


Carpet America Recovery Effort

“A Historical Retrospective”

C.A.R.E. Annual Conference
Charleston, SC - May 8, 2007
Werner Braun

A stylized graphic of a mountain range in shades of blue and green, located in the bottom right corner of the slide.

A Historical Perspective

- ◆ “National Memorandum of Understanding for Carpet Stewardship represents a step forward for product stewardship in the United States...”



A Historical Perspective

- ◆ Post-consumer carpet as a problem [vulnerability] and opportunity



A Historical Perspective

- ◆ Challenge: how will it be done without creating “economic islands”



A Historical Perspective

- ◆ Negotiated outcomes and collaboration
- ◆ CRI message platform

A Historical Perspective

- ◆ 1999: 1.5B square yards to landfill
- ◆ 1% by weight or 2% by volume
- ◆ Early questions: Why us?

A Historical Perspective

- ◆ One perspective:
 - Bulky & difficult to handle
 - High BTU value, but “difficult to burn”
 - Carpet industry “poised”
- ◆ CRI: carpet for a better environment
- ◆ EPA “focused on voluntary industry effort”
- ◆ States “wanted guaranteed solutions”

A Historical Perspective

- ◆ Significant turning point:
 - States sought corporate representation rather than trade associations
 - CRI not a typical trade association
 - Howard Elder -> CRI
 - ◆ Great track record, but...
 - ◆ Where's the vision

A Historical Perspective

- ◆ From the outset, it did not play well “at home”
 - Why us?
 - Creates economic barrier.
 - We’ll handle!
 - Won’t throw money at this!
- ◆ “If this is going to work, it needs to be economically viable!”

A Historical Perspective

- ◆ Break through:
 - Economically viable & sustainable system
 - Traditional recycle model won't get us there.



A Historical Perspective

- ◆ Cost Internalization Model:

Agreed, BUT parties had different foci:

- ◆ States' Focus: industry pays

- ◆ Industry's Focus: industry determines how to manage the system

- ◆ CRI BOD Support with Skepticism:

- ◆ Goal: development economically self-sustaining system.

A Historical Perspective

- ◆ Negotiated Outcomes:
 - CRI focus:
 - ◆ Value Pyramid
 - ◆ Need for WTE and Cement Kiln early on
 - ◆ Eliminate incineration without energy recovery!
 - 40% by 2012
 - ◆ Lot's of discussion "back home"
 - Interim Goals
 - ◆ Lot's of discussion "back home"

A Historical Perspective

- ◆ C.A.R.E.

- Goal: “...to build a new industry.”

A Historical Perspective

- ◆ Lessons CRI Learned:
 - State Partnerships are Essential
 - Need Measurable Goals
 - Industry Must Lead
 - Listen and Negotiate in Good Faith!

A Historical Perspective

Thank you all
for embarking on this journey
with us!

