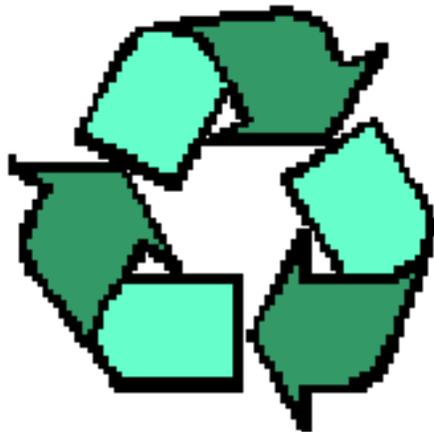


How to Get Started in Recycling:

*A handbook for
state agencies and facilities*



reduce, reuse and recycle!

State of Missouri
May 2004

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I. Purpose of the Plan

The purpose of this plan is to provide a systematic guideline to agencies for establishing and maintaining a successful recycling and waste reduction program. This plan can be used to expand and improve existing plans or to establish a recycling plan where none exists.

RSMo. 34.032.5 mandates that each department and state agency develop and implement, in cooperation with the Office of Administration, a policy for recycling and waste reduction. In many cases it is difficult for departments and agencies to know where to begin or how to ensure that the recycling efforts will be successful.

Through recycling, state agencies can specifically reduce the cost associated with refuse disposal and, at the same time; help protect the environment of the state.

As one example of a department making strides in the area of recycling, the story of the Missouri Department of Corrections (MDOC) begins with incarceration. Over the past decade, the Missouri Department of Corrections has experienced tremendous growth in the number of offenders committed to incarceration. While much debate has centered on the social costs of ever increasing prison population, little study has been examined on the impact of such populations on the environment.

Understanding that the State of Missouri citizens and their representatives demand and deserve excellent stewardship of state resources, both fiscal and environment, the MDOC has seen increased efforts in expanding recycling and reuse programs.

Current programs, from only four institutions, have an estimated annual savings in excess of \$180,000. As other institutions develop mature recycling programs, this dollar amount will grow exponentially.

II. Why Recycle?

A.) Primary Benefits

1.) Environment – *everybody knows it's the right thing to do.*

As state employees, we must lead in efforts to protect Missouri's environment and natural resources and set a positive example for those we serve. By establishing recycling programs, materials that normally would be disposed of as waste are redirected and put to use for more productive means. This reduces the amount of harmful refuse and potential pollutants going to local landfills and significantly protects the ecology and environment of our local communities and the areas in which our families reside.

2.) **Savings to State** – *it saves money for taxpayers and your agency.*

Through recycling the participating agency can realize a significant savings in their waste costs and hauling and tipping fees. The hauling fees are the costs for hauling a certain volume of trash over a certain distance, while tipping fees is the charge for the actual dumping of the trash at a landfill. As more materials are recycled, the trash receptacles will get less use. Depending on the size of the agency and the composition of the waste stream, it is not unrealistic for a facility to see up to an 80% reduction in nonrecyclable waste. However, even small reductions would allow for trash hauling contracts to be renegotiated thus reducing waste disposal costs, which results in a savings to the State and the Agency. Not only could agencies reduce this operating cost expenditure but also, depending on the method of recycling, a positive financial effect could be realized (see Section II.B.3: Incentives). Small agencies that do not produce large amounts of waste can also realize additional savings through partnerships. This could increase efficiency and further reduce hauling cost (see Section VII on Partnerships).

B.) Other Benefits

1.) **Jobs** – *for clients, students, offenders and others.*

Agencies that are responsible for housing or supervising offenders or clientele (i.e., Department of Correction or Department of Mental Health) often have difficulty in finding productive job assignments for their offenders/clients. Recycling programs currently established and operating in some facilities have not only been a means for generating effective work programs but these jobs have become an integral part of the program. It is understood that not all agencies have the need to develop labor programs, however, this is another instance in which partnerships can also benefit by assisting one agencies labor program and reducing the labor needs of another.

2.) **Contribution to Community** – *it creates jobs and new businesses.*

The interest and necessity of recycling has caused a surge in the foundation and development of recycling industries. This not only provides an outlet for recycled materials produced by participating agencies but also creates jobs in their communities. Recycling programs have a symbiotic relationship with these industries in our community. Not only does recycling provide benefits by improving the local environment but also can energize the local economies.

3.) **Incentives** – *recycling revolving fund.*

There are large assortments of waste materials disposed of by state agencies that can be recycled. Most of these recyclables have resale value of variable worth and will bring some return to the agency. The amount of this return will vary depending on the quantity, type of material, recycling companies and region. In accordance with state statute, the funds generated from recycling will go into a State Recycling Fund

controlled by the Office of Administration and can be used to offset the cost of the recycling program, as the money is credited to an account specific to the facility depositing the money to this fund. This would allow the agency to continue recycling or expand its activities without negatively impacting its operating budget.

III. State Agency Success Stories

- A.) Department of Social Services (DSS)** – Part of recycling is “re-using” and locally DSS has been able to re-use envelope boxes from their mailroom at their warehouse for shipping containers. Previously these boxes were either discarded or given to the local recycler. DSS agencies have implemented recycling programs at many of their facilities throughout Missouri in an effort to reduce waste and associated costs for disposal.
- B.) Department of Mental Health (DMH)** - Fulton State Hospital's sheltered workshop, Brandt Vocational Enterprises (BVE), embarked on an economical and environmental mission during FY 1997 to improve and expand Fulton State Hospital ' s recycling program.

Fulton State Hospital was paying over \$30,000 in trash hauling expenses and was one of the "largest contributors to the Fulton landfill" according to a University of Missouri study.

“BVE Green Team” members decided to take a closer look at the types of waste being generated by the State Hospital, so they began *dumpster diving*. Waste audits revealed that 66% of the trash could have been recycled. Green Team members believed that a successful recycling program would not only impact the trash hauling expense but would also have an impact on the amount of waste being sent to the landfill.

Fulton State Hospital contracted recycling services from Kingdom Projects, Inc., a local sheltered workshop. Together BVE and KPI developed a comprehensive recycling program designed to decrease waste and increase recyclable goods. BVE clients provide the manpower for collecting, sorting, and coordinating the program at Fulton State Hospital. BVE clients, with staff supervision, are responsible for following regular pickup routes, sorting and storing the recyclables, and making deliveries to KPI.

In the first three months, Fulton State Hospital recycled 14,564lbs. of materials. Types of items collected for recycling include aluminum, corrugated paper (cardboard), magazines, newsprint, office paper, plastic bottles, shredded paper, and steel cans. At the end of 2003, the program had recycled over one million pounds of materials (1,062,282).

BVE Green Team members continue to keep a watchful eye on the waste generated by the State Hospital. Not only have we reduced the amount of dumpsters and waste on campus, but also there has been a culture change and staff has been very active and vigilant in participating in the recycling program.

C.) Department of Natural Resources (MDNR) – MDNR has provided Waste Reduction and Recycling Target Grants, technical assistance, education and outreach activities to help Missouri reach a 43% diversion rate for 2002. That means that 43% of the waste generated in the state was not landfilled. Since 1993, MDNR Solid Waste Management Program has awarded over \$60 million in Waste Reduction and Recycling Target Grants that have been resulted in the diversion of over 900,000 tons of waste from Missouri's landfills. The several state agencies and facilities that were awarded these grants have been very successful in diverting waste.

D.) Department of Corrections (DOC): In-Vessel Composting – An innovative new area in waste management is the composting of organic material while enclosed in a machine specially designed for this purpose. This new technology is already in use in places such as New York State, Canada, and Great Britain, by hospitals, universities and prisons.

Food residuals (waste), grass clippings, manure or virtually any organic material is mixed with a carbon supplement, such as sawdust, wood chips, or shredded paper, and mechanically assisted to create pathogen free and valuable compost.

Funded by the Department of Natural Resources Division of Natural Resources Target Grants, the Department of Corrections is taking the lead in exploring this new technology. Two prisons, South Central Correctional Center and Ozark Correctional Center, have been awarded grants for this purpose. Two other prisons, Western Missouri Correctional Center and Northeast Correctional Center, applied for grants to obtain this technology with one being granted to Northeast Correctional Center.

In-vessel composting holds the promise of significant cost reductions in waste hauling for the state's schools, hospitals, prisons, or any other facility where large amounts of organic waste are produced.

E.) Department of Corrections (DOC): Western Missouri Correctional Center (W.M.C.C.) – W.M.C.C. established its Recycling Program in June 2000. Though starting small, this program has continually increased in size and currently recycles: cardboard, paper, pallets, wood, aluminum, steel, copper, brass, tin, plastic, textiles and has started on composting. Despite this success, W.M.C.C. continues to look for ways to expand. During its first three years of operation, W.M.C.C.'s Recycling Program diverted more than 1,600,000 pounds (800 tons) of refuse from the waste stream and has saved the State of Missouri approximately \$300,000.

F.) Department of Corrections (DOC): South Central Correctional Center (S.C.C.C.) - S.C.C.C. started its recycling program in June of 2000 with a cardboard baler. They began baling cardboard, tin, paper, and plastics in an effort to divert the amount of refuse going to the landfills. In March of 2001, they expanded the program to include food residuals composting with the help of the Department of Natural Resources. In July of 2001, S.C.C.C. began a partnering contract with the City of Licking and began collecting recyclable items from the city. They have also partnered with the City of Licking and the City of Houston schools to provide recycling. South Central Correctional Center recently

received a grant from the Department of Natural Resources to purchase an in-vessel composter to compost food residuals. S.C.C.C.'s recycling program diverts 577,000 pounds of refuse a year from the waste stream. This program is self-sufficient and saves the institution approximately \$50,000 in waste hauling costs.

IV. How to Get Started (“Fast Track” to Getting Started)

When developing any program, the first steps are always the hardest. We know recycling is the “right thing to do” and we know we can use the extra funds in making our working place cleaner while setting a good example for the public. So where do we start?

START SIMPLE!

The first thing to do is to simply look around. Are the trash cans routinely filled with aluminum cans? Does your office discard heavy volumes of white paper? Does the communal coffee pot area use Styrofoam cups instead of rewashable mugs?

Waste Stream Audit

Your initial awareness in “looking around” is the first step in starting a waste stream audit. Now it’s time to get your hands dirty and expand your vision. What exactly does go into trash? Believe it or not, virtually everything thrown away can be recycled. Not that it makes sense or is even possible to recycle everything but most people are surprised to learn the wide variety of waste that can be recycled.

Make a list of all the items you can discard. Don’t overlook the things that are discarded only occasionally, like printer cartridges or typewriter ribbons.

Making the Cut

It probably doesn’t make sense to bag and recycle everything on your list. You may not have a local buyer for some products and others may require a year of storage to have enough material for a purchaser to want.

Solid Waste Division

After completing your waste audit and with an idea of what is discarded and in what quantities, it’s a good idea to meet with your local solid waste planner. The planner should be aware of local markets and can provide sound advice in developing your recycling program. Working with the planner, you can decide what can realistically be recycled, how it should be stored, and if there are grants or other resources to help you. A section that follows in this plan provides links to contacts regarding recycling, a detailed flowchart of a typical recycling program, information regarding grants and much more.

How many people does it take to implement a recycling program?

Truly, a recycling program all begins with the ideology that “I” can do something about all the refuse going to the landfills. Getting started on the right track is the most important aspect of recycling. Recycling to save our nations’ resources is the responsibility of every

individual and the possibility that everyone will recycle increases when they can see the results of their efforts. Getting started has often begun by current recyclers' placement of awareness posters, office memos, reminders, and the efforts of one or two individuals that want to start a recycle program.

This plan serves as a starting point and a guide to begin to put the pieces together for facilities wanting to begin or enhance recycling efforts no matter what department. This plan was produced by a multi-agency team with participation from the following departments: Department of Corrections, Department of Mental Health, Department of Natural Resources, Department of Elementary & Secondary Education and Department of Social Services. It has been reinforced over and over by recycling success stories from all departments that it does start with only one or two people rather than an army of people at one particular site. The encouraging news is that an army already exists of those devoted to recycling and improving the environment, to which this plan will help you link.

Departments/agencies are not to be *lone rangers* in their recycling efforts. Revised Statute of Missouri 34.032.5 (which is provided on page 24) mandates that each department and state agency develop and implement, in cooperation of the Office of Administration, a policy for recycling and waste reduction. It further states, "Recycling programs for agency offices located outside of the city of Jefferson may be coordinated through the office of administration or operated locally provided that the office of administration reviews and approves such programs." These statutes are evidence that one or two persons at a site whom may begin recycling are not alone. This plan and the information located within will help a site "fast track" to getting started with recycling.

What to do when you can't get anyone's attention?

Let's face it. Some agencies or facilities may not have yet reached an awareness or readiness to take on recycling. In such cases, it is often possible to create a program based on the efforts of volunteers. If so done, the process for recycling is the same – start simple. An easy place to start is with the most common opportunities: paper, aluminum cans and plastic bottles. A simple recycling program process could like this:

- A. Get permission to start a volunteer-based program.
- B. If the potential for earnings exists, determine how the funds will be used – expanding recycling efforts, employer benefits, charitable donation.
- C. Collect some boxes, stick some labels on them and distribute them to key collection points.
- D. Identify an outlet for your collected materials. Contact that outlet and make arrangements for pickup or delivery by volunteers.
- E. Publicize your efforts and program, what's collected, benefits, etc., so others know what you are up to.
- F. Be persistent and patient: affecting the awareness of others about the benefits of recycling takes time.

V. Flowchart for a Recycling Program

PLACEHOLDER FOR PAGE 7...

A.) Description of Each Box in the Flowchart

- 1. Waste Stream Exists:** The starting point for any recycling program is the existence of a waste stream.
- 2. Identify what is in Waste “Stream” and volume of each:** List each waste and the volume of each waste on a data sheet. The Department of Natural Resources (DNR) and recycling programs that currently exist have versions of a data sheet that can be used, or this can be a self-made data sheet.
 - 2a. Examples of Waste:** Some examples of waste that may exist in your site’s waste stream are petroleum products, grease, paper, wood, textiles, yard waste, metal, aluminum, old shoes, diapers, food waste, plastic, used oil, tin/steel cans and glass.
- 3. Is there an outlet for material to be recycled or can you do an on-site recycling program?** For each item identified in the waste stream, ask this question. Record any items that can be recycled. Even if a vendor for an item cannot be found, there may be a use for the material on-site such as using scrap wood for Restorative Justice projects in the prison system. Therefore, it is important to also ask whether you can re-use items on-site, even if they cannot be recycled to a vendor.
 - 3a. Where to Find Outlets:** Local Recycling Centers exist in many communities. DNR has divided the state up by Solid Waste Management Districts, which can help a site locate vendors for recyclable materials. You may also approach local communities nearest to metropolitan areas, specifically their city trash and hauling experts for ideas. Check to see if an OA (Office of Administration) contract exists in your area for recycling items as well.
- 4. Is there an alternative product that can be bought and recycled?** Before ruling out all items in a waste stream as being not recyclable, consider what alternative products might be available for use that could be recycled. For example, if your site is not using cups or similar products that can be recycled, you may consider ordering a different brand of the product that can be recycled.
- 5. Don’t recycle. If for questions 3 and 4 above, the answers were NO** (i.e., no materials could be recycled on-site or by vendors and alternative products could not be bought for recycling), then you are not able to establish a recycling program at this time.
- 6. Generate lists of all items site has to recycle and evaluate cost and available resources of each:** This is the point information is gathered regarding each item in the waste stream that can be recycled. Archiving this information may be useful, as an item may be chosen to be recycled at a later time even if not chosen now. See items 6a and 6b for more details explaining cost and available resources.

- 6a. Cost includes:** Labor, storage, processing, supplies, transportation, security concerns, and required equipment. Although the cost to recycle is considered here, items should not be eliminated from consideration until the available resources are considered. It may be that, through available resources, the cost no longer becomes a concern.
- 6b. Available Resources:** Grants, capital improvement budget requests, vendor support, other outside support services, Missouri inter-Agency Recycling Committee (MIRC), partnership opportunities, etc.
- 7. Choose waste to recycle:** At this point, you should have enough information to decide which items you will recycle. Now, it is time to determine how they will be recycled. Don't forget that some of this may already be decided, as a vendor for recycled material may work in concert with a site to help determine the "how-to's" to recycling the material.
- 8. Identify Collection Points:** Internally, collection points need to be determined.
- 8a. Collection Points:** Examples given in the flowchart are near soda/snack machines, break rooms, and common areas.
- 9. Determine containers to put recyclables in:** These could be provided by a vendor or other sources for startup funding such as MIRC (Missouri Interagency Recycling Committee).
- 10. Establish internal collection schedule:** See box 10a for explanation.
- 10a. Internal Collection: In order to get all cans in common place in facility.** This step involves determining the precise location of where containers will be for items, how and when the items in the containers will be collected, etc.
- 11. Process Items:** See box 11a for explanation.
- 11a. Sorting, Crushing, Bailing, Flattening, Shredding:** This step involves the process used for preparing items for a vendor. This process will vary based on the type of item being recycled. Vendor specifications may determine the process needed. Sites are encouraged to look into all options prior to a decision not to recycle based on not having enough manpower to process items. It may be that issues related to the manpower necessary to process items can be worked out through vendor negotiations, partnering or other avenues.
- 12. Store for Vendor Pickup:** Boxes 12a & 12b highlight two of the issues that need to be considered depending on how long recyclables are stored before a vendor picks the items up.
 - 12a. Frequency of recycling.**
 - 12b. Pest control issues.**

- 13. Take to a vendor:** Item 12 and 13 are either/or items. That is, your site may store the recyclables for the vendor to pick the items up, or your site may actually transport the recyclables to the vendor. One method may work better for one site, while the other method is best for another site.
- 14. Get money/realize savings:** Most often savings can be realized from recycling of materials, but actually making money from recycling is never a guarantee.
- 14a. Money has to go to state recycling account...(This is a revolving fund.) (See Statutes):** Missouri Revised Statutes Chapter 34 Section 34.031 and 34.032 are related to recycling. Sites should send their income realized from recycling to this revolving fund for the specific use of continued recycling. These statutes can be found in Appendix A of this plan.
- 15. Money goes to fundraiser group** (in one instance only): See box 15a for explanation. Or money goes to the account referred to in box 16.
- 15a. Only applies to aluminum cans and plastic bottles (items you buy personally vs. state purchased items):** Giving money to a fundraiser from the recycling of products is only possible if the product is a product purchased personally such as a soda to consume personally. No state purchased product can be recycled for personal gain. The money made off of recycling state purchased products should be maintained through the MIRC account, which is the state recycling account.
- 16. Money goes to recycling account (MIRC—see section on “Available Resources/Contacts,” the “State Recycling Program webpage” for explanation of MIRC):** This is the account referred to with step 14 and 14a.
- 17. Cost/Benefit Analysis:** See box 17a for explanation.
- 17a. Cost Benefit Analysis: Money – profit, savings, Environmental impact, loss of money – would partnership help, reduction in having expenses. “Public Relations is worth the price (i.e., offender jobs).** A site should conduct a cost benefit analysis to determine the worth of recycling. Although recycling is highly encouraged, it is understood that some sites may not have the resources or volume of waste to make recycling worthwhile. In that case, waste reduction techniques are encouraged.
- 18. Is this a good way to do business?** This is the ultimate question that each site will have to answer for themselves. If the answer is “YES,” then that leads the site back to step 2 (Identify what is in the waste “stream” and volume of each). If the answer is “NO,” it leads the site to:
- 19. Stop Recycling**

VI. Financial Aspects

A.) Does recycling save money?

Direct savings will come from your trash or waste removal bill. In most cases this has to do with the decrease in dumpsters that must be emptied into landfills. However, you will have to work with your local hauler to adjust your schedule or some other arrangement as necessary when dumpsters get full. In a few cases, agencies may be able to reduce staff costs required to empty trash.

Recycling may realize more savings than income. A benefit to the environment will always exist even if no income is realized from recycling. Saving money can be difficult if your agency is not located in an area served by recycling businesses. In these cases, a “volunteer run” program may be the only choice available to you. Volunteers may be willing to transport selected items such as plastic bottles to local or even somewhat more remote recycler. It is noted that if a “volunteer run” program is created then liability issues should be considered prior to operation by the department.

B.) How much money can be earned through recycling?

Earnings can vary widely depending on local availability of recyclers, transportation costs, your volume, other local volumes, and shifting market conditions. However, a key strategy is to combine your volume with others in your local area or community. Leveraging volume may affect your price per unit of volume and service levels. Service levels may include providing containers, pickup schedules, point of loading (loading dock or inside-bldg services) and others.

C.) What about developing a self-sufficient recycling program?

The key issue here is earnings. It is not common for recycling programs to be self-sufficient or self-funded. So, recycling programs lend themselves best to: 1) largely volunteer efforts organized by agency or facility leadership: 2) those agencies and facilities looking for expanded job opportunities for clients, students or offenders.

Another consideration is needed equipment. Some recyclers will offer containers, depending on the expected volume. In the following sections is information on grant opportunities that can help with purchasing equipment, i.e., containers and cardboard bailers.

D.) If my agency gets paid for recycling, how do we keep these earnings to invest in our program?

The Office of Administration has established a "revolving fund" in which an agency can deposit earnings for later spending to invest in its program. An agency or facility may request a sub-account to fund future needed acquisitions such equipment, recycling bins, printing, promotional items, conferences and training. Excess revenues over costs are

transferred to the Department of Social Services, Division of Family Services' Energy Assistance Program pursuant to RSMo 34.032. The Energy Assistance Program provides financial assistance to low-income Missourians for heating their homes during winter months. For more information contact the Mo. State Recycling Program at <http://www.oa.mo.gov/purch/recypro.html>.

VII. Resources

A.) Grants

- 1.) Solid Waste Management District Grants** – As stated on the Department of Natural Resources (DNR) webpage, “Solid Waste Management District Grants return a portion of the fees collected to fund local solid waste management plans. The districts distribute 40 percent of these grants to implement projects they have identified in their solid waste management plans. They use the remaining 60 percent to help fund local city and county waste management projects. Contact your local *district planner* (see Appendix B on page 26 & Attachment 1 on page 28) for more information about the availability of district grants.” A link to the list of district planners is provided in this plan in the VII. Resources section in a part titled “C. Available Resources/Contacts.”
- 2.) Waste Reduction and Recycling Targeted Projects** -- Each fiscal year’s application process for targeted financial assistance begins on approximately October 13 (such as was the case with fiscal year 2003 beginning Oct. 13,2003). Two application deadlines exist each fiscal year. You can use the following web link to obtain more specific information for this year’s grants available through the Department of Natural Resources: <http://www.dnr.mo.gov/alpd/swmp/financial/Swmpfund.htm> (see Appendix B on page 26 for contact information found at this web address). It is also noted that many departments, such as the Department of Corrections, have their own grant administration. In those cases, contact with your own department’s grant administrators may be the most appropriate first step to take in order to seek financial assistance through grants.

B.) Partnerships

Partnerships within local communities offer some exciting opportunities to share capabilities to expand recycling programs. This may include shared equipment, space, expertise, as well as the contribution of recyclable product volumes to increase savings and reduce cost. For example, a local school district, correctional center, and mental health building may combine their volume of recyclable cardboard. The correctional center operates a cardboard bailer in this situation and is able to store the bails until a full semi-trailer is available for sale. This much volume earns a substantially higher cost than a per dumpster load.

1. **Department of Social Services (DSS)** – Currently, DSS partners with the Office of Administration (OA) for recycling in several metropolitan areas and hopes to do the same with other departments throughout the state. A link to “Local DSS Offices” is provided at the bottom of the DSS website which can help a department determine if there are DSS sites to partner with in specific areas. The DSS website address is as follows: <http://www.dss.mo.gov> (or see Appendix B for contact information).

- 2.) **Department of Elementary & Secondary Education (DESE)** – DESE operates the Missouri School for the Blind located in St. Louis, and the Missouri School for the Deaf located in Fulton. The department also operates 36 State Schools for the Severely Handicapped, and 93 Sheltered Workshops, which are located throughout the State of Missouri. The Schools for the Severely Handicapped is a statewide public school system that serves Missouri’s severely handicapped students. The Sheltered Workshops came into existence approximately forty years ago with the passage of Senate Bill 52 in 1965. A Sheltered Workshop operation is like a light assembly or service shop, only these employees are adults whose physical or mental disabilities prevent them from competing for regular employment. These workshops provide people a chance to perform meaningful work and lead productive lives that may not otherwise have that opportunity.

DESE also operates the Division of Vocational Rehabilitation, which is a state/federal employment program designed to assist persons with physical or mental disabilities to choose, prepare for, and engage in gainful employment consistent with their interest and capabilities. Vocational Rehabilitation assists individuals with disabilities to maximize their employment, self-sufficiency and integration into society by providing individualized employment services. This program has 27 district offices throughout the state. The Division also operates the Disability Determinations Services (DSS) section to obtain necessary medical and vocational documentation in preparing a formal decision as to the applicant’s eligibility for disability benefits under the Social Security Program for both Title II (SSDI) and Title XVI (SSI). DDS is responsible for determining whether an individual is disabled and ensuring adequate evidence is available to support its determinations using the guidelines of the federal regulations. The Social Security Administration (SSA) has an agreement with the State Board of Education to make determinations of disability. Disability Determinations has six offices across the State.

The following links can help you locate the Vocational Rehabilitation/Disability Determinations offices, State School for the Severely Handicapped or Sheltered Workshops located in your area:

a.) <http://vr.dese.mo.gov/>

a.) <http://dese.mo.gov/divspeced/stateschools/stateschoolsmap.htm>

b.) <http://www.dese.mo.gov/divspeced/shelteredworkshops/PDF/ShelteredWorkMap.pdf>. (See Appendix B for general contact information for DESE.)

- 3.) **Department of Mental Health (DMH)** -- The Department of Mental Health operates a number of facilities ranging from regional centers for the Division of Mental Retardation and Developmental Disabilities to Drug and Alcohol Abuse treatment facilities. The following Internet link takes you to a list of these facilities: <http://www.dmh.missouri.gov/facilities.htm>. It is noted that these facilities are the state ran facilities, however, any number of privately run facilities exist throughout the state to serve mental health clients. However, this list of state run facilities can help other state agencies find facilities to partner with in their areas for the purpose of recycling. See Appendix B for how to contact DMH's Central Office.
- 4.) **Department of Natural Resources (MDNR)** – The Department of Natural Resources has offices throughout the entire state. In addition to the central office in Jefferson City, other locations include Missouri's state parks, historic sites, regional offices and satellite offices. The following links provide locations and contact information:
<http://www.dnr.mo.gov/contacts.htm>
<http://www.dnr.mo.gov/regions/regions.htm>
<http://www.mostateparks.com/directory.htm>
Many of the sites listed via the links provided on the previous page have already established recycling processes and programs. By partnering with other state agencies, there could be a greater opportunity to achieve greater results with more efficiency.
- 5.) **Department of Corrections (DOC)** – Missouri State Correctional Facilities can be located through the following web link:
<http://www.doc.missouri.gov/division/adult/docppmap.pdf>. Some of these institutions have already seen success with recycling programs established at their sites such as Western Missouri Correctional Center located in Cameron, Missouri; South Central Correctional Center in Licking, Missouri; Ozark Correctional Center in Fordland, Missouri and Algoa Correctional Center in Jefferson City, Missouri. It is the intention of the Department of Corrections to expand recycling efforts statewide. See Appendix B for how to contact DOC's Central Office.

C.) **Available Resources/Contacts**

- 1.) **State Recycling Program webpage** -- There is a list of resources on the State Recycling Program web page. Follow this link to find this list: <http://www.oa.mo.gov/purch/recycling/recyclecontacts.htm>. Also on this website are links to the Missouri Interagency Recycling Committee (MIRC). MIRC came into existence in 1994 due to Governor Carnahan. The committee is composed of representatives from each department who gather semi-annually to discuss issues with recycling, waste reduction and recycling market conditions among other topics. This committee also helps in the annual production of a report that summarizes and documents the accomplishments of recycling statewide.

2.) **Solid Waste Management District Planners** -- The Solid Waste Management Program of the Department of Natural Resources works hard to help all Missourians better manage their solid wastes to protect and enhance the public health and environment. The State of Missouri is divided up in Solid Waste Districts with a planner assigned to each district. Each planner provides administrative and technical support for his or her solid waste management district. The district planner is an important contact for information on: local solid waste services, including recycling and composting; planned activities, such as periodic collections for tires or household hazardous waste, new recycling services, special events; financial assistance; and opportunities for getting involved locally.

Use the following web address to locate the Solid Waste District Management Planner in your area: <http://www.dnr.mo.gov/alpd/swmp/swab/PLANLIST.pdf>(see Appendix B Attachment 1).

VIII. Outcome Measures

An annual MIRC (Missouri Interagency Recycling Committee) report offers a variety of information regarding recycling for the previous fiscal year to include; amount collected, dollars raised, types of items collected, etc. This report is a good example of recommended outcome measures for recycling programs. The potential for recycled products should be considered in addition to the amount collected of items, as a barometer for recycling programs. The possible savings realized through reduction in trash disposal cost or new recycling efforts can be a good determinant in measuring the investment into recycling.

IX. Waste Reduction Procedures

Waste reduction procedures can be a broad topic ranging from automobile pools to printing. To some people it means following the 3 R's Principle – Reduce, Reuse, Recycle which can then be perceived as being more important than recycling itself.

One specific area an agency might consider in order to reduce waste may involve ink-jet printers. Ink-jet (bubble jet) printers are very costly to operate compared to laser printers. Companies profit more from the supplies than from the hardware.

An example of ways to reduce waste on a more day-to-day basis would be to purchase printers that have the capability to duplex (double-sided copies), making the option to duplex the default for how to print documents.

Reducing the generation of waste requires new approaches by both manufacturers and consumers. Waste reduction by the manufacturer is also called source reduction since changes occur at the source of the product. This may involve changing a product design, making consumer goods repairable and more durable, or reducing the amount of packaging. One example is in the beverage industry. Today's plastics and aluminum beverage containers use a fraction of the raw materials to deliver the same amount of product than they

used to twenty years ago. This in turn reduces the amount of material that must be managed when the container is empty. Source reduction of waste reduces:

- Product production costs
- Public and private cost of waste management
- The rate of natural resources consumption

The consumer can also reduce the amount of waste generated by purchasing goods with less packaging, buying in bulk or using cloth shopping bags. In businesses and government offices, waste reduction practices include printing on both sides of the paper, routing publications instead of getting multiple subscriptions and using electronic messages (e-mail) instead of written memos.

Waste reduction can be measured by examining our waste generation rates. Factors that contribute to our generation rate include excessive packaging, the elimination of most refillable containers, tax incentives favoring virgin materials, a throwaway approach to goods consumption, and a scarcity of goods that can be repaired instead of having to be discarded. To reduce the amount of waste generated, programs must be developed and implemented that will cause changes in consumer habits and business practices. New products must be designed with consideration for their full life cycle, including their “end-of-life.”

It is difficult to quantify the amount of waste reduction being practiced today. There are programs implemented by the department and the solid waste management districts, which, if successful, do result in a reduction in the generation of waste. One particularly effective technique which increases waste reduction, as well as reuse, recycling and composting, is “unit-based pricing.” This technique, also called “pay-as-you-throw,” refers to a solid waste collection system that bases the collection fee on the amount of waste set out for disposal. Similar to traditional unit-based charges for utilities like water and electricity, each customer has an economic incentive to reduce their generation of waste or divert more materials to the recycling and compost bins. Unit-based pricing can reduce municipal solid waste disposal costs and greatly increase waste diversion rates.

X. Issues & Ideas to Overcome

A.) Creating Buy-In -- This is probably one of the most important aspects regarding any recycling program. If you don't have buy-in with Plan “A,” then you may want to generate a Plan “B” as a backup. Some facilities may need to start on a smaller scale than others when beginning or expanding recycling to their sites. However small or large of a scale your site's operation is, buy-in will be important as it will take more than one set of hands to make a recycling program successful. The State of Missouri's Recycling Coordinator suggests that creating buy-in has meant a lot of one on one interaction at all levels of an operation from the front lines to top-level management. This interaction from the start of a recycling program can ensure success in the long run.

As an example of this, aluminum cans are being collected in the Truman Building, where there is buy-in from the Facilities Management (which includes the dock crew to management), the cleaning contractor, MRS Recycling, and building tenants. This example shows the great number of players that can be affected by a recycling program.

- B.) Security** -- Security issues will vary from department to department. One issue related to security with the Department of Corrections is that the department must have a procedure for recycling that ensures the department knows what is in or not in the trash as well as recycling containers. Confidentiality may be another aspect of security where some departments are required to shred documents before placing paper products directly in recycling containers. It is encouraged that departments and specific facilities do not rule out the possibility for recycling, due to the existence of security problems. Four Missouri correctional facilities are already finding success with recycling despite security concerns. The list of department facilities that are recycling today includes facilities that have confidentiality requirements. Though specific solutions to these problems will vary based on the recycling vendor's participation in solutions to these concerns and a range of varying options available to each site, it can be said that facilities are already overcoming this concern as a whole.
- C.) Labor** -- This issue can be similar to the issue of creating buy-in from the people a facility needs to carry out the recycling efforts. Labor may also be a concern to some facilities where there would not be enough people to actually carry out the necessary steps involved in recycling even if support for the program existed. Some information has been included in this plan that may help facilitate partnerships which allow facilities an opportunity to benefit from recycling that wouldn't have had that opportunity due to lack of staff.
- D.) Equipment and Space** -- Every building and/or location for recycling will be different. A pre-evaluation such as suggested by the flowchart provided on page 7 where a site's waste stream and volume of each waste is identified can be key in determining space and equipment needs. Facilities have overcome this need in a variety of ways. Grants, the State Recycling Program and related revolving fund, and partnerships with other facilities in other departments can all be means to addressing equipment and space needs.
- E.) Marketing** -- Informing employees and the local community as to what is available to be recycled is very important. If the employees who are integral to the recycling efforts don't know what to recycle, efforts may fail. Vendors for the recycling materials also must know, in order to seek their involvement in the process. It may be that more doors are able to open than a facility realizes through the community, so marketing a site's "waste stream" will benefit the site, whether realized immediately or in the future.
- F.) How to Make Partnerships Work** -- Partnerships work best when they are built on trust. How is trust built? Trust is built on truth, backing up words with action, focusing on a common goal, if I create a mess—I clean it up, etc.

G.) No Income Realized -- There is no guarantee any income will be realized from recycling efforts. Very likely the benefit from recycling will be a cost savings in trash hauling expenses and the amount of trash actually generated by a site rather than an actual income being realized from recycling. In some cases, it may not even yield a substantial trash reduction. It may require a certain volume of waste before a cost savings occurs. Some contracts exist between more than one department for a certain product in order to produce a volume of interest to vendors. Paper is a good example of this. Again, it is highly encouraged that recycling not be ruled out just because income is not realized. A cost savings in the type of economical environment that exists today can be worth as much as income being realized. For the case of sites that do not have enough volume of a product on their own, it may also be worth it to them to partnership with another site so at least some savings can be realized rather than none—as the saying goes, some is better than none.

XI. Conclusion

In conclusion, through recycling, state agencies can specifically reduce the cost associated with refuse disposal and, at the same time, help protect the environment of the state. The intention of this plan is that it will provide the means to getting started with a recycling program. It is estimated that if other state agencies join all 23 Missouri State Correctional Centers in recycling that over \$1 million can be saved for the state in the first year of the recycling programs existence.

XII. APPENDIX A: STATUTES

MISSOURI REVISED STATUTES CHAPTER 34
STATE PURCHASING AND PRINTING: SECTION 34.031
[HTTP://WWW.MOGA.STATE.MO.US/STATUTES/C000-099/0340000031.HTM](http://www.moga.state.mo.us/statutes/C000-099/0340000031.HTM)

AUGUST 28, 2003

Recycled products, preference for products made from solid waste --elimination of purchase of products made from polystyrene foam --commissioner of administration, duties--report.

34.031. 1. The commissioner of administration, in consultation with the environmental improvement and energy resources authority of the department of natural resources, shall give full consideration to the purchase of products made from materials recovered from solid waste and to the reduction and ultimate elimination of purchases of products manufactured in whole or in part of thermoformed or other extruded polystyrene foam manufactured using any fully halogenated chlorofluorocarbon (CFC). Products that utilize recovered materials of a price and quality comparable to products made from virgin materials shall be sought and purchased, with particular emphasis on recycled oil, retread tires, compost materials and recycled paper products. The commissioner shall exercise a preference for such products if their use is technically feasible and, where a bid is required, their price is equal to, or less than, the price of items, which are manufactured or produced from virgin materials. Products that would be inferior, violate safety standards or violate product warranties if the provisions of this section are followed may be excluded from the provisions of this section.

2. The commissioner of administration shall:

- (1) Review the procurement specifications in order to eliminate discrimination against the procurement of recycled products;
- (2) Review and modify the contract specifications for paper products and increase the minimum required percentage of recycled paper in each product as follows:
 - (a) Forty percent recovered materials for newsprint;
 - (b) Eighty percent recovered materials for paperboard;
 - (c) Fifty percent waste paper in high grade printing and writing paper;
 - (d) Five to forty percent in tissue products;
- (3) Support federal incentives and policy guidelines designed to promote these goals;
- (4) Develop and implement a cooperative procurement policy to facilitate bulk order purchases and to increase availability of recycled products. The policy shall be distributed to all state agencies and shall be made available to political subdivisions of the state;
- (5) Conduct a survey using existing staff of those items customarily required by the state that are manufactured in whole or part from polystyrene plastic, and report its findings, together with an analysis of environmentally acceptable alternatives thereto, prepared in collaboration with the department of natural resources, to the general assembly and every state agency within six months of August 28, 1995.

3. Notwithstanding the provisions of this section, no state agency may purchase any food or beverage containers or wrapping manufactured from any polystyrene foam manufactured using any fully halogenated chlorofluorocarbon (CFC) found by the United States Environmental Protection Agency (EPA) to be an ozone-depleting chemical.

4. No state agency may purchase any items made in whole or part of thermoformed or other extruded polystyrene foam manufactured using any fully halogenated chlorofluorocarbon (CFC) found by the United States Environmental Protection Agency (EPA) to be an ozone-depleting chemical without approval from the commissioner of administration. Approval shall not be granted unless the purchasing agency demonstrates to the satisfaction of the director of the department of natural resources and the commissioner that there is no environmentally more acceptable alternatives or the quality of such alternatives is not adequate for the purpose intended.

5. For each paper product type and corresponding recycled paper content standard pursuant to subdivision (2) of subsection 2 of this section, attainment goals for the percentage of paper products to be purchased that utilize post-consumer recovered materials shall be:

- (1) Ten percent in 1991 and 1992;
- (2) Twenty-five percent in 1993 and 1994;
- (3) Forty percent in 1995; and
- (4) Sixty percent by 2000.

6. In the review of capital improvement projects for buildings and facilities of state government, the commissioner of administration shall direct the division of design and construction to give full consideration to alternatives which use solid waste, as defined in section 260.200, RSMo, as a fuel for energy production or which use products composed of materials recovered from solid waste.

7. The commissioner of administration, in consultation with the environmental improvement and energy resources authority of the department of natural resources, shall prepare and provide by January first of each year an annual report summarizing past activities and accomplishments of the program and proposed goals of the program including projections for each affected agency. The report shall also include a list of products utilizing recovered materials that could substitute for products currently purchased and a schedule of amounts purchased of products utilizing recovered materials compared to purchases of similar products utilizing virgin materials for the period covered by the annual report.

8. The office of administration, department of natural resources and department of economic development shall cooperate jointly and share to the greatest extent possible, information and other resources to promote:

- (1) Producers or potential producers of secondary material goods to expand or develop their product lines;
- (2) Increased demand for secondary materials recovered in Missouri; and
- (3) Increased demand by state government for products which contain secondary materials recovered in Missouri.

9. The commissioner of administration may increase minimum recycled content percentages for paper products, minimum recycled content percentages for other recycled products and establish minimum post-consumer content as such products become available. The preference provided in subsection 1 of this section shall apply to the minimum standards established by the commissioner.

(L. 1986 S.B. 475, A.L. 1989 H.B. 438, et al., A.L. 1990 S.B. 530, A.L. 1995 H.B. 562)

MISSOURI REVISED STATUTES CHAPTER 34
STATE PURCHASING AND PRINTING: SECTION 34.032
HTTP://WWW.MOGA.STATE.MO.US/STATUTES/C000-099/0340000032.HTM

AUGUST 28, 2003

**Recycled paper to be used, when--recyclable products to be collected by all state agencies--
sale proceeds to fund utilicare.**

34.032. 1. The provisions of section 34.040 to the contrary notwithstanding, each department and agency of the state government, including the general assembly, shall purchase, in the manner provided by law, and use recycled paper when recycled paper can be obtained that is comparable to the quality presently used by the department or agency and if the price is competitive. For the purposes of this section, "competitive" means a price within ten percent of the price of items which are manufactured or produced from virgin materials. Attainment goals for the percentage of paper products to be purchased that utilize post-consumer recovered materials shall be:

- (1) Ten percent in 1991 and 1992;
- (2) Twenty-five percent in 1993 and 1994;
- (3) Forty percent in 1995; and
- (4) Sixty percent by 2000.

2. Each department and agency of state government shall also purchase a minimum of fifteen percent recycled motor oil for use in motor vehicles.

3. Each department and agency of state government shall cause to be recycled:

- (1) A minimum of twenty-five percent of paper products used or fifty percent of the paper disposed of, whichever is greater;
- (2) Seventy-five percent of all used motor oil.

4. Each department and state agency shall, to the maximum extent practicable, separate plastics, paper, metals and other recyclable items by July 1, 1990.

5. By January 1, 1990, each department and state agency shall develop, in cooperation with the office of administration, and implement a policy for recycling and waste reduction. Each department and agency shall collect and recycle waste paper and empty aluminum beverage containers generated by employee activity. The office of the governor and the general assembly shall implement a policy for recycling and waste reduction and shall collect and recycle waste paper and aluminum beverage containers generated within its facilities. Recycling programs for agency offices located outside of the city of Jefferson may be coordinated through the office of administration or operated locally provided that the office of administration reviews and approves such programs. Proceeds from the sale of recycled materials may be used to offset costs of the recycling program. Any moneys found by the office of administration to be in excess of costs incurred shall be transferred to the department of social services to be used by the heating assistance program pursuant to sections 660.100 to 660.135, RSMo.

6. The department of higher education, in cooperation with the office of administration and state colleges and universities, shall develop and distribute guidelines for waste reduction and the collection of recyclable materials generated in classrooms, administrative offices, dormitories, cafeterias and similar campus locations.

7. Bid specifications for solid waste management services issued by any department or agency of state government shall be designed to meet the objectives of sections 260.255 to 260.325, RSMo, encourage small businesses to engage and compete in the delivery of waste management services

and to minimize the long run cost of managing solid waste. Bid specifications shall enumerate the minimum components and minimum quantities of waste products which shall be recycled by the successful bidder. Bids for solid waste management services to state departments and agencies located within the seat of government shall be issued in units in order to maximize opportunities for small business to provide solid waste management services to the state. Each department and agency shall designate one person in an existing position to serve as a solid waste management coordinator to ensure that the agency and the office of administration cooperate to meet the requirements of this section.

(L. 1973 H.B. 384 § 1, A.L. 1989 H.B. 438, et al.)

XIII. Appendix B: Websites and Related Information

NOTE: This appendix was created in order to assist those who do not have access to the Internet. If access is available to the web, much more information will be found by following the various web links found throughout this plan.

- **Mo. State Recycling Program contact information:**
<http://www.oa.mo.gov/purch/recypro.html>

As of March 2004:

**Rob Didriksen, State Recycling Coordinator
PH: 573.751.3384 FAX: 573.526.3576
E-Mail: recycling@oa.mo.gov**

- **Local Solid Waste Management District Planner List:**
<http://www.dnr.mo.gov/alpd/swmp/swmd/planners.htm> (see Attachment A for a list that is dates February 3, 2004)
- **Waste Reduction and Recycling Targeted Projects:**
<http://www.dnr.mo.gov/alpd/swmp/financial/Swmpfund.htm>
 - **Missouri Market Development Fund**
The Missouri Market Development Fund is used to develop markets for recovered materials. The Solid Waste Management Program (SWMP), the Environmental Improvement and Energy Resources Authority (EIERA), and the Department of Economic Development work together to develop these markets. You can get more information by calling EIERA at (573) 526-5555.
 - **Financial Assistance**
A hard copy of the 2004 Application & Guidance Document may be obtained by calling the Solid Waste Management Program, Financial Assistance Unit, at (573) 751-5401, or can be downloaded as an electronic file from the Web page listed above.
- **Department of Social Services (DSS): Office of the Director**

Broadway State Office Building
P.O. Box 1527
Jefferson City, MO 65102-1527
Telephone: (573) 751-4815
Fax: (573) 751-3203
TTD: 1-800-735-2966
TTD Voice: 1-800-735-2466

➤ **Department of Elementary & Secondary Education (DESE):**

Main Offices

Missouri Department of Elementary and Secondary Education
PO Box 480
Jefferson City, MO 65102
Phone: 573-751-4212, Fax: 573-751-8613
Office Hours: 8 a.m. - 4:30 p.m. M-F

The main offices of DESE are housed in the Jefferson State Office Building, one block east of the Capitol, in downtown Jefferson City. The street address is 205 Jefferson Street, Jefferson City, MO 65101.

The **Division of Vocational Rehabilitation** is part of the Department of Elementary and Secondary Education. The central offices of Vocational Rehabilitation and the Disability Determinations program are located at:

Division of Vocational Rehabilitation

3024 Dupont Circle
Jefferson City, MO 65109-0525
Phone: 573-751-3251
Fax: 573-751-1441
TTY: 573-751-0881

➤ **Department of Mental Health (DMH): Central Office - Jefferson City**

P.O. Box 1706
Jefferson City, MO 65102
PHONE: 1-800-364-9687
TTY: 573-526-1201
FAX: 573-751-8224

➤ **Department of Natural Resources (MDNR)**

Department Information Officer: Director's Office, Connie Patterson, (573) 751-1010
Division of Administrative Support, 1-800-361-4827
Air and Land Protection Division, 1-800-361-4827
Geological Survey and Resource Assessment, 1-800-361-4827
Outreach and Assistance Center, 1-800-361-4827
Division of State Parks, 1-800-334-6946
Water Protection and Soil Conservation Division, 1-800-361-4827

➤ **Department of Corrections (DOC): Office of the Director**

P.O. Box 236
Jefferson City, MO 65102
(573) 751-2389
TTD (573) 751-5984
FAX (573) 751-4099

A.) Attachment 1

SOLID WASTE MANAGEMENT DISTRICT PLANNERS

REGION A - Northwest Missouri SWMD

Ms. Jackie Wilson
Northwest MO Regional Council of Governments
114 W. Third
Maryville, MO 64468
660-582-5121 FAX 660-582-7264

REGION B - North Missouri SWMD

Mr. Randy Railsback
North Missouri SWMD
1104 Main Street, P.O. Box 28
Trenton, MO 64683
660-359-5086 FAX 660-359-3096

REGION C - Northeast Missouri SWMD

Mr. David Shoush
Northeast MO Regional Planning Commission
26 E. Jefferson, P.O. Box 248
Memphis, MO 63555
660-465-7281 FAX 660-465-7163

REGION D - Region D Recycling & Waste Mgt. Dist.

Ms. Brenda Kennedy
P.O. Box 139, 114 Main
Clarksdale, MO 64430
816-393-5250 FAX 816-393-5269

REGION E - Mid-America Reg. Council SWMD

Ms. Lisa Danbury
Mid-America Regional Council SWMD
600 Broadway, Suite 300
Kansas City, MO 64105
816-474-4240 FAX 816-421-7758

REGION F - West Central Missouri SWMD

Mr. Scott Paterson
Prairie Rose Resource Conservation & Development
106 N.E. 2nd St., P.O. Box 59
Concordia, MO 64020
660-463-1000 FAX 660-463-1001

REGION G - Mark Twain SWMD

Mr. Drexel Rothweiler
Mark Twain SWMD
P.O. Box 1113
Hannibal, MO 63401
573-221-5912 FAX 573-221-5915

REGION H - Mid-Missouri SWMD

Mr. Matt Harline
Mid-Missouri SWMD
P.O. Box 6015
Columbia, MO 65205
573-874-7574 FAX 573-874-7526

REGION I - East Central SWMD

Ms. Michelle Scola
Boonslick Regional Planning Commission
P.O. Box 429
Warrenton, MO 63383
636-456-3473 FAX 636-456-2329

REGION J - Quad-Lakes SWMD

Mr. Stanley "Bud" Hayes
Kaysinger Basin Regional Planning Commission
908 N. Second Street
Clinton, MO 64735
660-885-3393 FAX 660-885-4166

REGION K - Ozark Rivers SWMD

Ms. Tammy Snodgrass
Meramec Regional Planning Commission
#4 Industrial Drive
St. James, MO 65559
573-265-2993 FAX 573-265-3550

REGION L - St. Louis-Jefferson SWMD

Mr. David Berger
St. Louis-Jefferson SWMD
7525 Sussex Avenue
St. Louis, MO 63143
314-645-6753 FAX 314-645-6504

REGION M - Region M SWMD

Ms. Misty Moser
Harry S. Truman Coordinating Council
P.O. Box 388, 24943 DeMott
Webb City, MO 64870
417-782-3515 FAX 417-782-2043

REGION N - Southwest Missouri SWMD

Mr. Sae Tuia
Southwest Missouri SWMD
P.O. Box 27
Monett, MO 65708
417-236-9012 FAX 417-236-9031

REGION O - Solid Waste District "O"

Mr. Bob Hamilton
Solid Waste District "O"
940 Boonville Avenue, 3rd Floor
Springfield, MO 65802
417-859-5786 FAX 417-868-4175

REGION P - South Central SWMD

Ms. Lynda Roehl
South Central SWMD
5436 Highway 17
Eunice, MO 65468
417-932-5345 FAX 417-932-5345

REGION Q - Ozark Foothills Regional SWMD

Mr. Greg Batson
Ozark Foothills Regional Planning Commission
3019 Fair St.
Poplar Bluff, MO 63901
573-785-6402 FAX 573-686-5467

REGION R - Southeast Missouri SWMD

Joan Carlton
Southeast MO Regional Planning Commission
P.O. Box 366, I West St. Joseph St.
Perryville, MO 63775
573-547-8357 FAX 573-547-7283

REGION S - Bootheel SWMD

Mr. David Dirks
Bootheel Regional Planning Commission
P.O. Box 397
Malden, MO 63863
573-276-2242 FAX 573-276-6034

REGION T - Lake of the Ozarks SWMD

Mr. Jim Dickerson
Lake of the Ozarks Council of Local Governments
P.O. Box 786
Camdenton, MO 65020
573-346-5616 FAX 573-346-2007

February 3, 2004

V. Flowchart for a Recycling Program

The flowchart that follows represents the typical recycling process no matter what material is being recycled. On pages 8-10, you can find a description of each box in this flowchart.

