

Final Report of the ISRI Planning Committee (Accepted by the ISRI Board on Jan. 25, 2019)

As part of a continuing effort to improve and strengthen ISRI on behalf of its members, in May of 2015 ISRI began its first strategic planning effort in more than a decade. Then ISRI Chair Doug Kramer formed a Planning Committee whose scope was purposefully left undefined as the desire was to allow the Planning Committee to determine for itself the priority needs of ISRI. The only condition was that the Committee's work include an informed review of past efforts and future needs.

Over the course of the last three and a half years, the Committee has 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.

Following background on the Committee itself and its deliberations, a report on each strategic priority is provided within this Report.

Background

The Planning Committee was asked to "debate ISRI's future needs, challenges and opportunities and develop consensus through compromise as needed." The following ground rules were provided for the Committee's deliberations:

- No issue is off the table for discussion
- Differing opinions are welcome, but so is a willingness to listen and to compromise when in the best interests of the association
- A flexible timeframe is being provided to allow for gathering of data needed and discussion required to make educated recommendations and avoid reliance on anecdotes/conjecture.

Composition

To help ensure a successful work product truly representing the needs of the broad ISRI membership, a cross-section of ISRI members were selected to serve on the Committee, including from each commodity sector, geographic region and size of membership, as follows:

Mark Lewon, Utah Metal Works (Committee Chair)	
Chris Bedell, DJJ	Gary Champlin, Champlin Tire Recycling
Jonathan Cohen, Generated Materials Recovery	Myles Cohen, Pratt Industries
Edward Kangeter, IV, CASS Inc.	Colin Kelly, Schnitzer Northeast
Tom Knippel, SA Recycling	Doug Kramer, Kramer Metals
Peter Kramer, Greenfield Recycling	Jim Levine, Regency Technologies
Jeremy Miller, Wm. Miller Scrap Iron & Metal Co.	Scott Miller, Sims Metal Management
Michael Potash, Sioux City Compressed Steel	Brian Shine, Manitoba Corp.
Steven Tuch, Ideal Metal & Salvage Co.	Bruce Blue, Freedom Metals
Kyle Eastman, Liberty Tire	

The above list included one current Chapter President, one Chapter Vice-President, and one immediate past Chapter President.

Additional members were added to the Committee at certain points since, as follows:

Added in April, 2016: ¹	Stephen Moss, Stanton A Moss Inc Brian Henesey, Rocky Mountain Recycling
Added in Nov. 2016: ²	Samantha Greller Fordyce, Morris Iron & Steel Christine Gneiding, Intra American Metals
Added in July 2017: ³	Mel Wright, Wright's Scrap Metals Andy Golding, Kripke Enterprises Adam Dumes, Cohen Brothers Tom Rice, CFC Recycling Neil Byce, CW Metals Andrew Lincoln, Lincoln Recycling

Process

As a starting point for its effort, the Committee was provided a summary of ISRI's past strategic planning efforts and an identification of unfinished business (see Attachment A). With input from the past work but with a look towards the future, the Planning Committee began its effort by focusing on the following questions:

- What are ISRI's Greatest Challenges?
- What does ISRI do well?
- What are some of ISRI's weaknesses?
- What does a successful ISRI look like in 5 to 10 years?

The Committee quickly came to consensus on the need to bring in the Chapter Presidents to get their insights regarding these questions. The Committee was particularly mindful of the importance of transparency and therefore keeping the Board, including the Chapter Presidents, updated on its discussions so as to avoid the pitfalls of past strategic planning efforts. To that end, a working dinner with the Chapter Presidents was scheduled during the July 2015 Board meeting in Denver. The results of those discussions are found in Attachment B. Follow-up discussions and briefings occurred with the

¹ Additions from newly appointed ISRI Executive Committee.

² Elected by Council of Chapter Presidents per request of Planning Committee.

³ Elected by Council of Chapter Presidents per request of Planning Committee.

Chapter Presidents in July of 2016 and July 2017, with briefings for the whole Board, including Chapter Presidents in November of 2016 and again in April 2017. In addition, a working dinner was held with all ISRI Division Directors in October of 2015.

Given the broad range of issues identified, a consultant (Seth Kahn) was brought on in October of 2015 to help the Planning Committee review all of the feedback and narrow down the priority issues falling out of all the discussions. To further help with the process and ensure greater input, a full day “Strategy Design Summit” was held on January 20th, 2016 with an invited group of approximately 30 members across the association (including several chapter presidents and other board members) to provide greater input. Also invited were several stakeholders from outside the organization to provide a view of ISRI from the outside.⁴ The discussion focused on the state of ISRI today, emerging trends, and the perception of ISRI from the outside. Breakout discussions on the following three issues were also held:

- Chapters
- Communications, Coordination & Engagement
- Opportunities & Challenges

At the same time the above effort was moving forward, the Committee was also discussing the question of who ISRI is - and should be - in terms of our mission and scope of representation.

The result of all of the above was a four-prong flow of work (and product) for the Committee, focused on the following four needs:

1. Review and Modification as Needed to the Mission of ISRI
2. Improving Communications throughout ISRI
3. Ensuring ISRI has the ongoing capability to plan for the future of the Association for the benefit of all members.
4. Strengthening the connection with members on the local level, and thus the value of ISRI membership

A Preliminary Report, summarizing work done to address each of the four needs, with status and next steps, was provided to the ISRI Board in writing before its January 2018 meeting, and again in October of 2018.

1. ISRI’s Mission and Scope

Completed

One of the first areas of attention identified by the Planning Committee was who we are as an association, including who we currently – and should in the future - represent. Thus, the Planning Committee turned to ISRI’s Mission Statement.

⁴ Attending from “outside” were: Fran McPoland (NRC Board Member, VP with Colling, Swift & Hynes), Cliff Rothenstein (K&L Gates), Eleanor Smalley (President, Jason Learning), and Loren Monroe (Barbour Griffith & Rogers).

The goal of a mission statement is to provide a clear statement as to the purpose and goals of an organization. It needs to be concise and should quickly identify the industry being represented. At the same time, the Mission Statement needs to be forward looking and flexible enough to take in new players should we desire to do so in the future.

The Committee developed consensus on the following:

- While ISRI's then-current mission statement was comprehensive, it was also too long and thus unlikely to be used as needed and thus promoted (or even remembered).⁵
- The current scope of ISRI as it relates to the commodities we represent (ferrous, nonferrous, paper, plastics, glass, textiles, rubber and electronics) as defined by ISRI's bylaws, remains true today. There was much discussion of whether ISRI should return to being a "metals only" association. During its Feb. 11, 2016 meeting, the Committee unanimously affirmed the current scope, citing the broad benefits (and need) of being the "Voice of all Recycling." This was reaffirmed by the Committee in a vote during its May 31-June 1, 2017 meeting.

The ISRI Planning Committee spent considerable time reviewing mission statements from other trade associations. The Committee desired to create a statement that balances what ISRI currently sees itself as, but that also does not preclude changes to the organization in the future (for example, in terms of commodities handled or geographical boundaries). After much debate and discussion, the Planning Committee developed the following mission statement, which it recommended to the ISRI Board for adoption, and the Board voted to adopt on November 2nd, 2016.

ISRI's Mission Statement as of Nov. 2nd, 2016:

"ISRI is the voice of the recycling industry, promoting safe, economically sustainable and environmentally responsible recycling through networking, advocacy and education."

Note that relating to the Planning Committee's work in this area, were a number of changes to the definitions within ISRI's Bylaws so as to more clearly and explicitly define who our members are and what they do. This was discussed within the Planning Committee but developed through the Executive Committee and brought to the ISRI Board at the same time as the revised mission statement.

⁵ "ISRI is an association of companies in the scrap processing and recycling business. Its missions is to promote and represent the long term best interests of its members and the industry of which they are a part. It aims at helping the industry develop in a sound, environmentally responsive manner, and fostering public awareness and appreciation of the value of the industry in the nation's production of goods and services."

More specifically, definitions of the terms “Recycling,” “Scrap,” “Broker,” or “Electronics Recycler” were added to the bylaws, with necessary modifications made to other definitions to ensure consistency. In addition, changes were made to Section 3.1.1 of the Bylaws, to clarify Ineligibility for ISRI Membership. These changes helped clarify the inclusion of reuse within the scope of ISRI membership. All of these changes were adopted by the ISRI Board on November 5, 2016.

2. Improving Communications

**Ongoing; Communications
Committee Now Taking Lead**

The need to improve communications throughout ISRI was identified early on as a priority strategic need. The Committee came to consensus that:

- While great strides have been made over the last several years in this area, more work is needed to reach the members with all of ISRI’s needed messages.
- Underlining all of ISRI’s messages and efforts, there needs to be the overarching message of “One ISRI, One Industry.” i.e., it doesn’t matter what commodity a member is handling, we are all ISRI. Similarly, it doesn’t matter if an effort is being done on the chapter level or national – it is all ISRI.
- Better communication is needed from ISRI to members, but also from members back to ISRI.
- ISRI needs to reach the right people within member organizations, as well as to customize messages to different people within organizations based on interests
- Messaging should continue through email, but look to better leverage social media as well.

Goal:

One ISRI, One Industry

The Planning Committee identified a number of small and large fixes to improve upon the information communicated to the membership, all of which were directed to the ISRI Communications team (staff and the Committee) to implement:

Small fixes included:

- Streamlining ISRI’s weekly Leadership Update (LU) and other member newsletters to make them easier to read. Changes have already been made to the LU including a suggested consistent early morning Wednesday delivery, which hopefully members are starting to see. **Done.**
- Creating an ISRI Concierge, through the promotion of a help desk function that will allow members to easily identify ISRI staff who can answer questions based on their ISRI role and expertise. The ISRI Help Desk can be found at www.isri.org/helpdesk. It is being promoted through a “Need Help?” button on the home page of the ISRI website, as well as within every ISRI newsletter. When an ISRI member clicks on a staff person’s name associated with an ISRI program or industry issue, it will open an email that will go directly to that staff person and the subject line in that email will read ISRI Help Desk Request. **Done.**
- Including a comprehensive calendar of events in the LU to allow members to easily see what activities are happening. **Done.**

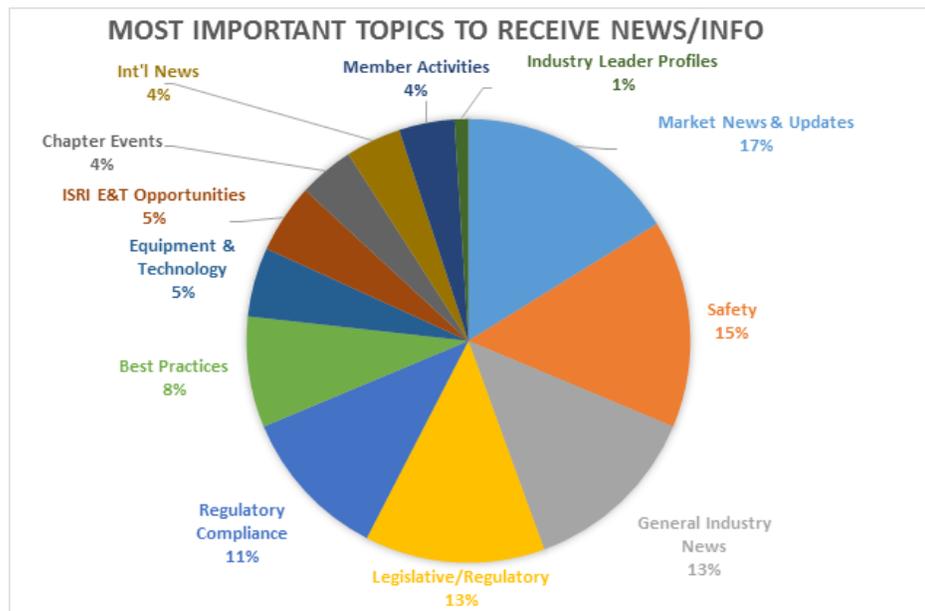
- Using the new ISRI database to develop email tracks members can choose from. This would help cut down on emails to each individual and customize what they really need. **In process**

Larger fixes include:

- Greater use of chapters to assist with dissemination of information, but also for collecting feedback from chapters back to ISRI Headquarters. **In process.**
- Development of a new plan for how ISRI rolls out information and resources to new members (i.e., a new “onboarding” program for new members). **In process**
 - Instead of shipping everything at once, resources to be shared with new members should be rolled out over time.
 - A system is being developed (with coordination of chapter leadership) to follow up with each new member throughout their first year so they come to understand all the products and services available to them, as well as the range of meetings and programs that they can take advantage of.
 - In addition, the committee is working on a communications toolkit for when new members come aboard, including a video welcome on how to use the tools provided in the toolkit.

Underlying all the efforts of the communications focus is the need to create better tools to get information out to members, as well as mechanisms that will allow information to get back to staff on what members need to grow their businesses. To that end, the continued focus on this issue was turned over to the ISRI Communications Committee, with the Chair of that Committee remaining on the Planning Committee to ensure that these efforts remain a focus and priority. The Communications Committee has since overseen a review of ISRI’s communications efforts that included a member survey, ISRI.org redesign and Scrap Magazine Audit. Among the findings were:

- Overall, communications from ISRI needs to be focused more on solving the problems members face in operating their businesses with practical “how-to’s.”
- Communications should be more targeted based on the individual’s needs
- Information should be shorter and more succinct
- Communications should be more visual, including the use of social media
- Leadership Update may not be the appropriate vehicle for a primary organization newsletter
- Content should be driving more people to the website to see other areas of value
- Communication is a way to establish trust with current members, and attract new members



ISRI is now providing metrics regularly to the Communications Committee, with data on engagement, reach, audience growth, benchmarking against similar organizations, and much more.

A Communications Task Force was initiated in October of 2017 to build on this work and provide recommendations on the future of ISRI member communications, with implementation by June 2018. Task Force goals included:

- Gather and provide intelligence and feedback on ISRI member communications;
- Help staff identify ways to reach less active members;
- Identify issues/topics that need more focus;
- Provide guidance on how ISRI can better showcase its value; and
- Assist staff in developing a cohesive communications strategy with consistent messaging across multiple platforms.

This work continues to be a strategic priority, with the work now embedded firmly within ISRI's Communications Committee.

3. Establishing an Ongoing Strategic Capability within ISRI **Completed; Handed off to the New Challenges & Opportunities Committee**

Another area of focus for the Committee the need to build the capacity within ISRI for ongoing foresight. This is needed so that ISRI is better prepared for the future and is not forced to mount a new strategic

exercise from ground up every few years. This need was also based on the observation that the vast majority of what is discussed by the ISRI Board is about the here and now, with little discussion about ISRI and the industry's future and what the Association needs to do to prepare for it.

For this reason, the Planning Committee recommended the creation of a new standing committee within ISRI, called the

On Nov. 2nd, 2016, ISRI's Planning Committee recommended to the ISRI Board, and the Board approved, the formation of a new Board Committee, as follows:

“Challenges & Opportunities Committee. The mission of the Challenges & Opportunities Committee is to focus on the dynamic changes within the recycling industry, thus identifying future trends, opportunities and challenges facing the industry, and make recommendations to the Board at least annually as to how to proactively address what has been identified. The Committee should not itself identify solutions, but instead recommend how the association should go about finding such.

Committee members shall be appointed by the ISRI Chair and, at a minimum, include one member from each Division, the Chair-Elect, ISRI's Chief Economist, and ISRI's President. Should the ISRI Chair not appoint a Chair for the Committee, the Committee may select its own from the committee membership.”

“Challenges & Opportunities Committee.” The dynamic changes occurring in our industry, and how those changes will impact our members and our trade organization, was the stated focus of the new Committee. To be successful, the Planning Committee determined that the new Committee would need to be made up of members from all the commodities. The role of the Committee would be to identify future trends, opportunities and roadblocks for our industry so that the association is prepared to provide the support, programming and services to help its members take advantage of opportunities that may arise, as well as effectively address any challenges. The Committee would engage the board annually.

The Planning Committee recommended the formation of the new Committee to the ISRI Board on November 2nd, 2016, and the Board approved the action on that same date.

The Challenges & Opportunities Committee is now completing its second year of existence and is composed of the following members:

- Kyle Eastman, Liberty Tire – Committee Chair
- Greg Mitko, Sims Metal Management Aerospace
- Kevin Lamar, Dynamic Metal Services
- Myles Cohen, Pratt Industries
- Brandi Harleaux, South Post Oak Recycling Center
- Jonathan Cohen, Generated Materials Recovery
- Cricket Williams, Davis Industries
- Steven Tuch, SA Recycling
- Doug Kramer, Kramer Metals
- Tom Knippel, SA Recycling
- Gary Champlin (Chair-Elect)
- Joe Pickard, ISRI Chief Economist
- Robin Wiener, ISRI President

The Challenges & Opportunities Committee looks forward to its first annual report to the ISRI Board, expected during ISRI’s January 2019 Board and Committee meetings (the first year of the Committee’s work was largely organizational).

Another concept that the Planning Committee explored, but did not take specific action on, is ISRI’s role vis-a vis other trade associations and whether ISRI should be the center point for organizing stakeholders around issues of concern for the industry. At a minimum, the Committee discussed the importance for ISRI to monitor the activities of other trade organizations relating to our commodities, and keep abreast of their initiatives to assist us in understanding how those organizations view the future landscape.

During 2018, ISRI began to pursue a greater leadership role with other Associations, consistent with the above Planning Committee guidance. In May, ISRI brought together in our offices over a dozen stakeholder groups that have an interest in the residential recycling chain to gain consensus over the issues affecting recycling and identify opportunities for collaboration. The groups brought together by ISRI included: SERDEC, The Recycling Partnership, APR, NWRA, AF&PA, Plastics Industry Association, Ameripen, SPC, NWRA, NRC, KAB, the Aluminum Association, ACC, GPI, PRC and SRI. Through this group, ISRI coordinated the drafting and acceptance of a mission statement:

“As representatives of the complete recycling chain, we understand that improving the quality of the recycling stream and increasing the demand for recyclables in the manufacture of new products will deliver economic and environmental benefits nationwide. We commit to actively engaging with one another to enhance the nation’s recycling systems, while simultaneously continuing our own organizations’ work to influence change”

The group has met several times since last May and continues to share information and look for opportunities to collaborate.

4. Strengthening the Connection & Delivery of Services to Members on the Local Level

***Best Practices
Developed***

The fourth strategic area of focus identified by the Planning Committee is the need for ISRI to strengthen the connection the association has with its members on the local level, and thus to strengthen the value of membership for all members. By definition, since the chapters are ISRI’s structural conduit to members on the local level – and are the primary mechanism for state and local lobbying – the attention in this area has been focused on the Chapter Structure. And, as can be seen when reviewing past ISRI Strategic Planning efforts going back 20 years and longer, it can be seen that this has been a recurring theme that ISRI has yet been able to effectively address.

Everyone can agree that the scrap recycling industry has changed dramatically over the last 30 years – in terms of demographics, structure and size of companies resulting from consolidations, commodities processed and an ever-increasing onslaught of state legislative and regulatory threats. At the same time, the structure ISRI established in 1987 for the delivery of services to members has not changed. As a result, ISRI faces challenges providing the needed support to chapters, efficiently delivering services to members, responding to requests and in providing legislative and regulatory support consistently across the country.

It was clear from the inception of the Planning Committee’s work in mid-2015, that one of the challenges consistently raised by any group of ISRI members pulled together, including the chapter presidents themselves, was the sustainability of the chapter system within ISRI. This is a challenge involving the Association as a whole – whether through the National Office, Staff, ISRI Board, or Chapter organization – as to how to better connect with its members on the local level and effectively deliver value in terms of programs and services.

Among the challenges identified over the course of conversations within the Planning Committee and with the Chapter Presidents themselves are –

- Too many directions from national to chapter officers
- Unfunded mandates
- Not enough help from national on state legislative efforts and membership recruitment
- Too many chapters within single states
- Current boundaries based on old steel trading patterns

- Poor participation from commodities other than ferrous and non-ferrous metals
- Poor member participation at meetings
- Chapter leadership voids
- Funding

A related challenge identified by the Planning Committee involved the need for consistent and strong representation of ISRI members across all commodities on both the national and local levels. It was quickly recognized that addressing this challenge provided opportunities for strengthening the connection between ISRI on the local and national levels as well.

In evaluating all of these challenges, the Planning Committee sought to determine a new structure for ISRI on both the National and Chapter levels that ...

- Makes ISRI programs and services more accessible to members and delivers them consistently from state to state through effective communications between regional staff, members and national staff;
- Creates stronger pathways for the efficient and effective delivery of programs and services, as well as communication between ISRI National, ISRI Chapters and our members;
- Enhances member interactions and local networking;
- Ensures no state is left behind irrespective of the number of members in the state;
- Recruits and invests in the development of new leaders;
- Integrates representation throughout the commodity spectrum;
- Provides needed staff resources to support local communications, meetings and advocacy;
- Delivers state and regulatory support consistently across the country;
- Makes ISRI more accessible to all members regardless of size, location or commodity; and
- Integrates ISRI efforts at all levels through the removal of the “Us vs. Them” and “National vs. Chapter” mentality ... We are **One ISRI** in need of **One Voice**

The Planning Committee discussed a number of options and eventually ended up moving forward with the development of a modified ISRI Structure composed of:

- (1) A Regional model for ISRI on the local level, combined with
- (2) A stronger Division structure on the National level.

Regional Model on Local Level

Given the complexity of possibly restructuring a mature organization the size of ISRI to effectively address the myriad of issues raised, much needed to be discussed and worked through before any proposal could even move forward with any confidence of working. As such, while initially raised as a rough concept in May of 2016 by a subgroup of the Planning Committee, it took another six plus months before a rough map was even drawn. It was not until early April of 2017 that a 6-Region Model was put forth within the Committee during a face to face meeting held in Washington DC. Consensus was developed during that meeting that formed the basis for all future conversations within the Committee.

The 6-Region Model around which consensus was developed was arrived at because the Planning Committee believes it will:

- Not result in any split states or chapters

- Include dedicated staff for each region
- Enhance the flow of information between all members and within all parts of ISRI
- Improve responsiveness to member needs
- Integrate commodities through the regions
- Strengthen membership (localized recruitment, diversified leadership pool & targeted engagement)
- Position ISRI for long-term success

The Committee determined to share the Model with the Board and Chapter Presidents later that month, during ISRI’s 2017 Convention, in order to quickly start obtaining feedback and make adjustments. That process of seeking feedback continued through the July 2017 Board meetings in Washington, DC. The desire of the Committee was – and continues to be - to understand issues and concerns, and develop strategies for moving forward in a way that meets the needs of all members.

An effort was also made to learn from the experiences of ISRI’s current “two mega-chapters” (Gulf Coast and Southeast), not because they are the model but because they have lessons to share about operating at the size they do. That process also proved very valuable.

The Planning Committee understands that any potential restructuring that involves the ISRI Chapters would be an emotional issue, with very strong feelings both for and against any model proposed. Therefore, the Committee struggled for many months over whether to propose the model to the Board and seek implementation of the whole package at once, or to instead present the Model and encourage ISRI’s movement in this direction with best practices and a possible timeline.

Best Practices

After much discussion, there was general consensus around the conclusion that it was in the best interest of the association to move to a Regional Model as outlined by the Planning Committee in its previous updates to the ISRI Board. However, the sense of the majority of the Committee was that forcing a vote could hurt the association, and thus the Committee decided to move forward with a strategy for encouraging ISRI to move in this direction to include specific tools to help the chapters through merger discussions. To that end, the Committee developed **Best Practices: Creating New Chapters within One ISRI**, a compilation of the best practices identified by the Planning Committee during its deliberations to help provide guidance to ISRI and its chapters. The **Best Practices** document, along with a **Chapter Leaders’ Guide to Chapter Mergers**, are to be delivered to the ISRI Board for its acceptance at the same time this Final Report is delivered.

Merger Mentors

In the meantime, several individual chapters have begun talking between themselves about possible opportunities for uniting and collaboration. While none of these efforts will be forced, they will be supported should the desire be made on the chapter level for it to occur. To further assist with these efforts, the Committee has formed a pool of “mentors,” that are being made available to chapters in order to help them begin discussions about working together and moving towards the Regional model. The most current list of mentors is available by contacting ISRI’s Manager of Chapter Relations, Lacey Capps. Currently, the following individuals are among the available mentors:

Merger Mentors	
Steven Tuch	Brian Henesey
Doug Kramer	Gary Champlin
Colin Kelly	Mel Wright
Brian Shine	Bruce Blue

Stronger Divisions on the National Level

The Planning Committee recognizes that an important element of strengthening the value of ISRI to its members requires creating a stronger mechanism than currently exists for ISRI to address the commodity-specific needs that arise within the membership. ISRI's Divisions – which are already established along commodity lines – are the logical place for this to occur. However, this will require providing the Divisions greater flexibility to act when necessary, as well as the flexibility to act when issues need addressing.

Before ISRI could expect all members to turn to the Divisions for meeting their commodity-specific needs, it is critical to understand why ISRI's two commodity-specific chapters (PSI and Scrap Tire Processors Chapters) exist and remain strong --

- The chapters provide an important mechanism – through dues – of raising money to meet the needs of their members. PSI and the Scrap Tire Processors Chapter have each funded initiatives and efforts over the years that they would not have been able to as Divisions as ISRI's Divisions do not currently have any mechanism for raising money. This could be addressed by allowing these chapters to roll their respective treasuries into separate accounts to be managed and directed by the Paper and Tire Divisions, respectively, and allowing them to raise additional moneys, subject to following the mission of ISRI and approval of the ISRI Board.
- The chapters provide opportunities to network at meetings not occurring in conjunction with an ISRI quarterly Board meeting and do not require approval of the ISRI Board to meet. Under Section 10.17 of ISRI's Bylaws, the divisions are currently prohibited from holding any meetings without prior Board approval except those meetings held in conjunction with the meetings or convention(s) of the Association. That has actually caused challenges for a number of ISRI's Divisions that have wanted to meet in conjunction with other events where there are significant gatherings of members of the Division (e.g., ISRI Electronics Division during the E-Scrap Conference). Allowing these meetings might also provide membership recruitment opportunities not otherwise available.
- Over the years, PSI has developed a unique "brand" that is recognized by many in the paper industry that is stronger than the ISRI brand. Eliminating that brand has the potential to do more harm than good. The Planning Committee recognized that this could easily be solved by allowing the Commodity Divisions to be renamed on a case by case basis, such that they recognize existing brands where doing such is to the advantage of ISRI and not doing so would harm the association.

As a result of the above analysis, the Planning Committee brought to the ISRI Board during its meetings in October a proposal to amend ISRI's Bylaws to allow each national commodity Divisions to:

- Create and foster the growth of their own treasury to be managed and directed by such Division, subject to forwarding the mission of ISRI and approval of the ISRI Board, and
- Meet, at their sole discretion outside of ISRI sanctioned events as deemed necessary to following the mission of ISRI. This would allow, for example, a Nonferrous Division meeting in conjunction with the ISRI Roundtables in Chicago, an Electronic Division meeting during the E-Scrap show, and a Plastics Division meeting during the annual Paper Recycling Show. It is a wonderful way to expand ISRI's reach and flexibility.

The ISRI Board voted to approve those bylaw changes at its meeting on October, 24' 2018. Divisions are now authorized (but not required) to provide the functions that are valued by the current commodity-

chapters. Consistent with ***Best Practices: Creating New Chapters within One ISRI***, the dissolution of the ISRI PSI and Scrap Tire Processors Chapters, and the merger of their activities into their respective Divisions, could more easily move forward should they be interested in doing so.

Simultaneous to the above activities, chapters are strongly encouraged to pro-actively engage on the chapter and state levels with members from all of ISRI's covered commodities.