Managing and Administering an Indoor Recycling Contract: Implementing Performance Measures for Better Results

Amy Preble
UNC Office of Waste Reduction and Recycling Services and History

Then:
- Student and volunteer initiated program—1989
- 1 employee
- 1 contractor
- Initial purchase of 155 bins
- Materials collected:
  - Glass
  - Aluminum
  - White paper
  - Newspaper

Campus Recycling Rate

- 1990-1991: 11.9%
- 2010-2011: 41.5%
UNC Office of Waste Reduction and Recycling Services and History

Now:
• Employees: 9 total
• 5 separate contracts
• Food waste composting
  – 5 locations
• Indoor recycling
  – 240+ buildings
  – 1,300 locations
  – 2,750 bins
• Outdoor recycling
  – 100 outdoor sites
  – 529 carts
• Trash and cardboard
  – 170 trash dumpsters
  – 130 cardboard dumpsters
  – 23 compactors
• Walkway recycling
  – 47 sites
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• Services we contract:
  – Confidential paper shredding
    • Gaylords
  – Food waste and compost
    • Carts
  – Indoor recycling
    • Central containers
  – Outdoor recycling
    • Carts
  – Trash and cardboard collection
    • Dumpsters
    • Horizontal Compactors
    • Rolloff Containers
    • Major equipment repairs

• Services we perform:
  – Cart washing
  – Compactor maintenance and repairs
  – Confidential paper
  – Education and outreach
  – Indoor recycling
  – Pallet pickups
  – Rolloff hauls (small)
  – Site cleanup
  – Special event set up

12/13/2016

University of North Carolina at Chapel Hill, Office of Waste Reduction and Recycling
Why we contract the services we do.

• Early adopter...pilot program that has gone viral...

• Easier to get money for contracts vs.
  – creating and adding positions
  – buying trucks
  – having space to process and store materials

• Less direct day-to-day operations supervision needed, no experience directly marketing materials
What goes into a good contract?
What goes into a good contract?

- **Bid process**
  - 2 part bid
    - Technical
    - Cost

- **How will pricing be structured?**
  - Per building
  - Per ton (actual weights or estimates)
  - Per pickup
  - Per bin
  - Combinations
What goes into a good contract?

• Key parts of our contracts
  – Purchasing’s boilerplate language
  – Scope and services to be performed
    • Definitions of materials
    • Response time to requests/work orders
    • **List of service locations and schedules**
      – Creation of database (old sheets, “bin bible,” contractor control)
    • Anticipated volumes/tonnages
    • Priority buildings (don’t miss, noise, hard to access)
    • Site maintenance
    • Materials accepted and markets for them
    • Employee behavior and appearance
    • Equipment appearance and function
What goes into a good contract?

- Communication and contract administration
  - Reporting of stats/weights
  - Billing dates
  - Monthly meetings
  - Daily check-ins
  - Location and schedule changes
  - Contractor reporting of problems
Lessons Learned
Lessons Learned

• Bid Preparation
  – Have our own data
  – Have a mandatory site meeting (tour)
  – Be specific: if it’s not in there, it won’t happen
  – Detail on markets
  – References (from similar businesses/entities)
Lessons Learned

• Accountability
  – How much time are you willing to spend to supervise their crews?
  – Contractor supervise their own crews
    • Contractor chose to send someone to campus to inspect sites to see how work is performed
  – Regular indoor site inspections
    • OWRR to hold contractor accountable
    • Performance standards which include monetary penalties—contract language
    • Examples of performance expectations (photos of bags, lids, etc.)
Lessons Learned
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Lessons Learned
RECYCLING UPDATE

In addition to bottles and cans, we now accept #2 and #5 plastic tubs (like yogurt containers) and lab plastics in the blue bins.

Recycling paper is easier than ever before: instead of separate bins for office paper and mixed paper, all paper may be recycled together in one bin.

Thank you for recycling!

Office of Waste Reduction and Recycling

go.unc.edu/recycling  (919) 962-1442
Lessons Learned

• Location and scheduling lists
  – Keep location listings (database accuracy)
  – Keep their route info current
  – Contractor telling us if bins move or are missing
  – Us telling contractor if locations move or add
  – Coordinating schedule changes
  – Contractor carrying their sheets!

→ example
# Indoor Details Report

**Building #202**  
**Building Name:** MACNIDER

**NOTES:**  
V-A-P removed 10/09/04 replaced with 2 rolls and will have third when finished.

<table>
<thead>
<tr>
<th>Floor</th>
<th>Room #</th>
<th>Site Details</th>
<th>BC</th>
<th>Office</th>
<th>Mixed</th>
<th>Total</th>
<th>Updated</th>
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<tr>
<td>Ground Floor</td>
<td>67</td>
<td>near stairwell</td>
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<td>1</td>
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<td>1</td>
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<tr>
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<td>Room 200B</td>
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<td>4</td>
<td>11/20/2011</td>
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<tr>
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<tr>
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<td>3</td>
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<tr>
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<td>vending</td>
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<td>2</td>
<td>4</td>
<td>12/15/2011</td>
</tr>
</tbody>
</table>

**Building Total:** 12 | 0 | 25 | 37

Anne Hoage  
MACNIDER  
Note: building dock access is difficult, avoid mid-week stops if at all possible.

**Contacts**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
<th>Phone</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nicki Morales</td>
<td>Office Assistant</td>
<td>Room</td>
<td>336-1120</td>
<td><a href="mailto:nicki.morales@med.unc.edu">nicki.morales@med.unc.edu</a></td>
</tr>
<tr>
<td>Jim Carpenter</td>
<td>Associate Director</td>
<td>Room</td>
<td>(919) 956-1654</td>
<td><a href="mailto:james.carpenter@med.unc.edu">james.carpenter@med.unc.edu</a></td>
</tr>
</tbody>
</table>

BC=General Cont., Office=Office Paper, Mixed=Newspapers/Magazines/Mixed Paper

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Lessons Learned

• Customer Service:
  – We want to communicate with our customers. We want the contractor to communicate with us—their customer.
  – When we get a call
    • Check database
      – See if site is on our list
      – When it’s due
    • Work order system
      – Sign off (really getting them done, not just signing them!)
      – Recording in our system
      – Email to customer
• Compensation and Billing Accuracy
  – How billing is structured
    • Per building
    • Per stop
    • Per container (dumpsters, bins, carts)
    • Per ton
      – Actual weights
        » Truck
        » Containers
      – Estimated weights
    • Contract Administrator needs to review and sign off on invoices
Update: What happened since 2012?

• Documentation of monthly missed stops and customer complaints in formal letter form became a very valuable resource
• Monetary penalties were largely symbolic, but became part of a larger picture
• Ultimately, the “file” was used as documentation to persuade Purchasing to allow us to not open this contractor’s technical proposal when the contract came up for re-bid in 2014.
Update: What happened since 2012?

• The documentation was also persuasive in making the case for bringing the recycling program in-house.
• We were able to justify two full-time positions to service half the campus.
• Other half of campus is still serviced by a (much better) contractor.
Thank you!

Amy Preble
Recycling Coordinator
UNC-Chapel Hill Office of Waste Reduction and Recycling
amyp@unc.edu
919-962-5169
http://go.unc.edu/recycling