

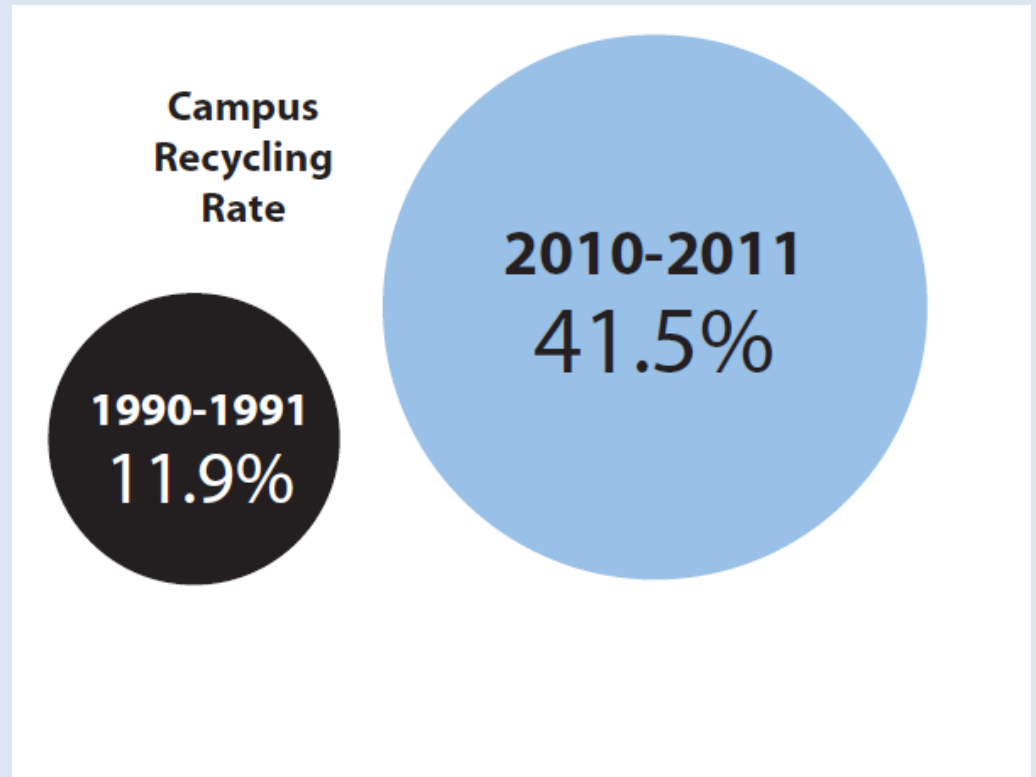
**Managing and Administering an Indoor
Recycling Contract: Implementing
Performance Measures for Better Results**

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



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



UNC Office of Waste Reduction and Recycling Services and History

- 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

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?

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- 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



Lessons Learned





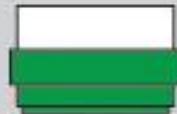
RECYCLING UPDATE

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

#2 and #5
Plastic Tubs



Lab
Plastics



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-I-P removed 10/05/04 replaced with 2 6yds and will have the third when finished.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Daily	On Call	Unique Service Requirement:	<input type="checkbox"/> Yes
<input type="checkbox"/>	<input checked="" type="checkbox"/>	1 <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Truck: <input type="text" value="CH1"/>	Leased Space <input type="checkbox"/>

Floor (Sorted)	Room #	Site Details	BC	Office	Mixed	Total	Updated
Ground Floor	67	near stairwell	1	0	1	2	8/0/2010
Ground Floor	76	Room 76	0	0	1	1	11/30/2011
1st Floor	100	Hallway	1	0	1	2	11/30/2011
1st Floor	141	Hallway	1	0	2	3	11/30/2011
2nd Floor	200B	Room 200B	1	0	3	4	11/30/2011
2nd Floor	231	Hallway	1	0	3	4	11/30/2011
2nd Floor	247	Room 247	1	0	2	3	11/30/2011
3rd Floor	300B	hallway	2	0	3	5	11/30/2011
3rd Floor	335	Hallway	1	0	2	3	11/30/2011
4th Floor		vending	1	0	4	5	11/30/2011
4th Floor	404		0	0	1	1	11/30/2011
4th Floor	441	Hallway	2	0	2	4	12/15/2011
Building Total			12	0	25	37	

Audrey Page HOUSEKEEPER

note: building/dock access is difficult, avoid mid-week stops if at all possible.

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Department	Room

BC=Bottles/Cans, Office=Office Paper, Mixed= Newspapers/Magazines/Mixed Paper

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

Lessons Learned

- 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!

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