

Outreach Plan for the Collection of Mercury Added Thermostats in California

Presented to

California Department of Toxic Substances Control
(DTSC)

Submitted by

Thermostat Recycling Corporation*
(TRC)

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August 8, 2016



Introduction

S. Groner Associates, Inc. (SGA) has been tasked by the Thermostat Recycling Corporation (TRC) to spread awareness about and secure the maximum proper disposal of out-of-service mercury-added thermostats (hereafter referred to as mercury thermostats) in California. In providing educational materials, incentives and developing engagement tools to increase Program participation and the number of mercury thermostats collected, this draft Outreach Plan (“the Plan”) proposes strategic tactics to make contact with persons or entities that may generate, collect or influence those parties regarding proper disposal of mercury thermostats in California. The potential program participants listed under Exhibit A of the Consent Order include:

1. Household hazardous waste collection facilities (HHW programs)
2. HVAC contractors
3. Demolition contractors
4. General contractors
5. Local building departments
6. Utility companies
7. School districts
8. Property management companies of multi-family housing developments
9. Property management companies of commercial/industrial properties
10. Hotel/motel managers and maintenance companies
11. Consumers
12. Retailers
13. Universities and colleges
14. Any other group who may handle mercury-added thermostats

To reinforce TRC’s current efforts and expand program access statewide, the outreach efforts will include statewide outreach for all of the 14 potential program participants. However, we will implement the Plan in a phased approach, targeting the highest priority audiences first with other audiences scoped in sequence of priority as outlined below and then subsequently targeted in the following phase of the Plan.

Outreach Plan Goals

In keeping with the requirements of the DTSC Consent Order, the overarching goal of the Plan is to provide a detailed roadmap for increasing statewide program participation and collection results.

Three specific areas were identified by TRC and are addressed within this Plan:

1. Set up a robust collection system throughout the state to increase the convenience of recycling mercury thermostats by potential program participants;
2. Increase the collection of mercury thermostats in California;
3. Increase engagement with existing partners or programs in California to ensure collected mercury thermostats are returned to TRC.

Objectives

TRC intends to operate in accordance with the following key objectives:

1. Ensure the placement of additional bins with entities that collect mercury thermostats through a comprehensive statewide effort
2. Develop materials and engagement tools for each potential program participant listed in Exhibit A to increase program participation and mercury thermostat collection in California
3. Engage existing partners throughout the State to promote the broadest understanding of TRC's collection program, as a means of increasing program participation, collecting mercury thermostats and returning mercury thermostat bins to TRC

Strategy

This Plan outlines a strategy for implementing three phases of outreach from 2016 to 2017. We have provided detailed tactics for 12 months starting in September 2016 (contingent on DTSC approval) and ending in August 2017 (note, this does not infer that outreach will end at that date; we feel that because there are so many unknown variables that will later be addressed with new efforts, it would be better to provide updated details regarding outreach efforts through program modification plans and quarterly updates as opposed to providing long range projections at this point). Timeline tables for both the length of each phase as well as the provision of materials and program engagement tools for each potential program participant are included in the following sections of this Plan.

The scope of the Plan outlined below includes the provision of materials and program engagement tools that will be implemented from September 2016 to August 2017 (contingent on the timing of DTSC approval of this plan). The goal is to create a strong foundation of materials and engagement tools. This will include both new tactics from the California focused efforts and from existing TRC efforts that have been implemented nationally including parts focused in California that can facilitate the widest possible participation statewide from the audiences listed in the consent order and keep outreach moving forward after the completion of Phase 3 in August 2017. The phased strategy will allow us to focus resources and facilitate reaching the goals/objectives listed above (bin placement, promotion/collection of thermostats, and then returning of bins to TRC), within the priority audiences first followed by targeting secondary and tertiary audiences with the overall purpose of creating the largest impact as soon as possible.

Phase 1: Outreach to Group A of Potential Program Participants

Group A is comprised of target audiences who most frequently come into contact with mercury thermostats and entities that already do or potentially can help us aggressively collect these mercury thermostats.¹ We will prioritize audiences that we know currently have the mercury thermostats we want to collect and also build up the collection networks, through bolstering the outreach materials and engagement tools, that serve these target audiences. Changing out thermostats in general is a fairly rare event for individual user. Research by Skumatz Economic Research Associates, Inc. found that 50% of thermostats last over 27 years². However,

¹ TRC 2015 California Report (Through Appendix 16)

² Skumatz Economic Research Associates, Inc. (2009) "Mercury-Containing Thermostats: Estimating Inventory and Flow from Existing Residential & Commercial Buildings"

some audiences listed in the consent order may interface with numerous individuals who use, remove, or need collection of thermostats, thereby increasing the likelihood of coming into contact with mercury thermostats.

For example, contractors may encounter mercury thermostats from multiple customers through their work, retailers serve many contractors or consumers every day and HHW programs serve entire communities or even metropolitan areas of residents. The only exception to this grouping is that we included consumers and that was simply because they will so closely align with outreach through retailers and will be a key audience in the Pilot Plan which will start on a similar timeframe as Group A/Phase 1. Group A includes the following audiences broken out by those removing/first coming into contact with mercury thermostats and then followed by audiences who are collectors:

Those that remove mercury thermostats:

- HVAC contractors
- Demolition contractors
- General contractors
- Consumers

Those that collect mercury thermostats:

- HHW programs (consumers)
- Retailers (consumers and small contractors)
- Other: Wholesalers (small and large contractors)
- Large contractors (self-collect)

Two notes from the above list:

1. Large Contractors: We define large contractors as contractors from any of the three contractor sectors that have more than 7 employees.
2. Other – Wholesalers: We will also include an audience that is not included in the original Exhibit A list – wholesalers. Wholesalers fit under the criteria of “any other group who may handle mercury thermostats” since they would play a part in collecting mercury thermostats from small contractors (that do not qualify for a free bin) and large contractors (that decide to not obtain a bin).

Scoping/Exploratory Efforts for Group B:

Based on recent conversations with the DTSC, Phase 1 outreach will also include a scoping exercise of Group B’s current sustainability efforts and data bases to determine if there is information there that aligns with and can inform our efforts with Group A.

- Utility companies (help to promote upgrading to programmable thermostats)
- Local building departments (outreach to contractors)
- School districts (removal and collection)
- Universities and colleges (removal and collection)

Phase 2: Outreach to Group B of Potential Program Participants

In order to align our outreach efforts with the maintenance timelines of schools and universities/colleges, which typically take place in the summer season, we suggest that the following program participants comprise our second group and phase. We will also include local building departments and utilities because while they do not directly come into contact with mercury thermostats (either in the removal or collection), they would come into contact with key audiences in Group A (note, we will explore these two audiences during Phase 1 and if positive outcomes emerge, may move them into Group A). Furthermore, the organizational structure of these program participants requires similar program materials and engagement tools to be created and disseminated collectively.

- Utility companies
- Local building departments
- School districts
- Universities and colleges

Similar to Phase 1, we will begin to scope out the potential outreach opportunities for Group C during this phase to prepare more detailed planning regarding our outreach efforts for these audiences.

Phase 3: Outreach to Group C of Potential Program Participants

After establishing outreach efforts to utility companies, local building departments, school districts, and universities and colleges, we will conduct further investigations into the institutional barriers and opportunities that may inform outreach for Group C (since our initial contacts with these audiences leads us to believe that these final target audiences are the most difficult to contact and engage in dialogue, due to “gatekeepers” between who we would need to initially contact – for example, property managers -- and those that actually handle the removal of thermostats, either maintenance personnel or contractors).

- Property management companies of multi-family housing developments
- Property management companies of commercial/industrial properties
- Hotel/motel managers and maintenance companies

Outreach Plan Phase Timelines

The timeline for the comprehensive Plan is as follows:

September 2016 - December 2016

Phase 1: Group A of Potential Program Participants

- Those that come into contact with mercury thermostats
- Those that collect mercury thermostats
- Scoping of Group B

Note: Outreach to Group A will remain active during Phases 2 and 3. Further, it will continue past the conclusion of this plan’s comprehensive timeline (Phase 3 in August 2017).

January 2017 - April 2017

Phase 2: Group B of Potential Program Participants

- Entities that typically perform maintenance during summer months

- Entities that have similar organizational structures
- Continue outreach to Group A
- Scoping of Group C

Note: Outreach to Group B will remain active during Phase 3. It will also continue past the conclusion of this plan's comprehensive timeline (Phase 3 in August 2017).

May 2017 - August 2017

Phase 3: Group C of Potential Program Participants

- Entities that have the most complex organizational structures (based on initial research)
- Continue outreach to Group A and Group B

Note: Outreach to Groups C will continue past the conclusion of this plan's comprehensive timeline (Phase 3 in August 2017).

Outreach Plan Phase Timelines			2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1				Phase 2				Phase 3			
			(4 months)				(4 months)				(4 months)			
Group A	HVAC contractors	12 months												
	Demolition contractors	12 months												
	General contractors	12 months												
	Consumers	12 months												
	HHW programs	12 months												
	Retailers	12 months												
	Other: Wholesalers (small and large contractors)	12 months												
Group B	Utility companies	8 months												
	Local building departments	8 months												
	School districts	8 months												
	Universities and colleges	8 months												
Group C	Property management companies of multi-family housing developments	4 months												
		4 months												

Outreach Plan Phase Timelines		2016				2017							
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
		Phase 1				Phase 2				Phase 3			
		(4 months)				(4 months)				(4 months)			
Property management companies of commercial/industrial properties													
Hotel/motel managers and maintenance companies	4 months												

	Outreach
	Scoping / Exploratory Efforts

Tactics for Potential Program Participants

In order to effectively increase program participation and mercury thermostat collection, our target audiences must be informed and educated through a variety of materials and program engagement tools. The following tactics will be utilized by TRC to ensure that potential program participants receive timely information in a variety of formats.

Timeline tables for each program participant were developed to provide greater level of detail regarding the implementation of different outreach efforts. Each table is then supported with information that provides further detail about how different outreach efforts or types of engagement tools will provide target audiences with information about the Program.

Phase 1

HVAC Contractors Tactics and Metrics (Phase 1)

Tactic 1: Articles in Trade Association E-Newsletters

Articles will provide information about TRC's collection program and seek to motivate large HVAC contractors to sign up for a free collection bin. Bit.ly links will measure whether certain messages are more favorable than others by providing a direct link between information and a desired action (e.g. enrolling in TRC's mercury thermostat collection program or searching for a collection site location). Bit.ly links will allow TRC to track the number of hits certain e-newsletter articles generate and as a result provide a clearer picture of whether or not a message is performing well.

Number of HVAC Contractor Trade Associations to be Contacted (See Appendix A)

- 21 trade associations

Metrics

- Unique landing page visitors
- Click through to goal page
- Bin order placements

Tactic 2: Place Ads in Trade Association E-Newsletters (and other media platforms)

E-newsletter ads will provide readers with information about the Program and direct them to retail and wholesale stores that are participating in TRC's mercury thermostat collection program.

We are currently focused on the following outreach via trade association e-newsletters and will look to continue a similar level of effort targeting HVAC contractors:

- HVACR Business Magazine (2X): Circulation: 33,931
- HVAC Insider CA (4X): Circulation: 6,944 quarterly
- Google AdWords for HVAC educators: 6 months
- Facebook/YouTube HVAC educators: 6 months

Metrics

- Unique landing page visitors
- Click through to goal page
- Bin order placements

Tactic 3: Create HVAC Contractor Landing Page

TRC will create a mobile-friendly landing page that will seek to motivate HVAC contractors across California to enroll in TRC's mercury-switch thermostat collection program and provide information on how to properly identify mercury thermostats.

Metrics

- Unique landing page visitors
- Click through to goal page
- Bin order placements

Tactic 4: Outreach to Small HVAC Contractors via Wholesale Distributors (Other Audience)

TRC will seek to place collection bins with wholesalers that are not actively collecting mercury thermostats in California. As an incentive to increase participation of wholesale distributors, TRC will waive the bin fee and provide bins for free to the wholesalers.

Program access and participation should increase, especially among small HVAC contractors since they are currently not eligible to receive a free collection bin.

We are currently implementing the following outreach and will look to continue a similar level of effort:

- Wholesale branches throughout California have been mailed letters with information about the Program, encouraging these locations to sign-up for free collection bins.
- Number of Letters Mailed as of July 2016: 37 letters to wholesalers

Metrics (see wholesaler tactics and metrics)

Tactic 5: Provide free bins to large HVAC contractors and incentives for returning the bins to TRC

TRC will seek to place collection bins with large HVAC contractors willing to collect mercury thermostats at their facility. In addition, TRC will offer large contractors \$100 for the return of a full box of 40 mercury thermostats (prorated at \$2.50 for more or less than 40) to promote engagement in the program and completing the collection/proper disposal process (i.e., returning thermostats to the TRC).

Metrics

- Number of bins ordered

- Number of thermostats collected
- Number of thermostats returned to TRC

Tactic 6: "Recycle, Scratch, Earn" Loyalty Program for HVAC Wholesale Distributor Locations

TRC's loyalty program in California allows HVAC technicians to earn points for each mercury thermostat recycled at participating locations. Points can be redeemed online for brand-name merchandise. Each mercury thermostat recycled is worth 600 points and prizes may start being redeemed at 4,800 points, or 8 thermostats. There are thousands of prizes to choose from and once a selection is made products are delivered directly to the customer within 7-10 business days.

Metrics

- Number of thermostats collected

HVAC Contractors Timeline (Phase 1)

Group A	HVAC Contractors		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Place articles in Trade Association E-newsletters	6 months												
	Place Ads in Trade Association E-newsletters; direct them to retail stores and wholesale stores	6 months												
	Engagement Tools													
	Phone Calls: Contact Trade Associations	3 months												
	Incentive: Free bins for large contractors: Monetary incentive for returned bin	12 months												
	Create Landing Page	3 months												
	Reach smaller contractors via wholesale distributors	12 months												
	"Recycle, Scratch, Earn" Loyalty Program	12 months												

Demolition Contractors Tactics and Metrics (Phase 1)

Tactic 1: Articles in Trade Association E-Newsletters

Articles will provide information about TRC's collection program and seek to motivate large demolition contractors to sign up for a free collection bin. Bit.ly links will measure whether certain messages are more favorable than others by providing a direct link between information and a desired action (e.g. enrolling in

TRC's mercury-switch thermostat collection program or searching for a collection site location). Bit.ly links will allow TRC to track the number of hits certain e-newsletter articles generate and as a result provide a clearer picture of whether or not a message is performing well.

Number of Demolition Contractor Trade Associations to be Contacted (See Appendix A)

- 12 trade associations

Metrics

- Unique landing page visitors
- Click through to goal page
- Bin order placements

Tactic 2: Place Ads in Trade Association E-Newsletters (and other media platforms)

E-newsletter ads will provide readers with information about the Program and direct them to retail and wholesale stores that are participating in TRC's mercury-switch thermostat collection program.

Current Outreach Efforts

- National Demolition Association (13 weeks): Circulation: 1,806
- Contracting Business eBlast (2x): 46,389 monthly visits
- Construction and Demolition Recycling (1x): Circulation: 108,786

Tactic 3: Create Demolition Contractor Landing Page

TRC will create a mobile-friendly landing page that will seek to motivate demolition contractors across California to enroll in TRC's mercury-switch thermostat collection program and provide information on how to properly identify mercury thermostats.

Metrics

- Number of website visits

Tactic 4: Outreach to Small Demolition Contractors via Wholesale Distributors (Other Audience)

TRC will seek to place collection bins with wholesalers that are not actively collecting mercury thermostats in California. As an incentive to increase participation of wholesale distributors, TRC will waive the bin fee and provide bins for free to the wholesalers.

Program access and participation should increase, especially among small Demolition contractors since they are currently not eligible to receive a free collection bin.

We are currently implementing the following outreach and will look to continue a similar level of effort:

- Wholesale branches throughout California have been mailed letters with information about the Program, encouraging these locations to sign-up for free collection bins.
- Number of Letters Mailed as of July 2016: 37 letters to wholesalers

Metrics (see wholesaler tactics and metrics)

Tactic 5: Provide free bins to large demolition contractors and incentives for returning the bins to TRC

TRC will seek to place collection bins with large demolition contractors willing to collect mercury thermostats at their facility. In addition, TRC will offer large contractors \$100 for the return of a full box of 40 mercury thermostats (prorated at \$2.50 for more or less than 40) to promote engagement in the program and completing the collection/proper disposal process (i.e., returning thermostats to the TRC).

Metrics

- Number of bins ordered
- Number of thermostats collected
- Number of thermostats returned to TRC

Demolition Contractors Timeline (Phase 1)

Group A	Demolition contractors		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Place articles in Trade Association E-newsletters	6 months												
	Place Ads in Trade Association E-newsletters	6 months												
	Engagement Tools													
	Phone Calls: Contact Trade Associations	3 months												
	Incentive: Free bins for large contractors Incentive: Monetary incentive for returned bin	12 months												
	Create Landing Page	3 months												
	Reach smaller contractors via wholesale distributors	12 months												

General Contractors Tactics and Metrics (Phase 1)

Tactic 1: Articles in Trade Association E-Newsletters

Articles will provide information about TRC's collection program and seek to motivate general contractors to sign up for a free collection bin. Bit.ly links will measure whether certain messages are more favorable than others by providing a direct link between information and a desired action (e.g. enrolling in TRC's mercury-switch thermostat collection program or searching for a collection site location). Bit.ly links will allow TRC to track the number of hits certain e-newsletter articles generate and as a result provide a clearer picture of whether or not a message is performing well.

Number of General Contractor Trade Associations to be Contacted (See Appendix A)

- 45 trade associations

Metrics

- Unique landing page visitors
- Click through to goal page

- Bin order placements

Tactic 2: Place Ads in Trade Association E-Newsletters

E-newsletter ads will provide readers with information about the Program and direct them to retail and wholesale stores that are participating in TRC's mercury-switch thermostat collection program.

Current Outreach Efforts

- AHRI Newsletter (13x): Circulation: 1778 weekly
- Indoor Comfort News (6x): Circulation: 25,000
- ACHR News (1x): Circulation: 33,730

Metrics

- Number of website visits
- Bin order placements

Tactic 3: Create General Contractor Landing Page

TRC will create a mobile-friendly landing page that will seek to motivate general contractors across California to enroll in TRC's mercury-switch thermostat collection program, how to find a collection site location, and provide information on how to properly identify mercury thermostats.

Metrics

- Number of website visits
- Bin order placements

Tactic 4: Outreach to Small General Contractors via Wholesale Distributors (Other Audience)

TRC will seek to place collection bins with wholesalers that are not actively collecting mercury thermostats in California. As an incentive to increase participation of wholesale distributors, TRC will waive the bin fee and provide bins for free to the wholesalers.

Program access and participation should increase, especially among small HVAC contractors since they are currently not eligible to receive a free collection bin.

We are currently implementing the following outreach and will look to continue a similar level of effort:

- Wholesale branches throughout California have been mailed letters with information about the Program, encouraging these locations to sign-up for free collection bins.
- Number of Letters Mailed as of July 2016: 37 letters to wholesalers

Tactic 5: Provide free bins to large General contractors and incentives for returning the bins to TRC

TRC will seek to place collection bins with large HVAC contractors willing to collect mercury thermostats at their facility. In addition, TRC will offer large contractors \$100 for the return of a full box of 40 mercury thermostats (prorated at \$2.50 for more or less than 40) to promote engagement in the program and completing the collection/proper disposal process (i.e., returning thermostats to the TRC).

Metrics

- Number of bins ordered
- Number of thermostats collected
- Number of thermostats returned to TRC

Overall Outcome Metrics (all contractors/wholesalers)

- Number of bins distributed to large contractors
- Number of bins returned to TRC
- Number of mercury thermostats collected by large contractors

General Contractors Timeline (Phase 1)

Group A	General contractors		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Place articles in Trade Association E-newsletters	6 months												
	Place Ads in Trade Association E-newsletters	6 months												
	Engagement Tools													
	Phone Calls: Contact Trade Associations	3 months												
	Incentive: Free bins for large contractors Monetary incentive for returned bin	12 months												
	Create Landing Page	3 months												
	Reach smaller contractors via wholesale distributors	12 months												

Consumers Tactics and Metrics (Phase 1)

Tactic 1: Google Ads

One of the most likely places most consumers/do-it-yourselfers go when looking to swap out a thermostat is Google. We can place ads in Google which target individuals who search for information about changing out a thermostat and have the potential to possess an old mercury thermostat.

We will place ads statewide, but will also look to geo-target ads around locations more likely than average to have old mercury thermostats and for collection day events to promote mercury thermostat collection. Google Ads will provide us with metrics on number of people reached (i.e., people who see the ad), number of people who clicked on the ad (i.e., went from Google search to our landing page), and then finally the number of people who actually searched in the store locator for the nearest collection location to them.

Our goal is to obtain at least 1 million impressions within Phase 1 (people who see the ads). We will then look at the follow up metrics of clicks and search/store locator goals and create our objective metrics accordingly.

Metrics

- Number of impressions
- Number of clicks-throughs to consumer landing page
- Number of consumers that reach collection site locator

Tactic 2: Outreach to Consumers via HHW Programs and Retailers

TRC will engage consumers through its different HHW and retailer outreach efforts. These tactics will be further detailed in the corresponding sections for HHW programs and Retailers.

Metrics

(see corresponding tactics for HHW Programs and Retailers)

Tactic 3: Create Consumers Landing Page

TRC will create a mobile-friendly landing page that will seek to motivate consumers to recycle their mercury thermostats if they're upgrading or replacing their HVAC systems. The landing page will redirect consumers to TRC's "Find a Thermostat Collection Site" webpage as well as provide information on how to correctly identify mercury thermostats.

Metrics (same as Task 1: Google Ads)

- Number of impressions
- Number of clicks-throughs to consumer landing page
- Number of consumers that reach collection site locator

Consumers Timeline (Phase 1)

Group A	Consumers		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Engagement Tools													
	Place Google Ads to Measure Effective Messaging	12 months												
	Outreach via HHW programs and retailers	12 months												
	Create landing page	3 months												

HHW Programs Tactics and Metrics (Phase 1)

Tactic 1: Post Information to HHW Yahoo! Group

The California Household Hazardous Waste Information Exchange Yahoo! Group, has 718 members on its online group list. This Yahoo! Group provides household hazardous waste professionals with a way to exchange information and share ideas to support the HHW community. TRC will provide information on how

to sign up for a free collection bin, highlight recent additions regarding HHW outreach efforts, and information on how to reach TRC and its staff. The number of members in this group is 718.

Metrics

- Website hits emanating from a bit.ly link in HHWIE posts.

Tactic 2: Partner with HHW Programs to Distribute Online Information

TRC will partner with HHW collection facilities to distribute Program information through different online media outlets (e.g., blogs and social media posts). In addition to providing information about TRC's programs and activities, online media will also provide information about upcoming events such as citywide and countywide collection day events.

Metrics

- Website hits emanating from a bit.ly links in online posts.

Tactic 3: Co-promote Collection Day Events with HHW Facilities and/or retail stores (City and County Level)

TRC will partner with HHW facilities and retail stores to promote collection day events through the use of different online media tools. Several weeks' notice will be given to the community and special interest organizations to generate awareness and interest. We will hold each special collection event directly at the HHW facility or retail stores to help promote the local option of take-back at a local retail store (as a regular every day option) and develop a partnership among the three organizations (TRC, retail store and HHW program) to promote residential thermostat collection at the local retail store.

During this event, we will look to further test out incentives and use the feeling "urgency" of a one-day event to motivate consumers and/or contractors to act and return the mercury thermostats to a collection site. The goal is to hold six collection day events by the end of year 2016. However, given the holiday season and timing of when the Outreach Plan is approved, these events may need to extend into Phase 2.

Metrics

- Number of implemented collection day events
- Number of mercury thermostats collected (per event)

Tactic 4: Survey Individuals Returning Thermostats (at Collection Day Events)

TRC will develop a survey and collect data to identify which offline or online media tools were responsible for generating the highest level of interest and awareness among different target audiences. This will help us to assess, which communication channels worked best for different target audiences so that TRC can further develop those respective efforts moving forward.

Metrics

- Number of participants surveyed

Tactic 5: Create HHW Landing Page

The Plan will provide an online landing page that will seek to motivate HHW facilities across California to participate in TRC's thermostat collection program and sign up for a free collection bin. The page will be both computer and mobile accessible (so staff can easily access from either the office or the field).

Metrics

- Number of website hits

Tactic 6: Attend HHW Information Exchanges and Annual Statewide Conference

There are several HHW regional events held each year (split between northern and southern California) and one annual conference. By attending these events, TRC will be able to share important information about its HHW outreach and encourage local HHW program participation in the TRC program. In addition, these meetings/conferences reach stakeholders and NGOs that are also interested and play a role in the effective collection of mercury thermostats in California.

Metrics

- Number of HHW information exchange meetings/conference attended

Overall Outcome Metrics (HHW programs)

- Number of bins distributed to HHW programs
- Number of bins returned to TRC
- Number of mercury thermostats collected by the HHW programs

HHW Programs (Phase 1)

Group A	Household Hazardous Waste Collection Facilities		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Create/Post Educational Materials for Yahoo Group	3 months												
	Work with HHW programs to distribute online information (blogs, social media posts, outreach materials).	12 months												
	Co-promote collection day events with City/County and/or retailer	2 months												
	Engagement Tools													
	Coordinate Local Outreach	12 months												
	Survey individuals returning thermostats (at collection day events)	3 days												
	Create Landing Page	3 months												
	Attend regional HHW information exchanges and annual statewide conference	2 months												

Retailers Tactics and Metrics (Phase 1)

Tactic 1: Shelf-talkers to Promote TRC Program

Visually-appealing shelf-talkers will be designed to inform and guide consumers to take advantage of TRC's in-store mercury thermostat take back program. Strategic placement of shelf-talkers near HVAC supplies may guide consumers to participate in the program and properly dispose of their mercury thermostats.

Metrics:

- Number of materials placed in stores

Tactic 2: In-store Flyer Ads

Promotional flyers that provide information about the retail store's collection day event will be placed in bags at check-out for several weeks leading up to the date of the event.

Metrics:

- Number of materials placed in stores

Tactic 3: Identify and Partner with Retail Chain

TRC will identify and partner with a statewide store chain that has at least 50 stores, so that it can implement 3 monetary incentive pilots that test different dollar amounts per recycled mercury thermostat. TRC will select locations based on partner store availability and on the location criteria outlined in the Pilot Plan, which were developed to identify locations that have a higher than average likelihood of containing mercury thermostats (See Pilot Plan for further details).

Metrics:

- Number of partner stores

Tactic 4: Co-promote Collection Day Events with a Retail Chain Store (and regional/local HHW program)

TRC will partner with a retail chain store to promote collection day events with in-store flyer ads. Several weeks' notice will be given to consumers to generate awareness and interest.

(Note, we are looking to implement a total of six collection day events between the HHW program and the retail stores. Given the holiday season and timing of when the Outreach Plan is approved, these events may need to extend into Phase 2. Also, our goal will be to divide these six events equally between northern California, central California and southern California – two per region).

Metrics:

- Number of collection days implemented
- Number of thermostats collected

Tactic 5: Survey Individuals Returning Thermostats (at Collection Day Events)

To help identify which outreach tactics are most effective at actually driving individuals to the stores to properly dispose of their mercury thermostats, we will conduct in-person surveys during the collection day events. TRC will use this data to further develop its program modifications and create tactical adjustments in reaching specific audiences.

Metrics

- Number of participants surveyed

Retailers Timeline (Phase 1)

Group A	Retailers		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Create/Distribute shelf-talkers to promote TRC program	5 months												
	Create/Distribute In-store flyer ad	5 month												
	Engagement Tools													
	Identify retail chain; have them accept thermostats for pilots (initially, only 3 pilot stores)	2 months												
	Expand program across chain throughout State	2 months												
	Co-promote collection day events with a retail chain store and local/regional HHW program (in-store credit for customers that return thermostats – pilot stores)	2 months												
	Survey individual returning thermostats (at collection day events)	3 days												

Other: Wholesalers Tactics and Metrics (Phase 1)

Tactic 1: Outreach to Wholesalers

As of July 2016, 37 wholesalers have received letters that provide information about the Program and encourage these locations to enroll in TRC's mercury thermostat collection program. TRC will continue to engage wholesalers by providing important Program information in order to increase Program access and participation, especially among small contractors since they do not qualify to host free collection bins. These efforts will include:

- Program information letters to wholesalers that are not actively collecting mercury thermostats
- Phone calls to provided Program information and encourage enrollment and participation
- Waiving of collection bin fees for wholesalers enrolling into the program
- Targeting electrical wholesalers that work with Solar City since technicians have been trained to "upsell" Nest thermostats when they are in the home. The offer then could be to place bins at job sites.

Metrics

- Number of bin placements
- Number of thermostats collected
- Number of bins returned

Other: Wholesalers Timeline (Phase 1)

Group A			2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
			Engagement Tools											
	Outreach to wholesalers	12 months												

PHASE 2

Utilities: Concepts for Outreach Tactics (Phase 2)

Tactic 1: Partner with Utility Companies to Educate Business and Residential Customers

TRC will approach the three major California utility companies (Pacific Gas & Electric, SoCal Edison, and San Diego Gas & Electric) to examine their current energy efficiency programs and explore with them opportunities to better align their sustainability interests with the goals and objectives of the Consent Order. All three of these California utilities are members of the Electric Utility Industry Sustainable Supply Chain Alliance, a national coalition focused on collaborative sustainability efforts throughout the industry. Pacific Gas & Electric currently chairs the Alliance. All three of these California utilities have launched energy-efficient programs with both their business and residential customers focused on the more efficient use of energy and educational outreach on the value of smart thermostats.

Also, we are aware that the U.S. Environmental Protection Agency is engaged in an EnergyStar thermostat program. The TRC has already contacted the EPA and will work with them to align their program with the interests of the California Consent Order, where appropriate and applicable. The TRC is also aware of a collection of State Technical Resource Manuals (TRMs) which serve as resource materials for those who may be involved in the collection of thermostats. We understand that the California Energy Commission (CEC) was the first to prepare an energy-related Technical Resource Manual and other states have followed. We will work with the DTSC and the CEC to ensure that TRC information pertinent to the collection of thermostats in California is included in future versions of these materials.

Tactic 2: Disseminate Information through Customer Channels

TRC will utilize public utility billing systems to provide inserts that educate consumers about its statewide program, landing page, and any local pilots.

Tactic 3: Add “Energy Savings” Link to Utility Companies’ Websites

TRC will partner with utility companies to add a link on their websites that direct visitors to its consumers landing page. TRC’s consumers landing page will seek to motivate individuals to recycle their mercury thermostats if they’re upgrading or replacing their HVAC systems.

Utility Companies (Phase 2)

Group B	Utility companies		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Place Articles in Utility Company E-newsletters or Blogs	4 months												
	Engagement Tools													
	Scoping / Exploratory Outreach	2 months												
	Partner with utility companies to educate business and residential customers	8 months												
	Partner: disseminate information through customer channels (i.e., bill inserts, newsletters, websites, etc.)	8 months												
	Have utility company energy savings link to Consumers Landing Page	2 months												

	Scoping / Exploratory Efforts
	Outreach

Local Building Departments: Concepts for Outreach Tactics (Phase 2)

Tactic 1: Informational Flyer for Public-Facing Counters/Inspectors

Based on recent conversations with the DTSC, we will create an informational flyer that provides information on TRC's Program and educates the local building department staff, contractors and public on the importance of recycling their mercury thermostats if they're upgrading or replacing their HVAC systems. The flyer will also prominently display the web address to the contractor landing page.

Local Building Departments (Phase 2)

Group B	Local building departments		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Develop/Distribute Educational Information for Public-Facing Counters	4 months												

School Districts: Concepts for Outreach Tactics (Phase 2)

Tactic 1: Understand School Maintenance Schedules and Current Practices

Contact with school districts facility managers will be the first step to understanding their potential to have mercury thermostats, timing of any future maintenance to remove them and current practice for handling and disposal of thermostats.

Tactic 2: Educational Materials to Educate Maintenance Personnel

Educational materials will be geared towards educating maintenance personnel on how to properly identify and dispose of mercury thermostats. At a minimum, the guide will contain easy-to-understand:

- Information on how to properly identify mercury thermostats
- Information on how to properly dispose of mercury thermostats
- Safety standards for handling mercury thermostats
- Landing page web address (in order to find nearest collection site location)

School Districts (Phase 2)

Group B	School districts		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Create/Distribute Materials to Educate Maintenance Personnel	4 months												
Engagement Tools														
Scoping / Exploratory Outreach	2 months													

	Scoping / Exploratory Efforts
	Outreach

Universities and Colleges: Concepts for Outreach Tactics (Phase 2)

Tactic 1: Understand University/Colleges Maintenance Schedules and Current Practices

Contact with school districts facility managers will be the first step to understanding their potential to have mercury thermostats, timing of any future maintenance to remove them and current practice for handling and disposal of thermostats.

Tactic 2: Educational Materials to Educate Maintenance Personnel

Educational materials will be geared towards educating maintenance personnel on how to properly identify and dispose of mercury thermostats. At a minimum, the guide will contain easy-to-understand:

- Information on how to properly identify mercury thermostats
- Information on how to properly dispose of mercury thermostats

- Safety standards for handling mercury thermostats
- Landing page web address (in order to find nearest collection site location)

Universities and Colleges (Phase 2)

Group B	Universities and Colleges		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Create/Distribute Materials to Educate Maintenance Personnel	4 months												
	Engagement Tools													
	Scoping / Exploratory Outreach	2 months												

	Scoping / Exploratory Efforts
	Outreach

Phase 3

Multifamily Housing: Concepts for Outreach Tactics (Phase 3)

Tactic 1: Articles in Trade Association E-newsletters or Blogs

Articles will provide information about TRC's collection program. Initial exploratory outreach during phase 1 will help determine the messaging approach needed to increase program participation among property management companies of multi-family housing developments.

Tactic 2: Educational Materials to Educate Maintenance Personnel

Educational materials will be geared towards educating maintenance personnel on how to properly identify and dispose of mercury thermostats. At a minimum, the guide will contain easy-to-understand:

- Information on how to properly identify mercury thermostats
- Information on how to properly dispose of mercury thermostats
- Safety standards for handling mercury thermostats
- Landing page web address (in order to find nearest collection site location)

Property Management Companies of Multi-family Housing Developments (Phase 3)

Group C	Property management companies of multi-family housing developments		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Place Articles with Trade Association E-newsletters or Blogs	3 months												
	Create/Distribute Materials to Educate Maintenance Personnel	3 months												
Engagement Tools														
	Scoping / Exploratory Outreach	2 months												

	Scoping / Exploratory Efforts
	Outreach

Commercial/Industrial Properties: Concepts for Outreach Tactics (Phase 3)

Tactic 1: Articles in Trade Association E-newsletters or Blogs

Articles will provide information about TRC's collection program. Initial exploratory outreach during phase 1 will help determine the messaging approach needed to increase program participation among property management companies of commercial/industrial properties.

Tactic 2: Educational Materials to Educate Maintenance Personnel

Educational materials will be geared towards educating maintenance personnel on how to properly identify and dispose of mercury thermostats. At a minimum, the guide will contain easy-to-understand:

- Information on how to properly identify mercury thermostats
- Information on how to properly dispose of mercury thermostats
- Safety standards for handling mercury thermostats
- Landing page web address (in order to find nearest collection site location)

Property Management Companies of Commercial/Industrial Properties (Phase 3)

Group C	Property management companies of commercial / industrial properties		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Place Articles with Trade Association E-newsletters or Blogs	3 months												
	Create/Distribute Materials to Educate Maintenance Personnel	3 months												
Engagement Tools														
	Scoping / Exploratory Outreach	2 months												

	Scoping / Exploratory Efforts
	Outreach

Hotel/Motel Managers: Concepts for Outreach Tactics (Phase 3)

Tactic 1: Articles in Trade Association E-newsletters or Blogs

Articles will provide information about TRC's collection program. Initial exploratory outreach during Phase 1 will help determine the messaging approach needed to increase program participation among both hotel/motel managers and maintenance companies.

Tactic 2: Educational Materials to Educate Maintenance Personnel

Educational materials will be geared towards educating maintenance personnel on how to properly identify and dispose of mercury thermostats. At a minimum, the guide will contain easy-to-understand:

- Information on how to properly identify mercury thermostats
- Information on how to properly dispose of mercury thermostats
- Safety standards for handling mercury thermostats
- Landing page web address (in order to find nearest collection site location)

Hotel/Motel Managers and Maintenance Companies (Phase 3)

Group C	Hotel/motel managers and maintenance companies		2016				2017							
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
			Phase 1 (4 months)				Phase 2 (4 months)				Phase 3 (4 months)			
	Materials													
	Place Articles with Trade Association E-newsletters or Blogs	3 months												
	Create/Distribute Materials to Educate Maintenance Personnel	3 months												
Engagement Tools														
	Scoping / Exploratory Outreach	2 months												

	Scoping / Exploratory Efforts
	Outreach

Outreach Plan Metrics Reporting

One of the important aspects and objectives of this project is to provide DTSC metrics that will help to assess and refine the projects that are undertaken. This Plan has outlined key metrics (both results or outcome based and implementation or output based). As implementation of the program is underway we will develop a metric “dashboard” that can be updated on a regular basis and included with reporting that will provide DTSC with data that can help inform the progress of and refinements to the program.

Appendix A- Contact Lists for Trade Associations

Contact List for HVAC Contractor Trade Associations

Name	Address	City	Phone Number	National / Regional / or CA	Number of Subscribers
ACTA Air Conditioning Trade Association	1112 N. Maine St., #386	Manteca	(888) 486-4464		
PHCC-GLAA Plumbing, Heating, Cooling Contractors Association of the Greater Los Angeles Area	2869 Glenview Ave.	Los Angeles	(323) 913-7335		
United Association Local Union 342	935 Detroit Ave.	Concord	(925) 686-5880		
ARCA/MCA	3602 Inland Empire Blvd., Suite #B-206	Ontario	(909) 477-4515		
The Air Conditioning, Heating and Refrigeration NEWS	2401 W. Big Beaver Rd., Suite 700	Troy	(248) 362-3700	National	33,335
HVACR Business Magazines	24651 Center Ridge Rd., Suite 425	Westlake	(440) 471-7810		
ACCA The Indoor Environment and Energy Efficiency Association			(888) 290-2220	National	10,500
AHRI Air Conditioning, Heating, and Refrigeration Institute	2111 Wilson Blvd, Suite 500	Arlington	(+1) 703-524-8800	National	1,769
HVAC Excellence	1350 W Northwest Hwy #200	Mt Prospect	(800) 394-5268		
AC&R Safety Coalition	PO Box 521	Mount Prospect	(847) 253-2220	N/A	N/A
RSES Refrigeration Services Engineers Society	1911 Rohlwing Rd, # A	Rolling Meadows	(847) 759-4042		
HVACR Workforce Development Foundation	2111 Wilson Blvd., #500	Arlington	(703) 600-0342		

Association of Independent Manufacturers'/Representatives	800 Roosevelt Rd., Ste C-312	Glen Ellyn	(905) 477-9332 ext. 224		
LonMark International	550 Meridian Ave.	San Jose	(408) 938-5266		
PHCC-SD Plumbing, Heating, Cooling Contractors Association of San Diego	9920 Scripps Lake Dr. #102	San Diego	(858) 693-3855		
PHCC-CA	1820 Tribute Road, Suite A	Sacramento	(916) 925-7390		
The International Air Conditioning, Heating, and Refrigeration Exposition	15 Franklin St.	Westport	(203) 221-9232		
HVAC/P and Plumbing Product News			(480) 361-6300 ext.111	National	26,000
Contracting Business			(913) 967-1793	National	40,810
The NATE Magazine	2111 Wilson Blvd., Suite 510	Arlington	(703) 276-7247	Refer to above note	Refer to above note
Air Conditioning Contractors of America			(703) 824-8867		

Contact List for Demolition Contractor Trade Associations

Name	Address	City	Phone Number	National / Regional / or CA	Number of Subscribers
National Demolition Association	2025 M. St. NW, Suite 800	Washington, DC	(202) 367-1152		
Demolition Magazine			(312) 673-5791		
National Demolition Contractors	1536 W. 25th St., #248	San Pedro	(310) 732-1991		
Construction & Demolition Recycling	5811 Canal Road	Valley View	(216) 393-0300	International	10,786
KHL Group - Demolition and Recycling International	205 W. Randolph St., Suite 1320	Chicago	(312) 496-3644	International	15,260

World Demolition Summit			44 (0)1892-786219		
Institute of Demolition Engineers	130 High St.	Rochester	44 (1634) 790548		
Construction & Demolition Recycling Association	6737 W Washington St. #4210	Milwaukee	(630) 585-7530		
California Resource Recovery Association	915 L St C-216	Sacramento	(916) 441-2772	CA	3,000
RA McClure Inc.	2116 Hardin Ln.	Powell	(740) 363-6976		
Demolition and Recycling International Magazine	3726 E. Ember Glow Way	Phoenix	44 (0)1892-786210		
Demolition and Dismantling Magazine			(144) 221-7144		

Contact List for General Contractor Trade Associations

CPMCA California Plumbing and Mechanical Contractors Association	3500 W. Olive Ave., Suite 860	Burbank	(818) 275-2890		
SCCA Southern California Contractors Association	600 City Parkway West, Suite 165	Orange	(657) 223-0800	Regional	3,000
AGC Associated General Contractors of California	3095 Beacon Blvd.	West Sacramento	(916) 371-2422	CA	4,000
California Constructor Magazine	3095 Beacon Blvd.	West Sacramento	(916) 371-2422	Refer to above note	Refer to above note
NCCA Northern California Contractors Association	47 Yorkshire Dr.	Oakland	(510) 923-1671		
CAL PASC California Professional Association of Specialty Contractors	530 Capitol Mall, Suite 630	Sacramento	(916) 287-4419		
LA NECA National Electric Contractors Association	100 E. Corson St., Suite 410	Pasadena	(626) 792-6322		

CalContractor Magazine	P.O. Box 892977	Temecula	(909) 772-3121	CA	1,000
ECA SoCal Engineering Contractors Association	2190 S. Towne Centre Pl., Suite 310	Anaheim	(714) 937-5000	CA	3,000+
ECA Magazine	2190 S. Towne Centre Pl., Suite 310	Anaheim	(714) 937-5000	Refer to above note	Refer to above note
Contractor Advantage Magazine	100 Milverton Dr., Suite 400		(905) 564-3307	Canada	32,124
UC United Contractors	17 Crow Canyon Ct., Suite 100	San Ramon	(925) 855-7900	U.S. Western Region	4,500+
ABC Associated Builders and Contractors	440 1st St., N.W., Suite 200	Washington, D.C.	(202) 595-1505		
NAHB National Association of Home Builders	1201 15th St. NW	Washington, DC	(800) 368-5242 +8473	National	160,000+
Building Industry Association of the Greater Valley	1701 W. March Ln., Ste. F	Stockton	(209) 235-7831		
California Building Industry Association	1215 K St., Suite 1200	Sacramento	(916) 443-7933 ext.338		
Building Industry Association of Fresno/Madera Counties	420 Bullard Ave., Ste. 105	Clovis	(559) 226-5900		
California Homebuilding Foundation	1215 K St., Suite 1200	Sacramento	(916) 340-3340 ext.1		
Central California Builders Exchange	1244 N. Mariposa St.	Fresno	(559) 237-1831		
The National Association of Women in Construction Fresno Chapter	P.O. Box 418	Clovis	(702) 340-1430		
Construction Specification Institute	110 S. Union St., Suite 100	Alexandria	(703) 706-4784		
North State Building Industry Association	1536 Eureka Rd.	Roseville	(916) 751-2741		
Bay Area Building Industry Association	1350 Treat Blvd. #140	Walnut Creek	(925) 951-6840 ext. 4		

Home Builders Association of the Central Coast	3765 S. Higuera St.	San Luis Obispo	(805) 546-0418		
NAHB International Builders' Show	1201 15th St. NW	Washington, DC	(202) 266-8116		
Building Industry Association Orange County Chapter	24 Executive Park, Suite 100	Irvine	(949) 553-9500 ext. 861		
Building Industry Association Riverside County Chapter	3891 11th St.	Riverside	(949) 553-9500		
Building Industry Association Baldy View Chapter	9227 Haven Ave. #350	Rancho Cucamonga	(909) 945-1884 ext.110		
Building Industry Association of Southern California Inc.	24 Executive Park, Suite 100	Irvine	(949) 553-9500 (ex.856)		
US Green Building Council	2101 L St. NW, Suite 500	Washington, DC	(202) 552-1500		
Building Industry Association of Southern California Los Angeles/Ventura Chapter	350 S. Bixel St., Suite 100	Los Angeles	(213) 797-5994 ext. 3		
BIA San Diego	9201 Spectrum Center Blvd. #110	San Diego	(858) 450-1221 ext. 102		
NARI SD- National Association of Remodeling Industry	P.O. Box 2769	Alpine	(858) 863-6274		
BATC Builders Association of the Twin Cities	2960 Centre Pointe Dr.	Roseville	(651) 697-7565	National	1,170+ Circulation
Builders & Remodelers Show	3517 Hennepin Ave.	Minneapolis	(651) 697-1954 x 7571		
BOMA Building Owners and Managers association	1101 15th St. NW, Suite 800	Washington, DC	(202) 326-6345	National	17,600
RDJ show			(972) 536-6424		

CONSTRUCT show			(972) 536-6342		
IRMI Construction Risk Conference	12222 Merit Dr., Suite 1600	Dallas	(972) 960-7693		
Green Mechanical Council			(847) 342.0049		
Contractors State License Board of California	12501 Imperial Hwy	Norwalk	(800) 321-2752		
Quality Service Contractors	180 S. Washington St., Suite 100	Falls Church	(800)533-7694		
Contractors World Magazine	7 Bell Mead, Sawbridgeworth CM21 9ES	United Kingdom	(44) 1279-600598	International	99,921
General Building Contractors Association	36 South 18th St.	Philadelphia	(215) 568-7015		
National Association of State Contractor Licensing Agencies	23309 North 17th Dr. Building 1, Unit 110	Phoenix	(623) 587-9354		

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