

A. Professional Qualifications

- 1. State the full name and address of your organization and, if applicable, the branch office or other subordinate element that will perform, or assist in performing, the work hereunder. Indicate whether it operates as an individual, partnership, or corporation. If as a corporation, include whether it is licensed to operate in the State of Michigan.**

Recycle Ann Arbor, 2420 South Industrial Highway, Ann Arbor, Michigan, 48104. Recycle Ann Arbor is a wholly owned subsidiary of the Ecology Center, a 501(c)3 non-profit corporation licensed to operate in the State of Michigan, whose address is 339 East Liberty, Suite 300, Ann Arbor, Michigan, 48104.

- 2. State the specific qualifications that demonstrate the firm has the ability to perform the services that are defined in their proposal.**

Recycle Ann Arbor (RAA) staff, board and volunteers have been, and continue to be, actively involved in increasing multi-family recycling participation and other waste initiatives in the City of Ann Arbor since the late 1970's. Many of these projects started out as "pilots" that due to their successful implementation were then turned into ongoing programs.

Highlighting some past projects where RAA staff coordinated quantitative and qualitative measurements of waste:

- Fall 2012 City Waste Sort of Multi-Family Unit (MFU) waste brought to the MRF
- Ongoing Zero Waste Special Event services to City-sponsored and private events
- Ongoing (as-needed) recycling and trash "sight-surveys" (by volume) of specific multi-family locations
- Ongoing Township & County "Clean-Up" Events in partnership with the DOS

Highlighting some past projects where RAA staff coordinated quantitative and qualitative surveys and efforts to actively increase recycling participation:

- 2014 Customer Satisfaction Survey- print distribution and online
- 2013 Bi-Annual Drop-Off Station Customer Satisfaction Survey – print distribution
- 2013 Commercial Recycling Roll-Out – in partnership with the City of Ann Arbor
- 2012 City of Ann Arbor Solid Waste Plan Committee- data and recommendations

- 2011-2013 Volunteer Canvassing to communities/neighborhoods with “low” recycling participation
- 2007 Initial Commercial Recycling Roll-Out-in partnership with the City of Ann Arbor

Highlighting some past projects where RAA staff coordinated outreach and education to increase recycling participation among multi-family unit properties and similar:

- Increasing outreach to multi-lingual MFU properties
 - Chinese (Mandarin) and Arabic translations introduced in 2013
 - ✓ Assistance from a volunteer & partnership with students at the Ann Arbor Access International Language Institute
 - ✓ As of January 2014, RAA has a bilingual intern assisting with increased Spanish translations of guideline materials
 - Presentations to multi-lingual communities with translators present
- Indoor Bin pilot with City of Ann Arbor and CMB Property Management- 2009
- Ongoing community presentations to property managers and their tenants
- Ongoing communication via print and online media to MFU units. *Most recent:* Washtenaw Area Apartment Association’s April E-Newsletter (see attached front page coverage!)
- Ongoing partnerships with MFU property managers and the Washtenaw Area Apartment Association Board of Directors
- Ongoing education and involvement with City of Ann Arbor’s residents, businesses, and the off-campus UM Greek House System to enhance recycling participation\

Recycle Ann Arbor is also most pleased to have Iris Waste Diversion Specialists, Inc. as a subcontractor for this project. Iris is a woman-owned and operated Michigan business, established in 2004. Iris is led by Sarah Archer, former Ypsilanti Township Environmental Education Coordinator and University of Michigan Recycling and Waste Coordinator. Tracy Purrenhage, Project Coordinator with Iris, is the former Recycling Coordinator for East Lansing, Michigan, another large college town in Michigan with a significant multi-family population.

We believe that Iris will provide valuable insight and support to Recycle Ann Arbor’s efforts in developing, implementing and evaluating multi-family pilot programs in Ann Arbor. Supplemental information about Iris is attached to this proposal.

3. Include the name of executive and professional personnel by skill and qualification that will be employed in the work. Show where these personnel will be physically located during the time they are engaged in the

work. Indicate which of these individuals you consider key to the successful completion of the project. Identify only individuals who will do the work on this project by name and title. Resumes and qualifications are required for all proposed project personnel.

Recycle Ann Arbor believes that it has assembled a strong team of experienced, motivated and organized individuals to carry the workload on this multi-family recycling incentive pilot program. Rather than assigning lower-level staff or hiring new employees for this work, Recycle Ann Arbor, working with Iris Waste Diversion Specialists, has made the strategic decision to put its best team forward for this effort. As a result, some of the existing duties of Recycle Ann Arbor staff will be reassigned to others during this period in order to allow a focus on this project. We have done so, not only to successfully compete for this funding, but also because we understand the importance over the long-term in identifying and implementing strategies in the multi-family sector that will sustain waste recovery for years to come.

Following, then, is the professional/executive team that we have assembled for this project:

Christine Chessler-Stull, Outreach and Zero Waste Coordinator at Recycle Ann Arbor, will be the overall project coordinator. Christine has been with Recycle Ann Arbor since February, 2013 and offers a strong background in outreach, education and program development. Ms. Chessler-Stull will be physically located at Recycle Ann Arbor's offices, 2420 S. Industrial Highway, Ann Arbor.

Allen Kennedy, Curbside Recycling Manager at Recycle Ann Arbor, will oversee field operations relating to the pilot project. Allen has been the Curbside Manager at Recycle Ann Arbor since March 2007. Mr. Kennedy will be physically located at Recycle Ann Arbor's offices, 2420 S. Industrial Highway, Ann Arbor

Kirk Lignell, Chief Executive Officer at Recycle Ann Arbor, is the authorized negotiator, fiduciary agent and chief executive responsible for the successful implementation of the grant. Kirk has been the CEO of Recycle Ann Arbor since November, 2011 and has extensive prior experience in management and leadership positions at large companies including Whirlpool and Ford, as well as with smaller start-up organizations in the energy and technology fields. Mr. Lignell will be physically located at Recycle Ann Arbor's offices, 2420 S. Industrial Highway, Ann Arbor.

Bryan Weinert, Zero Waste Advocate and Policy Advisor, will serve as assistant project coordinator. Bryan has been with Recycle Ann Arbor since July, 2013 and was previously the Solid Waste Coordinator for the City of Ann Arbor. Mr. Weinert will be physically located at Recycle Ann Arbor's offices, 2420 S. Industrial Highway, Ann Arbor.

Lisa Perschke, Recycling Program Specialist will be the primary liaison to the selected multi-family pilot locations, and will work closely with Mr. Kennedy in coordinating field activities relating to this pilot program. Lisa has been with Recycle Ann Arbor since November, 2007, and has worked extensively with commercial and multi-family owners, managers, employees and residents. Ms. Perschke will be physically located at Recycle Ann Arbor's offices, 2420 S. Industrial Highway, Ann Arbor.

Sarah Archer, President and CEO of Iris Waste Diversion Specialists, Inc. will be providing support to Recycle Ann Arbor in all phases of the pilot program's implementation. Sarah founded Iris Waste Diversion Specialists in 2004 and was previously the Environmental Coordinator for Ypsilanti Township and the Recycling and Waste Coordinator at the University of Michigan. Ms. Archer will be physically located at her offices in Saginaw, Michigan, and will attend periodic meetings at Recycle Ann Arbor and City of Ann Arbor offices.

**The resumes of these key personnel are attached.*

4. State history of the firm, in terms of length of existence, types of services provided, etc. Identify the technical details which make the firm qualified for this work.

Founded in 1978, Recycle Ann Arbor is a leader in the recycling industry, offering easy and convenient recycling to the residents and businesses of Ann Arbor, as well as surrounding southeast Michigan. Nationally recognized as an established leader in recycling programs, Recycle Ann Arbor has been instrumental in diverting recyclable waste from landfills and reducing pressure on natural resources. As a private nonprofit organization (and subsidiary of the Ecology Center), Recycle Ann Arbor is dedicated to providing education and innovative services in the collection, processing, and distribution of recyclable materials.

Recycle Ann Arbor started Michigan's first curbside recycling program in 1978, and also currently operates the state's largest community Drop-Off Station, the ReUse Center, the Ann Arbor curbside recycling program, Zero Waste Special Event Program, and the Jackson Road Facility (aka Calvert's Roll-offs). Additionally, outreach and education services are provided to all residents and businesses who currently have curbside recycling or who want to further explore waste diversion options.

- Recycle Ann Arbor is the hauler for City of Ann Arbor multi-family units (MFU's) which help with:
 - Assessing proper measurements of waste through truck collection and MRF scale house weigh-ins allowing the most accurate tonnage data.
 - Having outreach staff and drivers already familiar with the properties and personnel.
- Recycle Ann Arbor staff and volunteers who assist in waste initiatives are fully trained in:
 - City of Ann Arbor recycling, trash, and compost guidelines.
 - Proper methods of collection and calculation of waste survey data.
 - City of Ann Arbor Chapter 26 code
 - Proper outreach, education, and customer service methods to communicate with the public and property managers.

**For a detailed review of additional qualifications, including expanded technical details, please see previous question #2 in Section 3.A.*

5. Describe any additional services available through your Firm and how the availability of these services can be beneficial to the City.

1. Curbside Recycling-

- A proactive partner and recycling contractor with the City of Ann Arbor since 1981.
- Innovatively working with business, multifamily community and residential owners to find new ways to increase recycling.
- Working to solving service issues quickly and efficiently.
- Influential community leader working for improvement with sustainability in all aspects.
- Utilizing data and research in recycling and waste reduction to further serve the City of Ann Arbor government as well as its citizens.

2. ReUse Center-

- Recycle Ann Arbor's well known division regionally.
- A valuable asset to the City of Ann Arbor through its mission to divert reusable materials from existing landfills.
- Provides a resale market of usable, desired products to the community at affordable prices.
- Reclaims gently used items, providing a beneficial service to the public.

3. Drop off Station-

- Accepts many hard-to-recycle items that are not accepted in many of this region's curbside recycling programs, such as polystyrene and plastic bags.
- Innovatively networks and creates partnerships with other legitimate companies in Michigan, who utilize specific resources, while ensuring these salvaged products are reclaimed safely and locally.
- Works to continuously improve and increase diversion rates in the City of Ann Arbor and surrounding communities through research and process development.
- Searches for new systems for unclaimed materials and develops recycling programs for items such as: mattress, box spring and textile recycling, year round document and computer hard drive shredding services.
- Offers for-fee bulky pickup and multiple types of onsite solid waste disposal services, from general to contractor demolition waste.

4. **The Jackson Road Facility (formerly known as Calvert's Roll Offs)-**

- Only 501(c) 3 non-profit construction and demolition recycler in the state of Michigan.
- Locally owned and operated in Ann Arbor and been in operation for the past 50 years.
- Provides reliable and trustworthy roll off and drop off service, 6 days per week, to Southwest Michigan (from Lansing to Detroit).
- Offers services ranging from residential home remodeling to full scale construction or industrial jobs, including multifamily construction work.
- Roll-off tank sizes range from 10 to 40 cubic yards.
- Staff is trained in LEED certification to maximize recycling and recovery of C & D debris.
- Onsite 10,000s.f. processing facility located on premises.
- Free onsite recycling drop off for commonly recycled items.
- Seasonal onsite documenting shredding services are offered for a minimal cost from April to November.

5. **Outreach & Education-**

- Provide recycling education and presentations to the City of Ann Arbor residents, businesses, and off-campus students.
- Continue to engage the community and those we serve through different media outlets such as:
 - Online: Website, E-news updates, social media
 - Print: Recycling guidelines, division brochures, recycling cart hang-tags
 - WEMU Radio Programs
 - Local CTN-TV Programs
 - MFU Community Newsletters
 - Washtenaw Area Apartment Association Newsletter
- Work with the City of Ann Arbor to provide content for the WasteWatcher and other waste notifications/press releases.
- Interact with the public at community table events and University events.
- Engage the community and students by offering volunteer opportunities at our ReUse Center, Drop-Off Station, Zero Waste program, and Curbside Recycling program.
- Form community partnerships through our annual events (America Recycles Day, Earth Day Competition), in addition to serving on local festival committees and boards to enhance recycling awareness.

6. Zero Waste Special Events-

- The Zero Waste Special Event program currently works with local large-scale festivals and private events to maximize the amount of materials composted, recycled, or reused at an event, while minimizing the amount of overall trash produced.
- City-sponsored events such as the Earth Day Festival & Mayor's Green Fair continue to be annual Zero Waste events.
- The Zero Waste Volunteer Team increases education and waste awareness among the community when present at events.
- During the first full year (2012-2013) of services, this program was able to divert an average of 92% of the event(s) waste from landfill while reaching 12,753 total people who frequented these events.

B. Past Involvement Providing Similar Services:

The proposal must indicate proven ability to complete similar services in a time sensitive manner within budgeted amounts.

As detailed specifically in questions #2 and #4 in Section 3.A., Recycle Ann Arbor has 30+ years experience in successfully performing similar waste services and projects. However, we do wish to highlight two recent projects that were completed in a time sensitive manner and within budgeted parameters:

Zero Waste Special Event Recycling Grant from Ann Arbor Community Foundation

The Ann Arbor Community Foundation awarded Recycle Ann Arbor a grant in the amount of \$2,789 to begin on July 1st, 2012 to "maximize community special event recycling and composting." The details of this grant were overseen and implemented by the Outreach Coordinator to start the "Zero Waste Special Event Program" at Recycle Ann Arbor.

With this grant, during 2012, the Zero Waste Program piloted its services to 9 local festivals and private events as "in-kind" services. During the grant period we were able to reach all of the goals we outlined in the grant such as: decreasing the amount of recyclables/compost from landfill, increasing volunteer participation and citizen awareness, and forming relationships with community event organizers to increase special event recycling.

Due to its success, this program was able to start contracting its waste services to events in September 2013 by providing services to the Homegrown Food Festival, Huron River Watershed Council's Suds on the River, and Arbor Brewing Company's OktoberFest.

During the one-year period of the grant, detailed records of waste diversion data, volunteer hours, citizen engagement, and overall project successes were tracked and reported, as requested by the Foundation. All of these details, including a monetary outline of how the funds were used, were submitted to the Foundation by the final report deadline on July 15th, 2013.

Multi-Family On-Site Recycling and Trash Survey

University Townhouses 300 Gallon Methodology Study:

Prior to 2013, Recycle Ann Arbor staff (drivers and office) had determined that once a week recycling service wasn't enough to provide University Townhouses the ability to recycle during the week before their normal service day. Recycle Ann Arbor also added 40 additional 96-gallon recycling carts as well as an additional day of service (another methodology used to increase recycling with locations that produce abundant recyclable materials) to try to meet this multifamily complex's needs. Recycling rates increased only minimally so it was determined through coordination meetings with the City of Ann Arbor and the University Townhouse property management staff that larger sized carts would help increase recycling diversion rates.

Recycle Ann Arbor partnered with the City of Ann Arbor to strategically complete a one day trash/recycling survey assessment of University Townhouse on April 15, 2013 (Monday) before the 125, 96-gallon recycle carts and 44, 6 cubic yard trash dumpsters were serviced. The survey showed large amounts of recycling being thrown into the trash dumpster due to the small size of the 96-gallon carts which were full even though serviced twice a week.

The City of Ann Arbor purchased, Recycle Ann Arbor assembled and placed thirty-five 300 gallon recycling carts that were staged along the main service road through the community within a three week period in July 2013. Seventy-eight 96-gallon carts were removed from site, leaving thirty-three, 96-gallon carts for the tighter areas of the complex.

Recycle Ann Arbor partnered with the City of Ann Arbor to complete a one-day follow up reassessment of the trash and recycling levels in this complex on July 29, 2013. It was determined that outreach, community education and engagement must accompany any changes/interventions in order to significantly increase diversion rates.

A list of references for similar services for work performed in the last three (3) years must be included. The list shall include contact name, owner name, address, email and phone number, and the type of work.

1. Amy Kahn

CEO of CMB Property Management/President of Washtenaw Area Apartment Association
1700 Geddes Avenue, Ann Arbor, MI 48104

Email: amykahn@charter.net

Office: (734) 741-9300

Cell: (734) 216-5370

Reference: RAA's work with all phases of multi-family recycling development and service delivery in Ann Arbor.

2. Michael Ewald

Operations Director of Briarwood Mall

100 Briarwood Circle, Ann Arbor, MI 48108

Email: mewald@simon.com

Office: (734)769-9610 x3023

Reference: RAA's work with Briarwood management staff and individual businesses in all phases of commercial recycling development and service delivery.

3. Sam Meader

Community Maintenance Supervisor of University Townhouses

3200 Braeburn Circle, Ann Arbor, MI 48108

No email available

Office: (734) 973-1292

Cell: (734) 368-1172

Reference: RAA's work with University Townhouse staff in piloting 300 gallon collection containers, which has led to a growth in recovery and elimination of overflow conditions at the complex.

C. Proposed Work Plan-40 points

1. **Process: A detailed discussion of the overall process that will be used for the project. This will include details on background research, surveys of multi-family constituents, selection of multi-family areas to be tested, selection of methodologies to be tested, and implementation of the project.**

Like Ann Arbor's commercial/business sector, the multi-family housing sector in Ann Arbor is heterogeneous and difficult to assess as a monolithic entity. This reality has confounded policymakers and government officials not only here in Ann Arbor, but throughout North America. How do you maximize participation and involvement in recycling and responsible waste handling practices with a resident population that is often (but not always) transient, diverse, and unconnected to the larger community, while connected to physical multi-family settings that are themselves remarkably varied in their layout, size and accessibility?

Working with City of Ann Arbor staff (*which is critical to the ultimate success of this endeavor*), Recycle Ann Arbor proposes the following framework for the development, implementation and evaluation of a successful recycling incentive pilot program:

- a. Background Research: Multi-family recycling is a reality in communities throughout North America. While recovery rates in this sub-sector generally lag behind single-family housing, there are successful models upon which Ann Arbor can build. This first step will allow Recycle Ann Arbor and Iris to dig deeper into the communities that have built strong multi-family recycling programs, to first define "success" and then extract the elements of these programs that have led to strong outcomes. Communities including San Francisco, Minneapolis/St. Paul, New York City, Iowa City, Iowa; Boulder, Colorado; Toronto, Ontario and Madison, Wisconsin will be examined, including a literature search *and* personal interviews with the identified leaders of these programs.
- b. Surveys of Multi-family Constituents: Building on the success stories identified above, surveys will be developed, administered and evaluated in consultation with multi-family property owners, managers, maintenance staffs and tenants. These surveys will examine feelings and perceptions concerning current recycling and waste services and costs, as well as possible future improvements to programs and services (identified at least in part from the "best practices" above), including recycling collection methods, ease of recycling container access (and use) and maximum tenant participation. In

order to effectively improve recycling participation and tonnages it is important to see recycling as one (important) element in the larger solid waste management structure serving multi-family housing constituents. Recycling is destined to struggle in the multi-family housing sector unless it is viewed as more than a nice (but unnecessary) appendage to waste collection services.

- c. Selection of Multi-family Areas to be Tested: This is where things get tricky. In order for this pilot project to garner sustainable, long-term results, it is critical to choose a pilot pool that reflects the various multi-family constituencies in Ann Arbor. Recycle Ann Arbor is uniquely qualified to assist the City in this effort, having provided multi-family recycling services in Ann Arbor for over twenty years. We know the character of the units we serve, we know the management companies involved, and we know the recycling history of our multi-family communities. Coupling this know-how with census track information and other demographic indicators, RAA will work with Iris and the City in selecting roughly 1,000 units for the pilot, which best reflect the make-up and challenges of effective multi-family waste recovery.
- d. Selection of Methodologies to be Tested: RFP 888 lays out several plausible methodologies for testing, including recycling rewards programs, indoor collection bins, larger collection containers and multi-family leader programs. In addition to those listed, RAA, Iris and the City will also explore other potential methodologies, based on information gathered from our “best practices” research and feedback received from our locally identified multi-family constituencies (noted above). While it would be tempting to pilot all of the credible ideas generated, it will require careful discernment and discipline to select only those methodologies that truly make the most sense for Ann Arbor, and that will give us enough useful data to draw defensible conclusions concerning their efficacy.
- e. Implementation of the Pilot: RAA, Iris and the City have all been “around the block” on pilot programs in the past. We all realize the importance of creating pilot structures/environments that are as focused, well-organized, consistently measured and peer-reviewed in order to insure unbiased, clinical, and useful information at the end of the experiment. RAA envisions the development of clear “protocols” agreed to by all of the parties before commencing the implementation phase of the project. We believe that our work will end up being a model not only for Ann Arbor’s multi-family efforts moving forward, but also for other communities throughout North America that are searching for ways to improve recovery in the multi-family sector.

Recycle Ann Arbor also wanted to provide you with a bit more detail about how we might approach the pilot ideas provided by the City of Ann Arbor as examples in Section 2-Scope of Services, in the RFP.

Recycling Rewards Program:

We are aware of the City’s limited success with RecycleBank in the single-family sector. However, we, like the City, believe that an incentive-based rewards program might be successful in motivating positive owner, manager and user behavior in the multi-family sector, if designed properly. A rewards program typically seeks to reward individual recycling behavior. This structure is difficult to contemplate in a sector where waste and recycling

practices are measured at a larger macro level (carts and dumpsters), and not via individual unit behavior.

Therefore, an incentive structure for multi-families would either require a key-code access system for individual waste or recycling activities, or reward entire multi-family complexes/buildings based on group recycling activities. This approach might allow an incentive structure to be developed that would either provide in-kind city services (free drop-off or reuse center vouchers, pool or golf passes, etc.) or area business discounts (working with Think Local First, for example) to individuals/families in high performing areas, and/or would provide tangible enhancements to a multi-family area/complex as a reward for strong recycling behavior, with rewards such as landscape improvements, new park benches, playground equipment, etc.

Our “best practice” research and interview/survey work locally will help us to better assess the opportunities of a viable reward system for Ann Arbor.

Indoor Collection Bins:

Recycle Ann Arbor surveys taken by staff since 2007 have shown that over 60% (sometimes over 85%) of the materials placed into onsite trash dumpsters in the multifamily community sector is recyclable. Recycle Ann Arbor increased the number of service days offered to certain multifamily communities in the City of Ann Arbor. After 6 months of increased service, staff resurveyed the complexes to see if recycling had been diverted. It was found that recycling diversion rates had increased minimally.

Recycle Ann Arbor staff interviewed multiple property managers to see what they found to be the barriers to increasing diversion rates. Multiple answers included (but not limited to the following);

- ✓ Multilingual, as well as cultural barriers
- ✓ Indoor bins not available for residential use in homes
- ✓ Size of outdoor collection bin is too small for larger sized cardboard and abundant materials
- ✓ Educational outreach (in person, one-to-one campaigns)
- ✓ Recycling information (short/fun) videos
- ✓ College involvement with off-campus student locations
 - Competitions and responsible accountability for College image

As a best management practice, indoor bins have been proven to increase the diversion of recyclable materials from trash, especially if strategically placed near indoor garbage cans where waste is usually generated.

Recycle Ann Arbor would plan to purchase **multiple** types, styles and sizes of indoor bins, since we will be targeting diverse types of multifamily communities (condo, townhouses, apartments and high-rise) throughout the City of Ann Arbor as well as different kinds of residents (students, single professionals, small and large families). Recycle Ann Arbor acknowledges that everyone has different preferences and lifestyles. By addressing this need and providing a variety of indoor bins, we know that residents would be more willing to participate in such a pilot recycling program to increase their community’s diversion rates.

The type of bins (ordering **XXX bins of each type**) that would be considered include:

- ✓ Busch's Recycling Baskets (upright 28 and 41 quart)
- ✓ Multi Recycler Bins (with handle)
- ✓ Reusable FCR bag (foldable after use)
- ✓ 12 gallon tote (useful for larger families)

Recycle Ann Arbor has found that many multifamily community property managers in the City of Ann Arbor would be interested in cost sharing (partnering) in purchasing and distributing indoor bins for their residents. Residential managers have stated that they would include the indoor recycle bins as a line item on their leases, to ensure that these bins would not leave their properties without the resident being billed (\$25.00, for example).

Recycle Ann Arbor would provide education and outreach to MFU residents, focusing on K-12 students and their parents when providing the indoor bins. By providing education (recycling, pre-cycling, MRF tours, reuse) we would engage individuals on a more personal level.

Examples of other cities (and organizations) utilizing indoor bins, and finding success with increasing recycling participation and diversion rates, are;

- Clarkson University (New York) provided indoor bins to increase recycling to their student body in 2012.
- CMB Property Management (Ann Arbor) provided indoor bins to all of their student residents at multiple locations which increased their recycling rates and reduce the number of trash dumpsters and pickups for trash 2009-present.
- Iowa City (Apartment/Condo Pilot Recycling Program in 2012)
<http://www.icgov.org/?id=2173>
- Recycle Ann Arbor conducted a (14 qt) Blue Indoor Bin Business Pilot Program in 2009-10 that showed increased participation and diversion rates with smaller businesses utilizing indoor bin with their office needs in mind.

Multi-Family "Recycling Leader" (RL) Program:

We believe that "Recycling Leaders (RLs)" on-site would help increase recycling rates. In Mountain View, California a similar concept has increased recycling participation among MFU properties and taken some of the burden off of property managers. Management can often reduce their total trash costs if residents choose to recycle enough to reduce trash collection frequency; which "Recycling Leaders" can help influence.

"RLs" would actively be recruited with the assistance of the property managers and office staff. Potential times for recruitment could be during "back to school" lease signings or the time a new tenant is signing their lease. According to a survey in the *National Apartment Association Magazine* (Oct, 2013) 68% of residents described recycling as the preferred "green feature" they look for when choosing to move to a new property. Additionally, a small gathering with free food or other incentives could draw in neighbors who have lived in the community longest and might be the best fit for taking on such a leadership role.

These volunteer leaders would be integral in resident education, maintaining motivation, and monitoring bins on-site. Additionally, they could help with on-site waste surveys and recruit other interested neighbors in the process. Training and educational materials will be provided to these “RLs” through Recycle Ann Arbor’s Outreach Coordinator. Similar trainings of “sustainability representatives” have been done with our Business Recycling program and University of Michigan Greek House Recycling program. We have found that “green teams” or “sustainability representatives” have positively impacted recycling behavior among a cohort.

However, we envision that “RLs” do not have to be residents, but can be the property manager or any office staff interested in taking on the role. Although, we do feel strongly that recruiting *residential* “RLs” would have the potential to be most successful since they live in the community and presumably interact and relate to their neighbors more.

Recycle Ann Arbor would work with property managers to incentivize the “RL” program in such a way that residents who choose to take on this role would receive recognition in some manner.

300 Gallon Recycling Carts:

Since 2007, multifamily community assessments have shown that over 60% (up to 85%) of the material that went into onsite trash dumpsters at the multi-family communities is recyclable. In response, Recycle Ann Arbor has offered to provide additional service days multifamily communities in the City of Ann Arbor. After six months of increased service, staff resurveyed the complexes to see what amount of recycling had been diverted. It was found that recycling diversion rates had increased minimally.

In 2010, the City of Ann Arbor reconfigured its dual-stream recycling program to a single-stream program which automatically increased the size of the outside collection bins from the average 12-gallon open-mouthed tote to a default 64-gallon cart (businesses and multifamily complexes utilized a 96-gallon cart). An increase in the different types of plastics accepted by the change in the program, as well as the increased size of the cart helped raise diversion rates for many single-family, multifamily and commercial locations throughout the City of Ann Arbor.

During this time, the City of Ann Arbor, with the recommendation of contract partner Recycle Ann Arbor, decided to pilot the use of larger, 300-gallon recycle carts. The City of Ann Arbor purchased fifty 300-gallon square carts to accommodate property managers who found the smaller 96-gallon commercial recycling carts discouraged their tenants from recycling all that they needed to (especially larger cardboard boxes).

Since the initial roll out, 101, 300-gallon recycling carts have been placed out in the field at thirty different commercial and multifamily community sites. By providing these larger 300-gallon carts, Recycle Ann Arbor found (with follow-up surveys) that recycling rates had more than doubled, thus making it necessary to increase the number of days serviced as well. Providing larger outdoor recycling collection bins created a larger storage location for recyclable materials for longer periods of time, providing a greater opportunity for tenants to recycle rather than throw recycling into the trash stream.

Following is a list of Recycle Ann Arbor business and multifamily complex locations where larger recycle collection bins have been implemented successfully:

- University Townhouses (Ann Arbor, MI):
Removed seventy-eight, 96-gallon carts, left thirty-three, 96-gallon carts in the tighter areas, and added thirty-five, 300-gallon carts along the main service road serviced twice a week (2013/14).
- Kerrytown Market and Shops (Ann Arbor):
Removed seven, 96-gallon recycle carts serviced three times per week and replaced with six, 300-gallon carts serviced five days a week from 2012-2014. Diversion rates have more than doubled.
- Four Points By Sheraton (Ann Arbor, MI):
Added 2, 96-gallon cart as well as two 6 cubic yard recycle dumpsters from 2008 to 2011, serviced three days per week.
- Residence Inn (Ann Arbor, MI):
Removed five, 96-gallon carts service weekly and replaced with one 6 cubic yard recycle dumpster serviced weekly from 2008-2014.
- Reit Management & Research LLC (Ann Arbor, MI):
Service fourteen, 96-gallon carts three days per week in 2008 and added an additional (6 cubic yards) recycle dumpster in 2010 serviced twice a week.
- Kiwanis Activity Center (Ann Arbor, MI):
Removed four, 96-gallon carts serviced weekly in 2012 and replaced with three, 300-gallon recycling carts serviced three days per week in 2013 to 2014.
- Briarwood Mall (Ann Arbor, MI):
Removed 50, 96-gallon carts serviced three times per week in 2009, keeping only 25, 96-gallon carts serviced weekly but adding six 6 cubic yard recycle dumpsters serviced five days per week from 2010-2014.
- Holiday Inn off Plymouth Rd (Ann Arbor, MI):
Removed six, 96-gallon carts serviced twice per week in 2010 and replaced with two 6 cubic yard recycle dumpsters serviced twice a week from 2011 to 2014.
- Quarter Bistro (Ann Arbor, MI):
Removed two, 96-gallon carts serviced twice per week in 2009 (keeping 4, 96-gallon carts) and added one (6 cy) recycle dumpster serviced twice a week in 2010 to 2014.
- Lewis Jewelers (Ann Arbor, MI)
Removed three, 96-gallon carts serviced weekly in 2009 and replaced with one 6 cubic yard recycle dumpster serviced weekly from 2010 to 2014.
- Salvation Army (Ann Arbor, MI):

Removed four, 96-gallon carts serviced weekly in 2009 and replaced with one (6 cy) recycle dumpster serviced weekly from 2010 to 2014.

➤ Doug Allen at 912 N Main (Ann Arbor, MI):

Removed four, 96-gallon carts serviced weekly in 2008 and replaced with one 6 cubic yard recycle dumpster serviced weekly from 2009 to 2014.

➤ People's Food Cooperative (Ann Arbor, MI):

Removed six, 96-gallon carts service twice per week in 2011 and replaced with five, 300 gallon carts serviced seven times per week.

An example of a pilot program that successfully showed a relationship between increasing the size of the outdoor recycling collection bins and increasing the diversion rates while saving on trash hauling per month is:

- St John's University (Collegeville, MN) increased the size of the outdoor bins and decreased the size of their waste containers, while saving \$5000/month on waste disposal in 2010.

<http://www.csbsju.edu/SJU-Sustainability/What-Were-Doing/Recycling/Recycling-News.htm>

2. Education and Public Engagement: Describe the methods that will be used for this project.

- Collaboration between multi-family unit property managers and Recycle Ann Arbor.
- Educational training focused on recycling guidelines and residential motivation will be made available to all MFU property and facility managers.
- Recycling and trash "sight-survey" (by volume) of MFU unit (in conjunction with initial training of MFU management).
- As proposed in Section 2, we anticipate having on-site "Recycling Leaders" and RAA volunteers to help determine initial (and during) recycling rates.
- Training of on-site "Recycling Leaders".
- As proposed in Section 2, we anticipate forming site-specific "Recycling Leaders" who will be recruited and trained accordingly as outlined. These residents will be integral in education, maintain motivation, and monitoring bins on-site.
- Educational communications for ongoing motivation and participation of tenants.
- Work with MFU office staff to increase presence in tenant newsletters featuring the pilot program purpose, recruiting for volunteers, and "how-to/why recycle" articles.
 - Recycling Guidelines and pilot information distributed by RAA volunteers door-to-door and/or property managers via email to save paper resources.

- When needed, multi-lingual guidelines will be distributed.
- Publications in the City of Ann Arbor's WasteWatcher to showcase the pilot program.
 - This could be done during and post-project to highlight results.
- Continue to partner with Washtenaw Area Apartment Association on outreach.

In order to successfully implement the above methods and post-analysis of waste sorts, we anticipate **recruiting a student intern** for semester-based projects. The RAA Outreach Coordinator is responsible for intern mentorship and has had many successful candidates recruited through the University of Michigan's School of Natural Resources Graduate Program and Eastern Michigan University's Interdisciplinary Environmental Science & Society Program.

Additionally, **small volunteer groups** to assist with on-site waste surveys and tenant education canvassing can be accomplished through our partnership with Eastern Michigan University's VISION group, Green Team, the University of Michigan's Circle K group, and also the established on-site "Recycling Leaders."

3. Timeline: Describe the timeline proposed for the project, outlining major milestones. Program will include a mid-point evaluation, which will provide an opportunity to make adjustments if necessary.

Proposal Deadline:	April 7, 2014
Expected City Council Authorization:	June 2, 2014
Expected Start Date:	September, 2014
Kick-off Meeting with City and Recycle Ann Arbor:	September, 2014
Gather Information on best multi-family practices in North America:	Sept-Oct 2014
Survey/interview key multi-family constituencies in Ann Arbor to better understand challenges and opportunities:	Nov-Jan 2015
Develop 3-5 methodologies for further testing and analysis:	Feb-March 2015
Identify pilot parameters and measurement protocols:	April-May 2015
Identify pilot communities to involve and ramp up pilot start-up:	June-August 2015
Formal mid-point evaluation between City and RAA:	July 2015
Implement pilot programs:	Sept '15-Aug 2016

Analyze results of pilot programs (ongoing +)

Sept-Oct 2016

Provide detailed results recommendations to City and involved multi-family communities:

Nov-Dec 2016

4. Reporting: Describe the reporting for the project. Will include at a minimum quarterly reports and meetings with the city, midpoint evaluation and as a final report. Meetings will be with the City work team, which will include several city staff members (to be determined).

Recycle Ann Arbor proposes at least 13 meetings with the City over the course of the project, to coincide with the timeline and task list identified above:

- Early September 2014 (Overall project kick-off meeting)
- Early November 2014
- Early February 2015
- Early April 2015
- Early June 2015
- July 2015 (Mid-point review)
- Early September 2015
- Early December 2015
- Early March 2016
- Early June 2016
- Early September 2016
- Early November 2016
- December 2016 (Final report presentation)

These meetings are intended as “kick-offs” to the next phase of each pilot section, or as quarterly check-in meetings during the pilot implementation phase itself. In addition to these meetings, we are prepared to meet (and communicate) with City staff as desired throughout the estimated 27 months of the project.

We also understand that it is important to consider a longer term evaluation of methodology, namely, what takes place *after* the pilot program is complete?

Upon completion of the pilot period, a full analysis of the waste survey data (before, during, and after) will need to be assessed to see changes in participation on each site- both positive and negative. From this data (included in our final report), it can be determined which sites were most successful, which methods might have worked best, and which “interventions” are most successful in which kind of multi-family housing. We also understand that since multi-family units have higher turnover rates than single-family homes, it is assumed that education and “intervention” efforts will need to continue on an ongoing basis to ensure long-term success.

5. City responsibilities: Clarify what you expect from the City throughout this pilot.

As the proposed timeline (above) presumes, we expect the City to be an ongoing resource and guide throughout the 27 month project period. We anticipate at least 13 formal meetings, as well as ongoing communications via phone and email throughout the project. We see this project as a partnership, in the full sense of the word. We believe that the overall outcomes of the project will be greatly improved through the partnership of the City of Ann Arbor, Recycle Ann Arbor, Iris and our multitude of multi-family collaborators—tenants, custodial staffs, managers and owners.

Just as RAA will have one designated liaison to the City during this project (Christine as project coordinator), we also feel that it is important for Recycle Ann Arbor to have one identified City staff person as the project coordinator/lead on this project representing the City of Ann Arbor, to facilitate consistency, communication and coordination.

D. Fee Proposal

**Please see attached sealed fee proposal.*

E. Authorized Negotiator: Include the name and phone number of person(s) in your organization authorized to negotiate the Scope of Work with the City.

Recycle Ann Arbor's authorized negotiator is Mr. Kirk Lignell, CEO. Mr. Lignell can be reached at 734-662-6288 (main office) or via his direct line at 734-904-5430.

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