A Decade of new OPPORTUNITIES

Developing market-based solutions for the recycling and reuse of post-consumer carpet

ANNUAL REPORT 2009
MISSION STATEMENT
The mission of CARE is to facilitate the carpet industry-led initiative to find market-driven solutions to the diversion of post-consumer carpet from landfills, to meet the time sensitive goals of the Memorandum of Understanding (MOU) for Carpet Stewardship.

VISION
To bring value to the emerging post-consumer carpet recycling industry through reuse, recycling into carpet and non-carpet products, and other diversion technologies

CORE VALUES
• Facilitate Market Driven Solutions
• Conserve resources
• Foster entrepreneurship
• Prioritize opportunities in accordance with the value pyramid
• Maintain an open process
• Establish and foster a collaborative environment
• Insure multi-stakeholder involvement
• Operate with the highest integrity
CARPET AMERICA RECOVERY EFFORT

Developing market-based solutions for the recycling and reuse of post-consumer carpet

CARE 2010 LEADERS

Sustainability Leaders

Beaulieu of America

The Mohawk Group greenworks

Shaw N6 Evergreen Nylon Recycling

Interface FLOR® Commercial

J&J / INVISION

Green

Kruse Carpet Recycling

Friend of CARE

EarthSmart™ by Universal Fibers
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CARE Partners
2E Reclamation Solutions
Applied Thermoplastic Resource
AQUAFIL USA
Atlas Carpet Mills
Beaulieu Commercial
Bentley Prince Street
Blue Ridge Industries
Carpet & Rug Institute
CarpetCycle LLC
Consolidated Carpet
Dalton-Whitfield SWMA
Dynamic Commercial Flooring Systems, Inc.
ERCS
Exhibitors Carpet Service
Goodwill of Silicon Valley
Grand Central Flooring
Granutech Saturn Systems
Hilton Hotels Corporation
Interface
INVISTA
J & J Industries Inc.
J-G Carpet & Drapery Co., Inc.
Kruse Carpet Recycling
Kruse Carpet Recycling
Leigh Fibers Inc.
Lippert Tile Company, Inc.
LVR Carpet Center Inc.
Mannington Commercial
Material Innovations
Milliken Floor Covering
Modular Carpet Recycling
Northeast Recycling Council
NSF International
Nycon
POLAR MATERIALS
Polymer Center of Excellence
Polyturf, Inc.
Progressive Flooring Services, Inc.
PYROFLEX, LLC
Ravago Manufacturing Americas
Roya Manufacturing & Supply
Canada Inc.
ServiceMaster by Ameristeam
Shaw Industries
Smurfit-Stone Recycling
SquareCARE
Starnet Worldwide
Synergy Holdings, Inc.

Textile Rubber & Chemical Co., Inc.
The Works Floor & Wall
Universal Fibers Inc.
Universal Flooring Systems, Inc.
UNTHA America
Vcoplan, LLC
W. C. Carpenter
WNY Professional Floors, Inc.
Michigan Tile & Carpet

Starnet Worldwide Commercial Flooring Partnership
Aligned Dealer Members
AIC Contracting Inc.
A & E Flooring
Allegheny Contract Flooring
Allegheny Contract Flooring
Architectural Flooring Resource
Architectural Floors, Inc.
B. T. Mancini Co., Inc.
Baer’s Rug & Linoleum Co., Inc.
Burton Floor Covering, Inc.
CB Flooring, LLC
Century Floor Space
Certified Floorcovering Services
CFI Flooring Systems
CI Select Flooring Solutions
Commercial Flooring Company
Commercial Flooring Concepts
Commercial Flooring Services
Commercial Flooring Systems
Consolidated Flooring Service
Cornerstone Commercial Flooring
Corporate Floors, Inc.
Covington Flooring Company, Inc.
Craft Groswell
DFS Flooring
Dixie Contract Carpet
Duffy & Lee
Facility Services Group, Inc.
Floor Solutions LLC
Floorcovering Consultants Group
Floorcraft Floor Covering
Flooring Associates
Flooring Gallery (SSC)
Floors & More, Inc.
Franklin Floors
Fraser/Gold Carpet
G & W Commercial Flooring

Great Floors, LLC
Heritage Contract Flooring
Hoem & Associates
House of Color, Inc.
Intertech Flooring (W.E. Imhoff)
J&J Interiors, Inc.
Johnson Floor Company
KBM Commercial Floor Coverings
KV Flooring
Lane’s Floor Coverings & Interiors
Legacy Commercial Flooring
Lippert Tile Company, Inc.
LVR Carpet Center
M&M Floor Covering, Inc.
Majestic Floors
Malvern Contract Interiors, Ltd.
Marathon Commercial Flooring
Merrimac Tile
Metropolitan Contract Carpets
Midwest Floor Covering, Inc.
New England Floor Covering
Paul G. White Tile Company, Inc.
PCI FlorTech, Inc.
Philbin Brothers
Pierce Flooring & Design
Prestige Floors
R.D. Weis Companies
RCC Flooring, LLC
ReSource Colorado
Rubenstein’s Contract Carpets LLC
Ruggieri Flooring
RWA Flooring Solutions LLC
Sands Commercial Floor Coverings
Schumacher Tile & Stone
Sergenian’s Floor Coverings
Southeastern Commercial Flooring
Star Lumber & Supply Co., Inc.
Strahm
Sun Interiors, Inc.
Texan Floor Service
The Floor Show
Tony Prince Company, Inc.
Tri-State Carpet, Inc.
Universal Flooring Systems
Vector Concepts
Vector Concepts
Vortex Commercial Flooring
Walker’s Carpets & Interiors
Wall 2 Wall Floorcoverings
Workplace Services, Inc.
ReSource Commercial Flooring
Network Aligned Dealer Members

Allied Floor Services, Inc.
Atkinson Carpet Installation Co.,
Brock Contract Services, Inc.
Brock Contract Services, Inc. - Col
Business Flooring Specialists, L.P.
Carpet Decorators, Inc.
Carpet Resources, Ltd.
Century Carpet Company, Inc.
Certified Finishes
Cherry Carpet & Flooring
City Floors
Commercial Flooring Systems of Pa.
Commercial Interior Resources
Commercial Surfaces, Inc.
Commonwealth Floors, Inc.
Comtek Interiors, Inc.
Continental Interiors, Inc.
Corporacion HRC, SA DE CV
Cynthia Ayres & Company
D & R Carpets Service Inc.
FDC Contract a John A Marshall Comp
Floor Factors Inc.
Flooring Resource, Inc.
Flooring Resources Corp.
Flooring Systems Inc.
Floors, Inc.
Franklin Flooring, Inc.
Fromkin Brothers, Inc.
Golden State Carpet Service, Inc.
HOM Solutions, Inc.
Independent Contract Flooring, LLC
Independent Flooring Corporation
JW Floor Covering
King & Company, LP
Landmark Flooring Concepts Inc.
McCoy Floor Covering - Dallas/Ft. W
McCoy, Inc.
Messina Floor Covering, Inc.
Modular Designs
NBS
New York Commercial Flooring, Inc.
Noland Sales Corporation
OEC Business Interiors, Inc.
Pyramid Floor Covering, Inc.
Re:Source Floors, Inc.
Re:Source NC
Re:Source Ohio
Re:Source Utah
Resource 4 Floors
Resource Arizona
ReSource Flooring and Maintenance,
Resource Flooring Group LP
Resource Washington
River City Flooring
Rockford Business Interiors
Schleis Floor Covering, Inc.
SCS Flooring Systems, Inc.
se fox + company, inc.
Shehadi Commercial Flooring
Sherland & Farrington, Inc.
Shock Brothers Floorcovering, Inc.
Solidus, Inc.
Soundtone Floors, Inc.
Target Commercial Interiors
Unit Design, Inc.
Welker Brothers

CARE- Membership that makes a sustainable difference
MESSAGE FROM CHAIRMAN OF THE BOARD

Dear CARE Members,

I can’t believe this is our 8th Annual Conference and what a better place to celebrate CARE’s successes than Santa Fe. At this conference, new members of CARE can learn where we have been and how much progress we have made. I will be the first to say we are not anywhere near achieving our goals but we have a solid framework from which to move forward. It should be noted that, since our inception in 2002, we have increased our diversion rate by over 400%. While this is an impressive number it is nowhere close to where we want to be. Our hope is to see similar gains before the end of the next MOU. Speaking of the MOU, at the end of the annual meeting we will be starting the process of negotiating a new MOU that will run until 2022. This is exciting and also puts a further burden on CARE to expand and improve what it does.

Before I go any further, I need to make sure everyone knows that the hiring of Georgina Sikorski has exceeded our wildest expectations. She is a leader and a master at getting things done and I can assure you, she has made things happen. I think Georgina would be the first to tell you that without Jeremy Stroop’s efforts, everything we undertake would be 10 times more difficult. This conference is a prime example of the outstanding work he does for CARE. When you have a chance please stop and say thank you to both of these outstanding leaders of our team.

2009 has not been a kind year to the US economy and especially to the carpet industry. This is the longest downturn on record for the industry. You have to go back to 1975/1976 to find two consecutive years of decline in sales. Through 2009, the carpet industry has experienced 4 years of decline, and we are not sure about 2010. This poor economic climate has clearly had an impact on the diversion of post-consumer carpet from landfills.

Enough gloom! We are excited about the prospects for 2010 and beyond. As part of the MOU negotiation process moving forward, we will be reassessing our progress, evaluating what went right and what didn’t go as planned. From this evaluation we will be looking at new strategies to make significant increases in our diversion rates. I must say we are extremely gratified that individuals who have volunteered their time to work on the MOU for the next 10 years of CARE. The caliber and breadth of experience of the individuals who have volunteered is amazing. I am confident that given the experience of the people committed to making CARE work more effectively, we will be successful. It is my expectation that once we get past this economic downturn, we will be back to double-digit growth. I am very confident about the future of CARE and the recycling of post consumer carpet.

As always I can’t thank my fellow board members enough for their tireless efforts. We have expanded the Board and their dedication to CARE is critical to finding market-based solutions to landfill diversion of post-consumer carpet. I also want to thank James Beach and Bethany Richmond who provide CARE with tireless support in the area of communication and Susan Newberry who insures the money flows properly.

Thank you for being part of CARE and being at our annual conference

Sincerely,

Frank Hurd
Chairman, CARE
MESSAGE FROM EXECUTIVE DIRECTOR

Dear Fellow CARE Members,

Congratulations! Through your excellent work and focus on the mission of CARE, we have diverted 311 Million lbs of carpet from the landfill in 2009, an increase of 19 Million lbs or 6% versus 2008. This is an amazing achievement, given that the economy was still in the doldrums in 2009. So, for a moment, we should celebrate and congratulate each other on a job very well done.

Let me highlight one of many great achievements in 2009 and offer a sincere thank you to all who helped bring the Aligned Dealer program into the market in 2009. Through this program, dealers can show their customers how they CARE about the environment, and how they are supporting efforts to find ways to recycle and reuse carpet. Please take a moment to check out the list of Aligned Dealers on the www.carpetrecovery.org web site, and thank these dealers for becoming members of CARE.

The next several years will continue to be a challenge for the carpet recycling industry, as we see an economy which is struggling to recover, and limited resources available to invest in recycling. Fortunately for all of us, we have very smart and driven entrepreneurs and innovators who continue to push the envelope on what is possible. We are working closely with government representatives to help push procurement of products containing post-consumer carpet recycled content, carpet industry manufacturers who are continuing to improve and increase their consumption of used carpet, and the plastics industry who, everyday, are evaluating plastics pellets made from post-consumer carpet for a wide range of applications. The future is brightening, and we are aligned in our mission to grow the diversion and recycling of post-consumer carpet.

Thank you for a most fulfilling and challenging first year as Executive Director. I look forward with optimism for and commitment to a tremendous 2010.

Sincerely,

Georgina W Sikorski
Executive Director, CARE
KEY RESULTS FOR CARE IN 2009

• In 2009, CARE introduced a new Aligned Dealer program, to provide additional benefits and support to Commercial Dealers and Residential Retailers across the United States. Members of the Aligned Dealer program receive a number of special benefits, including marketing materials to display in their showroom, highlighting their support of CARE. We are especially grateful to the 111 members of the Starnet Worldwide Commercial Flooring Partnership who have signed up for the program, and the 97 members of the Resource Commercial Flooring Network, who are now registered members of CARE.

• In addition to the marketing materials enjoyed by all CARE members, CARE created a Dealer members’ website page on the CARE Website. The webpage includes a state-by-state roster of CARE dealer members to highlight their involvement in the CARE organization. The listing is also used as a reference for customers looking to purchase flooring from an organization actively supporting the carpet reclamation movement.

• For the past year, a dedicated team of CARE BOD members, representatives of the carpet industry, suppliers, entrepreneurs and government representatives have been working on strategies to sustainably grow carpet diversion and recycling. While there has been an intense amount of time and effort devoted to this challenge, the CARE BOD believes that it will ultimately contribute to the long-term growth and health of CARE members and the CARE organization. Although it is too early to report on the results of the Strategy Team efforts, we will keep our members updated on our progress as soon as possible.

• In 2009, CARE established a working relationship with the Canadian Carpet Recycling Effort (CCRE) organization whose mission is to facilitate industry led and market driven solutions for the diversion of post-consumer carpet from landfills and the advancement of secondary markets using recycled content. CARE shared information and perspective with the Canadian team as they establish their post-consumer carpet recycling efforts.

• Our CARE Entrepreneur network continues to grow and expand. In 2009, we increased our collector network by 7 new collectors, for a total of 65 collectors nationwide.
• In 2009, the CARE BOD welcomed Vann Brown, Mohawk Industries; Larry Cook, Beaulieu; Glen Hussmann, Tandus Flooring, Inc; and Tom Pendley, J&J/Invision to the team.

• In 2009, CARE was awarded the Project Merit Sustainability and Resource Protection Award from the Environmental Business Journal.

• CARE incorporated social networking into its outreach mix with the creation of the Carpet America Recovery Effort Facebook page.

CARE 2009 ANNUAL SURVEY RESULTS

Each year, as required by the CARE Bylaws, CARE prepares an Annual Survey to report on carpet diversion and recycling results achieved by the respondents to the Annual Survey. All information from respondents is held confidential. The collected information is aggregated and analyzed for the Annual Report.

The data on diversion and recycling is compared to the Goals established by the Memorandum of Understanding for Carpet Stewardship (MOU), January, 2002.

In order to get a full picture of the Carpet Recycling Industry, we ask respondents to report on the following:

• Amount of Post-Consumer Carpet Diverted and Recycled
• Amount of the Material that is Post-Consumer versus Post Industrial
• Inventory Changes Experienced in the Calendar Year
• Recycling Versus Other End Uses for the Material Diverted
• End Products Produced from Recycled Material
• Steps in the Recycling Process Performed by the Respondent
• Types and Amount of Carpets recycled, by Fiber Type
• Geographical Locations and Employment Information
• International versus Domestic Customers

In addition to the quantitative information sought, we also request input on the CARE Organizational performance and the value of CARE to the respondents. This information is used to improve our operations and resources.

ANNUAL SURVEY METHODOLOGY

For the 2009 CARE Annual Survey, we contacted 75 members of the Carpet Recycling Value Chain. Of those contacted, we received 56 responses for a response rate of 75%. This was an improvement over the 2008 survey, by 19%.
As noted previously, the response rate for the survey was high, providing good confidence in data quality. However, it is important to recognize that even with a higher response rate, data is missing from a number of companies involved in carpet recycling. This means that although the response rate was high, 25% percent of the targeted companies did not provide any data. Thus, it is likely that the survey does not fully capture all of the post-consumer carpet recycling that occurred in 2009 (as is true of all previous years).

A copy of the survey tool is attached at the end of the Annual Report.

As always, we assessed the responses received and followed up as needed to insure we were minimizing/eliminating double-counting wherever possible. By doing so, the data reported is more accurate and reflects a truer picture of the amount of carpet diverted and recycled in 2009.

A new question was added to this year’s survey to get a more detailed picture of products made from post-consumer carpet. This information will help us measure our progress in developing markets for post-consumer carpet as an ingredient in existing and new products.

### EVALUATION OF PROGRESS TOWARDS GOALS ESTABLISHED BY A MEMORANDUM OF UNDERSTANDING FOR CARPET STEWARDSHIP, 2002 (MOU)

The MOU that established the CARE initiative included an escalating target for diversion of post-consumer carpet from landfill, with the ultimate goal of diverting 40 percent of the post-consumer carpet generated. In addition, the MOU included estimates of the different types of diversion that might be employed to achieve the overall goal of 40 percent. When this information is coupled with projections of the amount of used carpet that will be discarded, it results in specific quantitative targets for diversion of post-consumer carpet. These data are shown in Table 2 on a weight and percentage basis, respectively.

<table>
<thead>
<tr>
<th>Received Survey</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Response</td>
<td>32</td>
<td>30</td>
<td>46</td>
</tr>
<tr>
<td>Partial Response</td>
<td>4</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Response Rate</td>
<td>55%</td>
<td>56%</td>
<td>75%</td>
</tr>
</tbody>
</table>
Table 2: MOU Goals for Post-Consumer Carpet Recovery

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Discards¹</td>
<td>4,678</td>
<td>4,828</td>
<td>4,537</td>
<td>5,038</td>
<td>5,261</td>
<td>5,590</td>
<td>5,642</td>
<td>5,887</td>
<td>6,020</td>
<td>6,605</td>
<td>6,772</td>
</tr>
<tr>
<td>Reuse</td>
<td></td>
<td></td>
<td></td>
<td>25</td>
<td></td>
<td></td>
<td>113</td>
<td></td>
<td>211</td>
<td></td>
<td>203-339</td>
</tr>
<tr>
<td>Recycling</td>
<td>180</td>
<td>48</td>
<td>45</td>
<td>50</td>
<td>53</td>
<td>56</td>
<td>59</td>
<td>60</td>
<td>66</td>
<td>68</td>
<td>1,354-1,693</td>
</tr>
<tr>
<td>Waste-to-Energy</td>
<td></td>
<td></td>
<td></td>
<td>100</td>
<td></td>
<td></td>
<td>300</td>
<td></td>
<td>200</td>
<td></td>
<td>200</td>
</tr>
<tr>
<td>Cement Kilns</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,812</td>
</tr>
<tr>
<td>Landfill</td>
<td>4,498</td>
<td>4,510</td>
<td>4,552</td>
<td>4,646</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,812</td>
</tr>
<tr>
<td>Recycling Rate</td>
<td>3.8%</td>
<td>7%</td>
<td>11%</td>
<td>15%</td>
<td>20-25%</td>
<td>23%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20-25%</td>
</tr>
<tr>
<td>Landfill Diversion Rate</td>
<td>3.8%</td>
<td>10%</td>
<td>19%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>27-34%²</td>
</tr>
</tbody>
</table>

Data expressed in millions of pounds

¹ Estimates of carpet discards provided by The Carpet and Rug Institute and incorporated into the MOU.
² The percentage goals in the MOU do not add up to 40% and are expressed as a range to allow flexibility in achieving and potentially exceeding the total diversion goal. 40% is the official 2012 diversion target.

The diversion goals contained within the MOU are also shown graphically in Figure 1.

**Figure 1: MOU Diversion Goals**

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**KEY QUANTITATIVE RESULTS FROM THE CARPET RECOVERY SURVEY**

In reviewing the results from the survey of carpet recycling, it is important to evaluate data in context, both in terms of results from previous years and the overall goals established in the MOU. Therefore, in this discussion of survey results, basic recycling and diversion data will be presented and compared with results from 2002 through 2009 and the goals of the MOU. Then, more detailed analysis of the 2009 survey results will be presented.
2009 CARE ANNUAL RESULTS

Post-Consumer Carpet Diversion Grows to 311 Million lbs in 2009, an increase of 19 Million lbs, or +6%, versus 2008

In 2009, despite a difficult year for the carpet industry, CARE members increased diversion of carpet from the landfill by 19 Million lbs or +6% versus 2008. This is a tremendous achievement by the collection, processing, and manufacturing teams that diverted this post-consumer carpet.

Figure 2: Diversion Progress versus MOU Goals, 2009

It should be noted that the comparison shown above is based upon the original MOU goals, established in 2002.

Post-Consumer Carpet Recycling Increases by 1.2% over 2008

Table 3 shows a comparison of the quantity of post-consumer carpet recycled and diverted from landfill in 2002 through 2009, on a weight and percentage basis.

Table 3: Post-Consumer Carpet Recycling and Diversion, 2002 – 2009

<table>
<thead>
<tr>
<th>Years</th>
<th>Total Discards</th>
<th>Recycled</th>
<th>Diverted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>4,678</td>
<td>46.2</td>
<td>57.2</td>
</tr>
<tr>
<td>2003</td>
<td>4,828</td>
<td>86.6</td>
<td>93.7</td>
</tr>
<tr>
<td>2004</td>
<td>4,537</td>
<td>98.4</td>
<td>108.2</td>
</tr>
<tr>
<td>2005</td>
<td>5,038</td>
<td>194.3</td>
<td>224.6</td>
</tr>
<tr>
<td>2006</td>
<td>5,261</td>
<td>232.1</td>
<td>252.9</td>
</tr>
<tr>
<td>2007</td>
<td>5,590</td>
<td>275.1</td>
<td>296.0</td>
</tr>
<tr>
<td>2008</td>
<td>5,642</td>
<td>243.4</td>
<td>292.4</td>
</tr>
<tr>
<td>2009</td>
<td>5,887</td>
<td>246</td>
<td>311.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Years</th>
<th>Percent of Total Discards</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>-</td>
</tr>
<tr>
<td>2003</td>
<td>1.0%</td>
</tr>
<tr>
<td>2004</td>
<td>1.8%</td>
</tr>
<tr>
<td>2005</td>
<td>2.2%</td>
</tr>
<tr>
<td>2006</td>
<td>3.9%</td>
</tr>
<tr>
<td>2007</td>
<td>4.4%</td>
</tr>
<tr>
<td>2008</td>
<td>4.9%</td>
</tr>
<tr>
<td>2009</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

It should be noted that in this report, material recycled is considered all material recovered and recycled by being remanufactured into the same or different products or by being used as a feedstock in a manufacturing process. Material diverted is all material diverted from landfill, including all recycled material, beneficially reused material, material reconditioned and sold in retail/wholesale locations, and material sent to waste-to-energy facilities or cement kilns.

The data in Table 4 show that the quantity of post-consumer carpet reported to be recycled and diverted has increased each year the survey has been performed.
until 2008 where it decreased slightly from 2007. In 2009, we once again saw a year-over-year increase in both diversion (+6%) and recycling (+1.2%) of post-consumer carpet. The annual recycling and diversion trend can be seen graphically in Figure 3.

**Figure 3: Post-Consumer Carpet Recycling and Diversion, 2002 - 2009**

In looking at the comparison between these different years of data, it is important to recognize that these are comparisons of results from survey processes, and therefore subject to the variations in the responsiveness. See Table 1 for more detail on response rate.

It is also important to review the data in the context of the goals established in the MOU. The comparison of the MOU goals for diversion and recycling with survey results for 2002 through 2009 are shown in Table 4. This table shows that the gap between the reported levels and MOU targets for recycling and diversion, both in absolute and percentage terms, continues to grow.

**Table 4: Comparison of Post-Consumer Recycling and Diversion with MOU Goals**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Discards</th>
<th>Recycled</th>
<th>Diverted</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Millions of Pounds</td>
<td>Millions of Pounds</td>
<td>Percent of Total Discards</td>
</tr>
<tr>
<td>2002</td>
<td>4,678</td>
<td>46.2</td>
<td>1.0%</td>
</tr>
<tr>
<td>Goal</td>
<td>178</td>
<td>-132</td>
<td>-2.8%</td>
</tr>
<tr>
<td>Difference</td>
<td>-132</td>
<td>-2.8%</td>
<td>-121</td>
</tr>
<tr>
<td>2003</td>
<td>4,828</td>
<td>86.6</td>
<td>1.8%</td>
</tr>
<tr>
<td>Goal</td>
<td>235</td>
<td>-148</td>
<td>-3.1%</td>
</tr>
<tr>
<td>Difference</td>
<td>-148</td>
<td>-3.1%</td>
<td>-189</td>
</tr>
<tr>
<td>2004</td>
<td>4,537</td>
<td>98.4</td>
<td>2.2%</td>
</tr>
<tr>
<td>Goal</td>
<td>267</td>
<td>-169</td>
<td>-3.7%</td>
</tr>
<tr>
<td>Difference</td>
<td>-169</td>
<td>-3.7%</td>
<td>-250</td>
</tr>
<tr>
<td>2005</td>
<td>5,038</td>
<td>194</td>
<td>3.9%</td>
</tr>
<tr>
<td>Goal</td>
<td>353</td>
<td>-159</td>
<td>-3.1%</td>
</tr>
<tr>
<td>Difference</td>
<td>-159</td>
<td>-3.1%</td>
<td>-303</td>
</tr>
<tr>
<td>2006</td>
<td>5,261</td>
<td>232</td>
<td>4.4%</td>
</tr>
<tr>
<td>Goal</td>
<td>442</td>
<td>-210</td>
<td>-4.0%</td>
</tr>
<tr>
<td>Difference</td>
<td>-210</td>
<td>-4.0%</td>
<td>-461</td>
</tr>
<tr>
<td>2007</td>
<td>5,590</td>
<td>275</td>
<td>4.9%</td>
</tr>
<tr>
<td>Goal</td>
<td>531</td>
<td>-236</td>
<td>-4.6%</td>
</tr>
<tr>
<td>Difference</td>
<td>-236</td>
<td>-4.6%</td>
<td>-598</td>
</tr>
<tr>
<td>2008</td>
<td>5,642</td>
<td>243</td>
<td>4.3%</td>
</tr>
<tr>
<td>Goal</td>
<td>620</td>
<td>-377</td>
<td>-6.7%</td>
</tr>
<tr>
<td>Difference</td>
<td>-377</td>
<td>-6.7%</td>
<td>-797</td>
</tr>
<tr>
<td>2009</td>
<td>5,887</td>
<td>246</td>
<td>4.2%</td>
</tr>
<tr>
<td>Goal</td>
<td>765</td>
<td>-519</td>
<td>-8.8%</td>
</tr>
<tr>
<td>Difference</td>
<td>-519</td>
<td>-8.8%</td>
<td>-925</td>
</tr>
</tbody>
</table>
Recycling of Post-Consumer Carpet Accounts for 79% of Total Diversion

Table 5: Breakdown of 2009 Diversion of Post-Consumer Carpet

<table>
<thead>
<tr>
<th>Recycling</th>
<th>Millions of pounds</th>
<th>As % of Total Diversion</th>
<th>As % of Total Discards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficial Reuse</td>
<td>12.5</td>
<td>4%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Other</td>
<td>233.5</td>
<td>75%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Total Recycling</td>
<td>246</td>
<td>79%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Waste-to-Energy</td>
<td>46.7</td>
<td>15%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Cement Kilns</td>
<td>12.4</td>
<td>4%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Landfill</td>
<td>6.2</td>
<td>2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>TOTAL DIVERSION</td>
<td>311.3</td>
<td>100%</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

Material was processed before being sent to landfill. Calculations do not match the total diversion rate of 5.3% due to rounding.

The data in Table 5 show that for 2009, all of the quantitative results for diversion came primarily from four types of activities: recycling, beneficial reuse, cement kilns and waste-to-energy, with the vast majority of the diversion occurring through recycling. The remainder of the material was reportedly sent to landfill.

COMpanIES HANDLING POST-CONSUMER CARPET

Another type of data gathered during the surveying process was information regarding the flow of used carpet through different types of companies. This information can help future market development efforts. The surveying process was designed to extract as much information as possible regarding the flow of material through different types of entities. To accomplish this goal, survey respondents were asked to characterize the nature of their business into one or more of the following categories (which are listed and defined below):

- Collector – A company that collects used carpet from the point of generation and transports it to a processing or waste management facility.

- Sorting Facility – A facility that separates waste materials (including used carpet) from a mixed waste stream. The end result of this process is used carpet that is separated from other materials.

- Processor – A company or facility that takes used carpet (whether handled by a sorting facility or brought directly by a collector) and processes it for use as a feedstock in a manufacturing facility.

- Manufacturer – A company or facility that utilizes processed carpet materials and transforms them into other products, or uses them as raw materials in a manufacturing process.
The breakdown of diversion by different types of companies is shown in Figure 4.

**Figure 4: Types of Companies Contributing to Post-Consumer Diversion**

![Figure 4: Types of Companies Contributing to Post-Consumer Diversion](image)

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>39%</td>
</tr>
<tr>
<td>P</td>
<td>4%</td>
</tr>
<tr>
<td>S</td>
<td>4%</td>
</tr>
<tr>
<td>M</td>
<td>11%</td>
</tr>
<tr>
<td>C,P</td>
<td>4%</td>
</tr>
<tr>
<td>C,S,P</td>
<td>7%</td>
</tr>
<tr>
<td>C,S</td>
<td>11%</td>
</tr>
<tr>
<td>C,S,P,M</td>
<td>9%</td>
</tr>
<tr>
<td>S,P,M</td>
<td>4%</td>
</tr>
<tr>
<td>C,S,P,M</td>
<td>9%</td>
</tr>
<tr>
<td>C,P,S,M</td>
<td>7%</td>
</tr>
</tbody>
</table>

C=Collector, P=Processor, S=Sorter, M=Manufacturer

*Percentages reflect percent of total post-consumer diversion*

It can be seen from Figure 4 that there is significant diversity in the types of companies contributing to the diversion of post-consumer carpet in 2009. This diversity is fairly similar to that reported in previous years, although the specific breakdown of company types varies somewhat. The information presented in Figure 4 provides a few key insights regarding the companies involved in carpet recycling:

Companies that perform collection as one part of their operations contribute 70 percent of total diversion; 35 percent by companies that perform sorting; 28 percent by companies that perform processing and 20 percent by companies that perform manufacturing. This indicates that these operations all play a key role in the recycling process and that a wide range of activities was captured by the data.

**MANUFACTURERS ARE THE LARGEST USER OF POST-CONSUMER CARPET**

To better understand the flow of recycled material, survey respondents reported what types of customers they send post-consumer carpet material to, after processing, sorting or and/or manufacturing is performed at their facility. In
In addition, respondents noted the percent of post-consumer material that is passed on to sorting facilities, processors, manufacturers, beneficial reuse, retailers/wholesalers, waste-to-energy facilities, cement kilns, and/or landfills. The results from this portion of the survey are summarized in Table 6 and Figure 5.

**Table 6: Destination of Post-Consumer Carpet Handled by 2009 Survey Respondents**

<table>
<thead>
<tr>
<th></th>
<th>Sorting Facilities</th>
<th>Processors</th>
<th>Manufacturers</th>
<th>Reuse</th>
<th>Cement Kilns</th>
<th>Waste to Energy</th>
<th>Landfill</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millions of Pounds</td>
<td>31</td>
<td>59</td>
<td>137</td>
<td>12</td>
<td>19</td>
<td>47</td>
<td>6</td>
<td>311</td>
</tr>
<tr>
<td>Percent of Total Handled</td>
<td>10%</td>
<td>19%</td>
<td>44%</td>
<td>4%</td>
<td>6%</td>
<td>15%</td>
<td>2%</td>
<td>100%</td>
</tr>
</tbody>
</table>

It can be seen in Figure 5 that 44% of the material handled by survey respondents was sent to manufacturers. This includes a significant amount of material that is used internally by manufacturing companies, as well as the material sent to manufacturers by other companies. Another 19 percent of the material is sent to processors. Material sent to cement kilns increased to 6% from 0.8% in 2008, and material sent waste-to-energy increased from 13.8% to 15%.

**NEW CARPET IS THE MOST COMMON END PRODUCT PRODUCED FROM USED CARPET**

For the first time, we asked survey respondents for more in-depth information on the end products produced from used carpet. The most commonly reported use was back into new carpet, at 45%, followed by plastic pellets at 33%.
USA CONTINUES TO BE PRIMARY MARKET FOR POST-CONSUMER CARPET MATERIAL

Another component of the data gathered during the 2009 survey was information related to domestic and international flows of material. In 2009, 94% of the material collected was used within the USA. The results are shown in Figure 7.

Figure 6: End Products Produced from Used Carpet, 2009

Figure 7: Destination of Post-Consumer Carpet Recovered in 2009 and 2008
It can be seen in Figure 7 that the vast majority of the post-consumer material recycled was sent to facilities within the U.S, increasing from 86% in 2008 to 94% in 2009. The amount of material going to Asia decreased from 12% in 2008 to 3.4% in 2009. Over the last four years, more material has been reported as being recycled domestically with downward trending percentages being exported to Asia and Europe.

**N6 FIBER WAS THE PREDOMINANT FIBER TYPE RECYCLED IN 2009**

The CARE survey effort included gathering information on the type of carpet face fiber collected or handled by recyclers. This data shows a considerable diversity in the types of face fibers collected. In 2009, N6 type carpet fiber was again the predominant fiber type recycled and increased from 44% to 49% of the total. Polypropylene fiber also increased from 8% to 11%, while the percentage of N66 decreased from 36% to 27%.

The distribution of carpet fiber handled is illustrated in the figures below.
Figure 8: Breakdown of Carpet Material Recycled, by Fiber Type

NOTE: N6=Nylon 6; N66=Nylon 66; PP=Polypropylene; PET=Polyethylene terephthalate

POST-CONSUMER IS PREDOMINANT TYPE OF CARPET COLLECTED

In 2009, we asked respondents to classify the carpet collected as post-consumer versus post-industrial.

Of the material recycled, 85% was post-consumer and 15% was post-industrial.

Figure 9: Type of Used Carpet Received, 2009
INVENTORIES OF ALL FIBER TYPES DECLINE BY 50.7 MILLION LBS IN 2009

The first time data was gathered regarding the quantity of material in inventory was at the beginning and end of 2007. The idea was to determine if some of the anecdotal reports regarding changes in inventory could be documented. In 2009, a decrease in inventory of all fiber types was documented. In total, inventories of post-consumer carpet decreased by approximately 50.7 million pounds during 2009. The amount of material reported to be in inventory at the beginning and end of 2009, by fiber type, is shown in Figure 10.

Figure 10: 2009 Inventory by Fiber Type

The data in Figure 10 show that all fiber type inventories declined in 2009. These trends indicate that in 2009 companies were mostly working down N66 and N6 material accumulated in 2008.

1661 PEOPLE ASSOCIATED WITH CARPET RECYCLING/RECOVERY NATIONWIDE IN 2009, AN INCREASE OF 51% OVER 2008

The first component of this analysis was simply to determine the geographic location of the reporting companies (the company’s headquarters location was used as the location of the company). Of the companies that responded to the survey, 43% were located in the Southeastern states and 22% in Midwest states. This data is shown in Figure 11.

In addition, data was collected to understand the number of people associated with carpet recycling/recovery nationwide. The highest employment totals were
found in the Southeast followed by the Midwest. This data is shown in Figure 12. The breakdown by region is similar to the breakdown of where material is recycled, as is shown in Figure 13. 61% of the volume collected came from the Southeast.

**Figure 11: Reporting Companies by Region**

- Southeast: 43%
- Midwest: 22%
- Northeast: 9%
- Canada: 4%
- Pacific North: 4%
- Pacific South: 7%
- Southwest: 11%

**Figure 12: Breakdown of People Associated with Carpet Recycling/Recovery by Region**

- Canada: 94
- Midwest: 522
- Northeast: 120
- Pacific North: 35
- Pacific South: 72
- Southeast: 678
- Southwest: 140
QUALITATIVE FEEDBACK FROM CARPET RECOVERY SURVEY

In addition to the quantitative data gathered during the survey, respondents were also asked what specific activities CARE had undertaken to assist the carpet recycling industry and what activities CARE should undertake in the future. A summary of the results follows:

Figure 14: Assessment of CARE Support, 2009
CONCLUSIONS

The following key conclusions can be drawn from the data presented:

- In 2009, respondents to the CARE Annual Survey diverted 311 Million pounds from the landfill and recycled 246 Million pounds of that carpet.

- Reported diversion and recycling increased, 6 percent and 1.2 percent, respectively, from 2008 to 2009.

- Reported recycling represented 4.2 percent of total discards and diversion represented 5.3 percent of total discards in 2009.

- Reported decreases in inventories totaled 50.7 million pounds in 2009.

- There are two factors that resulted in a relatively high quality of data reported in 2009. First, the response rate was again very high, with 56 companies providing some level of quantitative data (compared with 35 for 2008). No extrapolation of data or use of secondary sources was required. Second, through extensive follow-up effort beyond the survey, access was provided to information that allowed for a highly specific determination of double counting and an accurate adjustment that eliminated any potentially significant sources of double counting.

- The reported diversion and recycling rates remain below the goals contained in the MOU and the gap between the goals and reported level of diversion and recycling has increased.

- There is a great deal of diversity in the types of companies reporting post-consumer carpet recycling. As has been true in the past, the largest fraction of recycling is attributed to companies that perform more than a single recycling function: collection, sorting, processing and manufacturing.

- Approximately 44 percent of the post-consumer carpet material reported to be recycled was sent to a manufacturing facility and 19 percent to a processing facility, after handling by the entities responding to the survey.

- For the first time, we asked survey respondents for more in-depth information on the end products produced from used carpet. The most commonly reported use was back into new carpet at 45%, followed by plastic pellets at 33%.

- Approximately 94 percent of the material reported to be recycled was sent to facilities in the U.S.

- There is considerable diversity in the types of carpet fibers handled by recyclers. N6 is the most prevalent fiber type, comprising 49 percent of the material handled, followed by N66 at 27 percent; polypropylene accounted for 11% and polyethylene terephthalate at 7 percent. In comparing 2009 to 2008 data, N6 and PP percentages increased, while N66 decreased.
• Of the material received by the survey respondents, 85% was post-consumer and 15% was post-industrial.

• There is considerable awareness of the activities CARE undertakes to promote post-consumer carpet recycling, particularly with regards to facilitating communication amongst and between carpet recyclers. In addition, there are a number of areas in which carpet recyclers have specific ideas and suggestions about the types of activities CARE should undertake in the future, most notably in end product development.

SURVEY METHODOLOGY

In developing a survey methodology to establish quantitative estimates of recycling of a particular waste-stream, two key factors must be taken into account: 1) participation; and 2) double-counting. Participation is essential in any surveying process, but more so for this type of survey, where there is no logical or reliable way to extrapolate results from respondents to the general population. This means that whatever results are derived from the respondents to the survey are the complete and total results. Thus, every effort must be made to maximize participation.

However, with increasing participation comes another potential problem: double-counting. Since a given pound of used carpet may pass through several different entities on its way from the point of generation to its ultimate disposition (reuse, recycling or disposal), and since all of these different types of entities (collectors, sorting facilities, processors and manufacturers) are all included in the survey, there is the chance that the same pound of carpet could be counted more than once. As participation increases, the likelihood of double-counting increases, since there is a greater chance that more than one company may be reporting on handling the same material.

A number of features were built into the surveying process to address these two key issues:

• Confidentiality of data is often the key to participation, and all aspects of the survey were designed to preserve confidentiality. In particular, a web-based surveying tool was used to allow respondents to provide data completely anonymously, if they desired. In addition, all written and verbal communication with potential survey respondents stressed the confidentiality of data.

• Simplicity and ease of response is also a key to participation rates. The survey questions were streamlined to the maximum extent possible so that only the most critical data requirements were included, based upon the philosophy that it is much better to have the basic data from a lot of respondents than detailed information on a few (particularly since there is no basis for extrapolation).
• Participation rates can also be boosted through the use of multiple means of contact (as well as repeated contacts). Thus, e-mail, telephone and face-to-face communication were all used as means to contact potential survey respondents.

• To maximize the value of those survey responses received, and to minimize chances of double-counting, it was determined that it would be best to focus surveying resources on all recipients that received an invitation to participate in the survey. All types and sizes of companies involved in carpet recycling were contacted initially with a request to respond to the survey; resources for telephone follow-up were prioritized and assigned follow-up targets.

• To reduce the chances of double counting, survey respondents were asked to identify the geographic sources of their material, to the extent they were known. The notion behind this is that if the nature of the survey responses is such that there is a sense that information from two or more companies might reflect handling of the same material, the geographic sources of these companies could be reviewed to determine if that was likely.

• In another attempt to reduce the chances for double-counting, survey respondents were asked about the type of companies that receive the material that their company ships out after they are done handling it. This information not only allows for identification of possible double counting, but also serves to provide a more complete picture of the overall flow of used carpet through the collection and recycling process. In one particular instance, data from one company was adjusted so as to minimize double counting, based upon an understanding of where they send their material after collection and sorting.

• In this year’s survey process, an additional step was incorporated to address a situation in which the potential for double counting was identified (based upon the process described above). When the potential for double-counting was identified, a special arrangement was made for sharing of additional detailed information about sources of material handled by certain companies so as to determine if, and exactly how much, double-counting might be included in data received. Based upon that information, a highly detailed and accurate adjustment was made to remove this source of double-counting error. This process is being described in only a general way herein to preserve the confidentiality of all parties and data involved.

With those basic principles in mind, the surveying process was implemented, using the steps outlined below, which are described in generally chronological order:

1. The survey form used in the 2008 survey was updated to reflect the need to recover data for 2009, and to add a request for more in-depth information on uses for recycled carpet. The 2009 survey form is shown in Appendix 1 to this Report.
2. The survey form was once again, a web-based survey and posted on the Internet. The survey is accessed by going to a specific URL address that houses the survey, and results are submitted via the Internet, without the need for e-mail or paper-based responses. The results are only available to two people in CARE, as they are password protected, to preserve confidentiality.

3. Based upon past experience with this survey process, the surveying was focused solely on those companies for which specific individuals have been identified as a point of contact. In addition, in the months leading up to the survey, the staff of CARE worked to develop an up-to-date listing of contacts and e-mail addresses that truly reflected the current status of active companies involved in post-consumer carpet recycling.

4. Companies with specific contacts and e-mail addresses were notified via e-mail about the survey and provided the URL so that they could respond electronically. A total of 75 different companies were sent e-mail notifications of the survey (more than one individual was contacted from an individual firm in several instances). The e-mail notification stressed the confidentiality of the information they provide.

5. Approximately two weeks after the initial e-mail was sent out, follow-up activities were initiated. These included follow-up e-mails to those companies that had not responded, as well as telephone calls to prompt response and answer questions that some potential respondents had raised.

6. All survey responses were reviewed for any internal inconsistencies or unclear responses. The survey responses were also reviewed to determine if there were any questionable responses (e.g. data that appears to be off by orders of magnitude with regards to company size). In those instances where there was some question about the responses provided and the respondents have provided their name (respondents can choose to respond entirely anonymously), follow-up was performed to clarify the responses.

7. Data from survey responses were transferred to a spreadsheet-based database. This database contains all of the quantitative responses, as well as summaries of any descriptive information provided by the companies.

8. Data to eliminate potential double-counting was received and appropriate adjustments made to the data compilations.

9. The data in the database was compiled and analyzed to produce the results described herein.

ASSESSMENT OF SURVEY APPROACH AND RESULTS

As noted previously, there are two key factors that lead to the conclusion that this year’s survey results are high in quality (i.e. believed to be more representative of real-world conditions):
• Response rate was again very high, meaning that a greater proportion of the total number of companies involved in post-consumer carpet recycling responded by submitting survey results.

• A specific calculation was performed to adjust for a potentially significant double-counting situation. In the past, when potential double-counting situations were identified, an estimate was made to account for that potential. As was done in 2008, a specific adjustment could be made based upon supplementary data derived outside of the survey process.

It should also be noted that there are other reasons outside of the specific adjustment made to believe that the potential for double-counting has been minimized (as has been noted in previous years):

• A significant portion of the carpet recycled is handled by manufacturers who reuse the material internally within their own manufacturing process, thus eliminating the possibility for double-counting of this material.

• 39 percent of the material that is reported to be diverted is handled by companies that are solely collectors, and it is when there is data provided by collection-only companies that the chances for double-counting increase. When the company performing collection also does some sorting and/or processing, it reduces the chances for double-counting, since the next company in the process is unlikely to know the specific source of the material they are receiving and thus unlikely to report it in a survey on recycling of post-consumer carpeting.

For these reasons, double-counting does not appear to be a significant issue with the data presented herein.

2009 is the third time that data regarding inventory was collected. In order to handle this data in the most conservative fashion possible, none of the decrease in inventory reported was included in the base calculations of recycling or diversion. As noted elsewhere, one could make a variety of assumptions about the ultimate disposition of that material, which is why the impact of that decrease in inventory on diversion and recycling rates was reported separately.

CARE OUTREACH RESULTS, 2009

7th Annual CARE Conference

In 2009, 95 members and colleagues of CARE gathered at its 7th Annual Meeting at the National Conference Center, in Lansdowne, Virginia. For 2 1/2 days attendees networked with professional colleagues, to learn more about new products and technologies that can help them in their business. As always, there were serious discussions and debates about the state of the industry.

We also took time to recognize the outstanding individuals and companies who made significant contributions to the CARE organization. The following awards were given:
2008 Recycler of the Year: Mohawk Industries

As the organization’s Recycler of the Year, CARE recognized Mohawk Industries for its GreenWorks Post-Consumer Recycling Center, which converts post-consumer carpet into engineered resins that can be used in a broad range of valuable post-consumer products. Mohawk describes its GreenWorks system as a “total recycling solution in which NO carpet component is either discarded to landfills or is sent to waste incineration.” In 2008, the GreenWorks Center, located in Chatsworth, Georgia, collected 15 million pounds of post-consumer carpet for processing into thermoplastic nylons and other materials. Most engineered resin sales were with Nylon 6,6, but Mohawk also developed automotive, furniture, and housewares applications, among others.

CARE Person of the Year: Brendan McSheehy Jr., Universal Fibers

For his exemplary leadership on the CARE Board, serving as chairman of various CARE committees, Brendan McSheehy, Jr., was named CARE Person of the Year. As director of research and development for Universal Fiber Systems, Mr. McSheehy has been actively involved in carpet fiber research and recycling since 1993. A patent-holder for a method of cleaning and separating post-consumer carpet face yarn, Mr. McSheehy was instrumental in the development of his company’s ReFresh Fiber, which contains post-consumer content from recycled nylon Type 6,6 carpet.

THE EPA/CARE INNOVATION IN RECYCLING AWARD PRESENTED AT 7TH ANNUAL CONFERENCE

Shaw Industries & Los Angeles Fiber Company

Established just two years ago, the EPA/CARE award recognizes innovation in a product containing post-consumer carpet content, or a process that diverts substantial amounts of post-consumer carpet from landfills. This year the award is shared by Shaw Industries’ Evergreen Nylon Recycling facility and Los Angeles Fiber Company and its president Ronald Greitzer.
Shaw Industries

From the time Shaw began operating the Evergreen plant in 2007, the company has recycled more than 220 million pounds of post-consumer Nylon 6 carpet and more than 36 million pounds of post-consumer carpet filler. In addition, significant fossil fuel usage was avoided through the plant’s waste-to-energy processing.

Ron Greitzer

A visionary and unselfish leader, Ron Greitzer has over a decade of involvement in carpet recycling. Since 2000, his Los Angeles Fiber Company has recycled more than 464 million pounds of post-consumer carpet, amounting to more than 40% of the accumulated poundage of recycled carpet reported by CARE since it began collecting data in 2002. Clearly, without Mr. Greitzer’s efforts, CARE would not have reached their 2007 milestone of one billion pounds of post-consumer carpet recovered. Greitzer’s Reliance Carpet Cushion products are made entirely of post-consumer carpet fiber, and represent a major potential market for post-consumer fiber.

The conference agenda and copies of the presentations may be found on www.carpetrecovery.org.

CARE thanks the sponsors of the 7th Annual Meeting, including Mohawk Greenworks, Shaw Industries, Milliken, Axsun Technologies, NSF International, Starnet Worldwide, and the Carpet and Rug Institute

6TH ANNUAL CARE ENTREPRENEUR MEETING

Once again, CARE entrepreneurs gathered in 2009 to discuss common opportunities and challenges facing them in a particularly tough market. Altogether 60 people attended this meeting, a decrease of 3.2% from 2008.

Sponsors of the 6th Annual Entrepreneur meeting included Shaw Industries, Beaulieu of America, Carpet & Rug Institute, Mohawk Industries and CARE
CARE WEB SITE TRAFFIC

CARE’s website, www.carpetrecovery.org, is the leader in internet search engine’s results for key words related to carpet recycling. In fact, CARE’s website returns at the top of Yahoo, Google and Bing when an internet search is conducted on “carpet recycling.” Despite CARE’s strong search engine ranking, a decline in website traffic occurred in 2009. CARE’s website traffic for 2009 decreased to 159,373 versus 271,525 visits, a 41% decrease versus 2008. We at CARE believe this decline is a result of the economic conditions facing consumers over the past year. Although website traffic statistics do not measure the consumer’s motivation for visiting a website, certain variables will influence the consumer’s need to visit a particular website. A decrease in remodeling, automotive manufacturing, housing construction and oil prices lower the desire to recycle post-consumer carpet. Without the economic drivers to increase the desire to recycle carpet, website traffic will naturally follow the needed demand in the economy.

CARPET INDUSTRY INITIATIVES

Beaulieu Group

Beaulieu Group LLC diverted over 12,000,000 pounds of Post-Consumer (5,050,000 lbs) and Post-Industrial (6,950,000 lbs) carpet waste from landfills during 2009. All material was reprocessed in shredding operations for use in other industries or processed and re-extruded for yarn.
Internal use of reprocessed materials continues to increase with strides being made in Polypropylene, Nylon-6 and Polyester (PET). Virtually all polypropylene waste is being recycled internally. Small amounts that can not be handled internally are reprocessed by local activities into the plastics industry. Internal use of recycled Nylon-6 decreased from over 1,000,000 lbs in 2008 to just under 750,000 lbs in 2009, however, recycled PET increased significantly. Beaulieu Group LLC remains one of the two largest users of recycled PET bottles (over 90 million lbs) for yarn production consuming 2 pounds on waste PET bottles for every pound of waste generated in manufacturing.

The Nexterra product line by Beaulieu Commercial Division continues to be the gem in our environmentally friendly carpet tiles. With more than 60% total recycled post-consumer content and 85% backing recycled post-consumer content, use of 100% Green Energy in production, and engineered to use no water during tile production, this product continues to provide a great tie to sustainability’s future growth. Several new products are on the table for 2010.

Beaulieu Group LLC continues to look for innovative ways to use post consumer carpet products. Additional consumption of post consumer polyester and polypropylene from carpet is underway and should be part of our regular production in 2010.

**Carpet And Rug Institute**

- Partnership with CARE in the Aligned Dealer Membership through attending numerous Carpet Industry Aligned Dealer meetings
- Co-located exhibit booth with CARE at the USGBC Greenbuild Expo 2009.
- Volunteered work hours at CARE Conference in Lansdowne, Virginia.
- Presented CARE message at:
  - Academy of Textiles and Flooring Annual Inspection Conference
  - GPEC Conference
  - Maine DEP
  - Carpet Recycling UK Annual Conference
  - Seattle Buildex
  - Starnet Annual Meeting
- Attended Entrepreneur Conference in Atlanta, GA.
- Promoted the use of recycled carpet through NSF-140
- Field phone calls daily from consumers looking to recycle used carpet responsibly and weekly from individuals seeking to open carpet-based recycling businesses.
• CRI lobbying activities to promote CARE and carpet recycling.
• Hundreds of in-kind hours donated by CRI staff for CARE related activities including accounting, clerical, administrative, promotional, and executive.

**Interface**

InterfaceFLOR has reclaimed more than 200 million pounds of carpet since 1994, including just over 27 million pounds in 2009. Our recycling business, called ReEntry 2.0 reclaims all types of carpet (commercial and residential) regardless of face fiber type or backing used. The Interface technology allows the materials in old carpets to be cleanly separated to ease the recycling process.

Separated nylon 6,6 and 6 fiber is recycled into new nylon 6,6 and 6 fiber and plastics, while separated vinyl backing is recycled into new vinyl backing using Interface’s Cool Blue backing technology, all with a remarkably low energy footprint. Recycling partners have been identified for other reclaimed carpet materials to ensure that no reclaimed carpet ends up in landfills.

Through ReEntry 2.0, Interface has introduced 59 new carpet tile products in the last two years using the industry’s first nylon 6,6 fiber with post-consumer content as well as nylon 6 with post-consumer content. The system has a number of unique qualities, including extremely small physical and energy footprints and its flexibility. Through ReEntry 2.0, Interface is now able to reclaim all types of carpet, reducing waste sent to landfills and further reducing the company’s reliance on virgin materials. Interface can process more than 30 million pounds of carpet annually through this system and has long term plans to regionalize this business across the United States.

**J+J/Invision**

At J+J/Invision, we put sustainability at the forefront of everything we do. It is for this reason that we created EnAct® (Environmental Action), our organization-wide focus on reducing, recycling, reusing and creating a healthier, more sustainable environment. With the EnAct program, we have taken numerous measures to ensure maximum sustainability at the J+J/Invision campus, with our product design and with our customers.

As a founding member of CARE, we take pride in our landfill diversion initiatives – R4®, the Carpet Reclamation Program and the Associate Recycling Program. Through the J+J/Invision R4® – return, reuse, recycle, reduce – program we offer to recycle or reuse all carpet architect folders and samples, regardless of manufacturer, at no cost to the customer. Through this initiative, we have diverted over 80,000 lbs of folders and samples from the landfill each year since the program began in 2007.

The J+J/Invision Carpet Reclamation Program works with customers to take used carpet and guarantee that it will not reach a landfill, regardless of original manufacturer, backing type or fiber content. Since the inception of the program in 2008, we have diverted over 1,796,812 lbs of carpet from reaching a landfill. More than 502,514 lbs of that was reclaimed in 2009 alone.
Through the Associate Recycling Program, employees are encouraged to bring recyclable goods from home to our on-site recycling containers. Since the introduction of the program in January 2008, we have collected more than 83,000 lbs of recyclable material, including paper, plastic, aluminum, glass and electronics from participating employees.

All J+J/Invision products are manufactured in ISO 14001:2004 certified facilities, and we proudly feature three NSF/ANSI Standard 140-2007 Certified backing systems, including eKo® (Platinum Certified). eKo is our PVC-free modular backing that contains pre-consumer and post-consumer recycled content and provides closed-loop recyclability.

Sustainability and responsible environmental stewardship are an integrated part of J+J/Invision’s product planning and manufacturing process—not just an afterthought to enhance customer perception. We were recently awarded the 2009 GSA (General Services Administration) Evergreen Award. This award recognized our continued efforts of recycling, affirmative procurement and waste prevention. In 2008 we proudly recycled 10 times the amount of waste that we landfilled and in 2009 we decreased our total waste to landfill by an additional 60%. We constantly have our eye on technology in order to take advantage of the latest advances in environmental science, pushing the industry towards a more sustainable future.

**Mannington**

Mannington has long driven investment and research into reducing manufacturing waste and increasing efficiency. By evaluating all our products and processes against our corporate goal of becoming a net-user-of-waste, we have been able to make significant company-wide improvements to allow us to attain that goal. By implementing ISO 14001 in both our Georgia carpet and New Jersey resilient facilities, we have proven that our entire process exceeds stringent environmental standards.

Artcraft carpet tile has been a great success both for its colorful aesthetic and smart re-use of 100% post-production yarn. The next improvement was Artworks, which adds a dominant high recycled yarn to the Artcraft look, and is available with our Infinity RE backing. All other tile products are available for use with the Infinity RE backing system, with both pre and post-consumer recycled content exceeding a total of 30% by total product weight. The minimum is 10% post-consumer recycled content, most of which is reclaimed post-use carpet through LOOP, our nation-wide carpet reclamation system. LOOP increased our carpet reclamation quantities by over 35% from 2008 to 2009, so we’re certainly heading in the right direction.

All Infinity RE backed carpet meets the Platinum level of NSF140 Sustainable Carpet Assessment Standard-2007e. Additionally our UltraBac RE and Integra HP RE broadloom carpets are Platinum rated to NSF140, as well as rEvolve modular tile. Regarding our recycling expertise and the technical framework of carpet-to-resilient and resilient-to-carpet, Mannington continues to be the only company able to reuse reclaimed carpet into Relay RE. It is the first and only hard-surface flooring to contain recycled carpet. Relay RE is 35% total RC – 20% post-consumer and 15% pre-consumer content from carpet.
Mannington will continue to invest and research new technologies and processes to increase recycled content and reduce waste. We will continue to work with progressive organizations like CARE who are working to improve environmental performance in our industry. Because after all, actions speak.

**Mohawk Group**

In 2009, Mohawk continued to make progress in its efforts to support CARE and its mission of finding market solutions to divert carpet from landfills. Mohawk is a founding member of CARE, and is focused on ideas and technologies that promote complete solutions to the challenge of recycling carpet, addressing all components of the carpet composite—fiber, backings, and fillers. And, in keeping with the goal of market solutions, Mohawk looks beyond just our industry to identify opportunities for using recycled materials from carpet.

The flagship of Mohawk’s effort is the Mohawk GreenWorks center, a pilot plant for recycling post-consumer carpet fiber. The GreenWorks center is unique in that it can process any carpet face fiber from nylon 6 & 6.6, to polypropylene, polyester, and triexta.

Early in 2009, the Society of Plastics Engineers recognized Mohawk GreenWorks with an international award at its Global Plastics Environmental Conference, which showcases companies that have created innovative ways to address recycling challenges for plastic materials.

Mohawk recently announced a key breakthrough in furthering carpet recyclability with GreenWorks. Through an alliance with Covington, GA-based Polar Materials, Inc., Mohawk GreenWorks solves the dilemma of recycling latex backing material by allowing it to be used over and over again. Waste sand, or calcium carbonate plus latex, from reclaimed carpet is put through the patent-pending process, which removes residual carpet fibers and blends the sand with limestone commonly used as filler for latex carpet backings.

The annual consumption of limestone in carpet exceeds 800,000 tons per year; replacing just 35 percent of limestone with the recycled carpet sand from this process can potentially divert more than 280,000 tons – 560 million lbs. – of carpet from the landfills each year.

Throughout the year, Mohawk continued to find new and expanded markets for the plastic resins that are products of the GreenWorks center’s recycling efforts. These include automotive, home furnishings, housewares, and other applications. The plastics recovered through GreenWorks are excellent substitutes for virgin material in many uses.

In fact, even with 2009 being a historically down year for manufacturing overall, the Mohawk GreenWorks center ended the year in a “sold out” status for its production capacity. Mohawk continues to explore ways to increase capacity to meet the demand for GreenWorks products.

In addition to GreenWorks, Mohawk Industries, the leading producer and distributor of flooring worldwide, is also one of the world’s largest recyclers of
plastic bottles, taking approximately 25% of all the plastic beverage and food bottles collected in North America to recycle into carpet fibers – diverting an enormous amount of PET plastic from landfills.

**Shaw Industries Group**

A recognized leader in environmental stewardship within the flooring industry and beyond, Shaw Industries has implemented hundreds of environmental and social responsibility initiatives driven by the company’s commitment to Sustainability through Innovation™ – the Shaw Green Edge®.

Shaw significantly expanded its sustainability commitments in 2009 with continued investment in both people and processes designed to drive the company’s sustainability leadership. Shaw’s publication of the first comprehensive corporate sustainability report in the flooring industry underscored this leadership. Highlighting the company’s public goals for energy, water and waste reduction as well as its partnerships with third-party organizations such as the US Environmental Protection Agency, the US Department of Energy and The Climate Registry, the report includes hard data on the company’s energy, water, waste and greenhouse gas emissions, among others.

**Reclamation and Recycling**

- Shaw began construction of Re2E (Reclaim to Energy), a first-of-its kind carpet-fueled co-generation facility in Dalton, Georgia. The facility will consume 76 million pounds of post-consumer and post-industrial carpet annually and will generate electricity and steam power for one of the company’s carpet mills. The project addresses three of Shaw’s main environmental responsibility priorities: alternative energy sourcing (and energy cost stabilization), the diversion of post-consumer and post-industrial carpet waste from landfills, and the expansion of Shaw’s post-consumer carpet reclamation network.

- Shaw created the Materials Recovery Strategic Business Unit, a newly staffed team dedicated to developing products derived from all types of post-consumer carpet, then finding paths to market for those products.

- Shaw became the initial majority partner in Clear Path Recycling, LLC, a new joint-venture company with DAK Americas, LLC. Clear Path Recycling will produce recycled PET (RPET) from post-consumer PET bottles. The first phase of the facility, currently under construction in North Carolina, will process 160 million pounds of PET bottles in the second quarter of 2010. When complete, the facility will eventually process more 280 million pounds of PET bottles – approximately 5 billion bottles – annually.

- Shaw received the EPA/CARE Innovation in Carpet Recycling award for its leadership and innovation in post-consumer carpet recycling. To date, the company has now reclaimed more than 320 million pounds of post-consumer carpet, processing more than 265 million pounds through the company’s Evergreen Nylon Recycling Facility in Augusta, Georgia and more than 9.5 million pounds of post-consumer and post-industrial EcoWorx carpet tile through its innovative elutriation process.
Operations

- Shaw combined the company’s environmental, health and safety processes into a unique Shaw Management System (SMS). SMS meets the requirements of the international standards ISO 9001 (Quality), ISO 14001 (Environmental), and OHSAS 18001 (Safety & Health), and integrates the practices of Total Productive Manufacturing (TPM). Between 2004 and 2009, Shaw has reduced the company’s employee injury rate by more than 50 percent, and in 2009 the company was recognized with the Director’s Award for Safety from the Georgia Department of Labor and the Advisory Board of the Georgia Safety, Health and Environmental Conference.

- Three Shaw facilities achieved Zero Waste to Landfill status in 2009, including two Tuftex carpet manufacturing facilities in Santa Fe Springs, California, and a fiber extrusion facility in Clemson, South Carolina.

- Four Shaw facilities in California received California Waste Reeducation Awards Program (WRAP) awards for the fifth consecutive year. The awards recognize California-based facilities for their leadership in waste to landfill reduction and recycling. The two Shaw Tuftex facilities and two Patcraft facilities in Santa Fe Springs, California received the award.

Products

- In 2009, Shaw achieved GREENGUARD Children & Schools Indoor Air Quality certification for all Shaw hardwood and laminate flooring products.

- Shaw introduced EcoFiber Touch™, a synthetic fiber cushion. Made with 100% post-industrial recycled materials, EcoFiber Touch is the industry’s only Cradle to Cradle certified carpet pad product.

- Shaw achieved certification of Anso nylon fiber’s 25 percent post-consumer recycled content under the SCS system equivalent recycled content protocol. The fiber, produced using recycled content from Shaw’s Evergreen Nylon Recycling Facility, is the first and only nylon fiber to achieve this distinction. Shaw’s ClearTouch PET products also earned certification of 25 percent post-consumer recycled content by UL Environment – another industry first.

Market Support

Shaw became sponsor of Masco Home Services Inc.’s, Environments for Living® program, the leading national turn-key program designed to assist builders in the construction and marketing of homes utilizing the principles of building science: Homes that offer energy efficiency, healthy indoor air quality and durability.

Throughout 2009, charter teams established by Shaw’s executive Growth & Sustainability Council also delivered significant results in each of the priority areas assigned by the council: materials recovery and stewardship; environmental health and safety excellence; a Shaw family of “Eco” products; a competitive, sustainable energy strategy, and corporate social responsibility.
The work of each and every Shaw associate, the charter teams, and Shaw’s continued environmental leadership during 2009 are evidence of the company’s commitment to creating the most beautiful – and sustainable – flooring in the world.

Sustainability through Innovation™. That’s the Shaw Green Edge®.

It’s our commitment to create the most beautiful – and sustainable – flooring in the world. And to help create a better planet for our customers, our people and our communities in the process.

Rooted in our drive to continuously improve every aspect of our business, the Shaw Green Edge guides everything we do, every day – from maintaining the highest ethical standards to safeguarding the health and well-being of our people and our communities, to conserving energy and water and recycling raw materials, to designing cradle to cradle products that can be remanufactured over and over again.

Because setting the standard for environmental excellence, social responsibility and product design is more than our responsibility. It’s also good business. And it’s our legacy.

**Tandus Flooring, Inc.**

Tandus Flooring manufactures high-performance, environmentally preferred floor coverings for the commercial market. The company employs a lean manufacturing / quality program and maintains an ISO 14001 certified environmental management system. Life cycle analysis and design for the environment methodologies steer the company’s manufacturing and R&D efforts. In the early ‘90’s, the company developed patented technology to “close-loop” recycle post consumer flooring into recycled content backing for new floorcoverings.

Tandus Flooring reclaims and recycles any vinyl-backed flooring product, including competitors’ products, through its active reclamation program, FLOORE™. To date, more than 160 million pounds of reclaimed flooring/waste has been recycled. All vinyl-backed flooring is 100% recyclable and the company’s sustainable warranty guarantees that all flooring returned will be recycled in its entirety and that no portion will be landfilled, incinerated (including waste-to-energy) or disposed of in any other way. Tandus Flooring’s Retrieve™ program recovers physical product samples and sample folders from customers for reuse or recycling. To-date, 280,000 samples and sample folders have been diverted from the landfill.

Tandus Flooring’s ethos™ products contain waste from the film layer of shatterproof glass from car windshields and safety glass. Tandus is the first and only company to reclaim this high-performance material that previously had no commercial end-of-life application. The company also produces ER3 floorcoverings from recycled flooring via Tandus Flooring’s closed-loop recycling program. These products have been certified at the Platinum level to the NSF
140-2007 standard, contain certified recycled content ranging from 28% to 65% (including 10% to 20% post consumer content) depending on the style, and are fully closed-loop recyclable back into flooring in Tandus’ FLOORE™ recycling program.

Tandus Flooring partnered with Carbonfund.org, a leading non-profit organization dedicated to fighting climate change, to offer its customers the option to purchase products that are carbon-neutral. The company has taken a very measured approach to ensure that its carbon-free product offering is conducted responsibly through a third party certification process. For a nominal cost, customers can purchase Powerbond® and modular products and have the greenhouse gas emissions offset through a registered and creditable program.

APPENDIX 1

Carpet America Recovery Effort (CARE) Survey, 2009

Dear CARE Reclamation Partner,

Thank you for taking a moment to complete this very important 2009 Carpet America Recovery Effort (CARE) Annual Survey. Your honest and complete answers to this survey will allow us perform quantitative analysis on the carpet recycling stream and create a detailed Annual Report for CARE’s Stakeholders.

The survey is 16 questions long and should take less than 10 minutes to complete.

If you need any assistance or have questions while completing this survey, please contact Jeremy Stroop, CARE’s Operations Manager, at jstroop@carpetrecovery.org or 706-428-2127.

Due to the time sensitive nature of this survey, please complete survey by close of business on Monday, March 1, 2010.

Note - *Company information will be confidential, and will only be seen and used by CARE’s Executive Director (Georgina Sikorski) and Operations Manager (Jeremy Stroop).

All data collected will be reported to outside agencies in the aggregate, thus removing any references to individual companies.

Thank you
Georgina Sikorski
Executive Director
1. How many employees does your company employ? ________________

2. Of your total employees, what percentage of them are associated with the recycling/recovery effort? ____________________________

3. Please select the type of company from the list below, based upon the descriptions provided. If your company performs more than one function, check all boxes that apply.

   ❑ Collector - A company that collects used carpeting from the point of generation and transports it to a sorting, processing or waste management facility (e.g. waste-to-energy facility). Note that this only includes collection from the original source of the material, not collection from a sorting or processing facility.

   ❑ Sorting Facility - A facility that separates waste materials (including used carpeting) form a mixed waste stream. The end result of this process is used carpeting that is separated from other materials (typically in baled form).

   ❑ Processor - A company or facility that takes used carpeting (whether handled by a sorting facility or brought directly by a collector) and processes it for use as a feedstock in a manufacturing facility.

   ❑ Manufacturer - A company or facility that utilizes processed carpeting materials and transforms them into other products, or uses them as raw materials in a manufacturing process.

4. Pounds of used carpet handled by your company (i.e. collected, processed, sorted and/or used in manufacturing) in 2009 - please report only materials which left your facility or process in 2009 (i.e. did not go into inventory).

5. To Address changes in inventory, please estimate the number of pounds of used carpeting that was in inventory at your facility(ies) at the beginning of 2009, by fiber type (enter number without commas rounded to the nearest pound).

   ❑ N66 ________________________________

   ❑ N6 ________________________________

   ❑ PP ________________________________

   ❑ Pet ________________________________

   ❑ Other _______________________________


6. And now the number of pounds of used carpeting in inventory at the end of 2009:

- N66 ______________________________
- N6 ______________________________
- PP ______________________________
- PET ______________________________
- Other ______________________________

7. Of the used carpeting material received, provide an estimate of the split between post-consumer (material recovered after being used at a residence or commercial establishment) and post-industrial (scrap material from a manufacturing facility). Indicate responses as a percent of total material handled (total must equal 100%).

   Post-Consumer ______________________________
   Post-Industrial ______________________________

8. Indicate the percentage of post-consumer carpet that you handle by fiber type (must total 100%).

   - N66 ______________________________
   - N6 ______________________________
   - PP ______________________________
   - PET ______________________________
   - Other ______________________________

9. To the extent known, identify the geographic area from which material comes from.

   - Northeast ______________________________
   - Southeast ______________________________
   - Midwest ______________________________
   - Southwest ______________________________
   - Northwest ______________________________
   - California ______________________________
   - Canada ______________________________
10. Indicate the types of facilities to which your company sends material derived from carpeting after any processing, sorting or manufacturing performed at your facility - in other words, what types of facilities do you send material to after it leaves the doors of your facility? Indicate the percentage of your output that goes to each type of facility (if you don’t send any materials to a particular type, indicate “0” or leave it blank). If you send any material to a facility that performs multiple functions, use the category that represents the most “advanced” level of processing (e.g. if you send material to a facility that sorts, processes and manufactures, count that material in the Manufacturer category). Answers should total to 100%.

- Sorting Facility (%)
- Processor (%)
- Manufacturer (%)
- Cement Kiln (%)
- Waste-to-Energy (%)
- Other (%)

11. To the extent known, please indicate the percentage of the output from your facility that is sent to customers in the U.S. versus customers overseas. Answers should total to 100%.

- US
- Mexico
- Canada
- Europe
- Asia
- Other/Unknown

12. If you are a manufacturer, please indicate the end-products produced from used carpeting material at your facility.

- Carpet Padding
- New Carpet
- Plastic Pellets
- Molded or Extruded Plastics
- Injection-Molded Plastic Parts
- Other (Please Specify)
13. If you are a manufacturer producing carpet, please indicate the quantity of post-consumer carpeting used in the manufacturing of carpet backing and face fiber, and estimate the percent increase over 2008: ____________________________

14. For the purposes of forecasting trends, please estimate the percentage increase or decrease in quantity of post-consumer carpet you can expect to recycle in 2010 when compared with 2009:

15. Indicate areas where CARE has provided support that would help your business.

- Presentations to Local Governments
- Research on Separation Technology
- Research on Processing Equipment
- Facilitate Meetings with Other Carpet Recyclers
- Additional Research on Regional Carpet Recycling Levels
- End Product Development
- Other

If you indicated in the question above that CARE has provided support in the “Other” category, please describe that type of support: ____________________________

16. Indicate areas where CARE should provide support that would help your business.

- Presentations to Local Governments
- Research on Separation Technology
- Research on Processing Equipment
- Facilitate Meetings with Other Carpet Recyclers
- Additional Research on Regional Carpet Recycling Levels
- End Product Development
- Other

If you indicated in the question above that CARE has provided support in the “Other” category, please describe that type of support: ____________________________
17. Company and Contact Information

Name________________________________________________________
Company_____________________________________________________
Address_____________________________________________________
Address 2 _________________________________________________
City/Town____________________________________________________
State________________________________________________________
ZIP/Postal Code______________________________________________
Country_______________________________________________________
Email Address________________________________________________
Phone Number________________________________________________
Established in 2002, CARE as a 501 (C) 3 non-profit organization, Carpet America Recovery Effort (CARE) is a joint industry-government effort to increase the amount of recycling and reuse of post-consumer carpet and reduce the amount of waste carpet going to landfills. CARE was established as a result of a Memorandum of Understanding for Carpet Stewardship (MOU), a national agreement signed by members of the carpet industry, representatives of government agencies at the federal, state and local levels, and non-governmental organizations.

CARE BOARD OF DIRECTORS, 2010
Paul Ashman - Environmental Recovery Consolidation Services (ERCS)
Vann Brown - Mohawk Industries
Larry Cook - Beaulieu of America
Russ DeLozier - Shaw Industries
Matthew Ewadinger - North Carolina Recycling Business Assistance Center
John Glenn - U.S. Environmental Protection Agency
Ron Greitzer – Reliance Carpet Cushion
Garth Hickle - Minnesota Pollution Control Agency
Frank Hurd - The Carpet and Rug Institute
Glen Hussmann- Tandus Flooring, Inc.
Dick Kruse - Kruse Carpet Recycling
Brendan McSheehy, Jr. - Universal Fiber Systems LLC
Eric Nelson – Interface
Tom Pendley- J&J/Invision
Robert Peoples, Ph.D. - ACS Green Chemistry Institute
Bob Pilotti – ECM Plastics, Inc.
Sean Ragiel - CarpetCycle
Rick Ramirez- Shaw Industries
Fred Williamson - StarNet Worldwide Commercial Flooring Partnership

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