- ISRI maintains resources to help chapters with compliance on state lobbying and gift laws for every state, which includes summaries of key regulatory provisions, lobbyist registration fees, penalties, gift restrictions, and activity thresholds that require state registration as a lobbyist. Chapter presidents receive direct access to www.stateandfed.com, however the chapter's legislative chair is also encouraged to reach out to ISRI in order to access relevant information for applicable states. Please contact ISRI's Sr. Director of Government Relations and Assistant General Counsel for assistance.

Working with Third Parties

Public policy efforts are often achieved through collaboration(s) with one or more third parties, which include state associations, coalitions, sub-groups, etc. Some of these groups may or may not effectively compete with chapters, while others are geared towards involvement with the public sector and/or government recycling coordinators.

Given the differing models of how advocacy gets accomplished, ISRI recommends the following approach:

Each chapter should familiarize itself with the landscape in order to determine whether or not coalitions or other organizations with recycling interests exist, as well as gain an understanding as to their role(s) and position(s), where applicable. If there are no organizations with recycling interests, the best practice is to address state issues within the chapter and avoid formation of a third party organization.

However, should a chapter decide to pursue a cooperative arrangement with a separate third-party group or coalition for advocacy needs, the following is recommended:

- Due diligence should be completed to determine that interest(s) align;
- A mechanism should be put in place to fully vet the arrangement and acquire appropriate membership approval prior to entering into any agreement;
- Have a written agreement directly with the chapter ensuring accountability to the chapter. Agreements should be reviewed in advance by ISRI's Sr. Director of Government Relations and Assistant General Counsel;
- All arrangements with a third party organization should be carefully established in a manner that everyone collectively agrees to follow ISRI policies and adhere to ISRI position statements.

Summary

This Best Practices document is a living document, to be updated as additional best practices are developed. Please provide any suggestions for additional areas to be addressed to Lcapps@isri.org.