

**Travis County Commissioners Court Agenda Request**

Meeting Date: January 8, 2013

Prepared By: Thomas Weber **Phone #:** 854-4629

Division Director/Manager: Jon White, Director, Natural Resources & Environmental Quality Division-TNR

Department Head/Title: Steven M. Manilla, P.E., County Executive-TNR

Sponsoring Court Member: County Judge Samuel T. Biscoe

AGENDA LANGUAGE:

Consider and take appropriate action on the following requests:

- A) Approval to proceed with developing an inter-local agreement for recycling services from the Texas Facilities Commission;
- B) Approval to proceed with an implementation plan for expansion of recycling throughout all County facilities and operations consistent with the City of Austin Universal Recycling Ordinance, where practical; and
- C) Funding of \$46,900 for the estimated one-year cost of services for the collection and transportation of recyclable materials.

BACKGROUND/SUMMARY OF REQUEST:

Travis County has existing policies that encourage and set recycling goals. However, our existing practices in carrying out the policies have been limited in scope and not comprehensive for all operations. Requirements and best management practices have continued to evolve in our community as resource reutilization has become more feasible.

To this end, Natural Resources & Environmental Quality Division (NREQ) has been evaluating ways in which Travis County could comply with the City of Austin Universal Recycling Ordinance (URO). The URO became effective on October 1, 2012, and mandates commercial recycling in Austin. The URO requires recycling of paper, corrugated cardboard, plastic bottles (#1 and #2), aluminum cans, and glass bottles. While not legally binding to a governmental entity, the URO represents an opportunity for Travis County to further implement its recycling goals of diversion of recyclable materials from landfilling. Implementing the URO for all County facilities would demonstrate our commitment to partnering on the zero-waste goals of Austin, as was directed by the Commissioners' Court on April 11, 2011.

Some of the next recommended steps are to (1) expand the number of locations where Travis County employees would separate recyclables from landfill trash; (2) expand the commodities recycled to the fullest extent practical, in consideration of

the URO; and (3) initiate a robust and systematic effort of training and orientation at each County facility to consistently and more fully recover all recyclables from the trash.

The Texas Facilities Commission (TFC) has approached Travis County to provide single-stream recycling collection and transportation to our downtown facilities. These services would be provided at no cost and can be easily integrated into the recyclable collections from state buildings nearby. An inter-local agreement with TFC would be established if the County went forward with this arrangement. TFC can collect mixed office paper, corrugated cardboard, aluminum cans, and rigid plastics.

The existing Travis County contract for recycling services for several of the County's buildings recently came up for renewal. A competitive Request for Proposals (RFP) was issued July 23, 2012. The RFP requested either source-separated or single-stream recycling. Bids for services were received for single-stream recycling only and these bids are under evaluation. At this point, it is necessary to request funding for the estimated cost of these services before the Purchasing Office can further consider finalizing a contract. Under the current contract, limited recycling was accomplished without a net cost to the County. Under any foreseeable contract for recycling services for County facilities outside of the downtown area, Travis County will need to expend funds on an ongoing basis. The most significant change resulting in a funding need is the drop in the market price of recycled commodities.

STAFF RECOMMENDATIONS:

It is requested that:

A) NREQ and Purchasing Office be approved to develop an inter-local agreement (ILA) with TFC establishing recyclable material collection and transportation. Upon completion, the ILA will be provided for Commissioners' Court approval.

B) NREQ expand the County recycling program to 39 facilities of Travis County. Exhibit A is a spreadsheet showing where recycling now occurs and where it would occur under either the successful bidder or TFC. Further, it is requested that the Court support this effort. The Court's leadership and direction will help expedite implementation at facilities and will encourage managers of the various facilities to cooperate with NREQ on this implementation. Exhibit B is a proposed Implementation Plan for Expansion of the Travis County Recycling Program. Implementation tasks will include orientation of employees on recycling dos and don'ts. It would include selecting a person or small team at each location who would coordinate with NREQ and have a job duty to help ensure on-the-ground and daily assistance to make implementation a success. Implementation would also include placement of recycling bins and signage.

C) The Court approve additional funding to allow NREQ and Purchasing to complete the selection of a vendor to provide recycling services for those County facilities that cannot be serviced for free by TFC. TNR can provide \$20,000 in

funding from its current year budget. Based upon the total estimated cost of the recycling services of \$66,900, additional funding of \$46,900 is estimated to provide for one full year of recycling.

ISSUES AND OPPORTUNITIES:

Cooperation with the TFC presents an opportunity to greatly enhance our recycling at downtown locations with minimal cost. Another opportunity is to increase diversion of wastestreams from landfill disposal. The biggest issue with regard to expanding recycling is orienting our employees so that the County can maximize diversion of waste. This is a management issue that will need to rely upon the willingness of departments beyond TNR to assist us. Otherwise, improper placement of non-recyclables or contamination will undercut County success at implementation.

FISCAL IMPACT AND SOURCE OF FUNDING:

This initiative will reduce landfill costs over time as less volume is disposed. NREQ proposes the County use TFC to reduce the overall cost of recycling. If TFC is not utilized, the cost of the additional recycling by a private vendor would be approximately \$22,000/year. This proposal is for single-stream recycling. It saves the County labor costs for custodial services, when compared to source separation. Long-term costs could go down if reimbursement rates for recycled commodities go up. Finally, TNR wants to make the Commissioners' Court and PBO mindful that it will be necessary to request an on-going line item in the TNR budget for FY2014 and beyond, so that we can continue the contract and this County-wide initiative.

EXHIBITS/ATTACHMENTS:

- Exhibit A - Current and Future Recycling by Travis County
- Exhibit B - Implementation Plan for Expansion of the Travis County Recycling Program

REQUIRED AUTHORIZATIONS:

Cynthia McDonald	Financial Manager	TNR	854-4239
Steve Manilla	County Executive	TNR	854-9429
Diana Ramirez	Budget Analyst	Budget/Planning	854-9694

CC:

Loren Breland	Purchasing Agent	Purchasing Office	854-4854
Shaun Auckland	Env. Specialist	TNR/NREQ	854-4496
Keith Coburn	Env. Project Mgr.	TNR/NREQ	854-5866

EXHIBIT A

Current & Future Travis County Recycling Locations			Now	Future		\$/Month
CUSTOMER		ADDRESS		TFC	Recommended Vendor	
West Command Center	3800	Hudson Bend	OC		√	\$ 90.00
Travis County - Precinct 1 (Tax Office)	4705	Heflin Ln	OC		√	\$ 300.00
Travis County - Precinct 4	4011	McKinney Falls Pkwy	LF		√	\$ 100.00
Smith Road Facility	1600	Smith Rd	OC		√	\$ 270.00
Travis County STAR Flight	7800	Old Manor rd	√		√	\$ 180.00
Travis County Health and Human Services	502	Highland Mall Blvd	OC		√	\$ 60.00
Travis County Sheriff/Fire Marshall (Ruiz Buildin	5555	Airport	√		√	\$ 180.00
Travis County - Tax Office	5501	Airport Blvd	√		√	\$ 120.00
Travis County HHS Weatherization	5021	Cesar Chavez	OC		√	\$ 250.00
Travis County East Service Ctr (Fleet)	6011	Blue Bluff Rd	OC		√	\$ 290.00
Travis County Health and Human Services	2201	Post Rd	OC		√	\$ 90.00
Travis County Del Valle Correctional	3614	Bill Price Rd	Cardboard Only		√	\$ 1,220.00
Exposition Center (Banquet Hall)	7331	Decker Ln	OC		√	\$ 315.00
Gardner Betts Juvenile Probation (Main Bldg)	2515	Congress	LF		√	\$ 600.00
South Congress Building	2501	Congress	LF		√	\$ 60.00
Smart Facility-2	3404	FM 973	LF		√	\$ 140.00
South Rural Community Center	3518	FM 973	LF		√	\$ 60.00
Precinct 2	10409	Burnet Rd	LF		√	\$ 150.00
West Rural Community Center	8656-B	Hwy 71	LF		√	\$ 160.00
West Service Center (Meeting Hall/Offices)	4501	FM 620	LF		√	\$ 120.00
Satellite 3	14624	Hamilton Pool Road	LF		√	\$ 50.00
North Rural Community Center	15822	Foothills Farm Loop	IH		√	\$ 60.00
East Rural Community Center	600	Carrie Manor Road	LF		√	\$ 120.00
East Command Center	7811	Burleson-Manor Road	LF		√	\$ 180.00
Satellite 4	5412	Lockhart Hwy	LF		√	\$ 60.00
Nootsie House	9512	FM 620	IH		√	\$ 50.00
Counseling and Education	1101	Nueces	LF	√		
Rusk Building	910	Lavaca	√	√		
University Savings Building	1010	Lavaca	√	√		
Herman Marion Sweatt County Courthouse	1000	Guadalupe	√	√		
Holt Building	1004	Guadalupe	√	√		
CPS Office	209	West 9th St.	OC	√		
Gault Building	505	West 11th St.	LF	√		
Blackwell-Thurman Criminal Justice Center	509	West 11th St.	√	√		
Ned Granger Building	314	West 11th St.	√	√		
County Jail	500	West 10th St.	LF	√		
Executive Office Building	411	West 13th St.	√	√		
Palm Square	100	North IH 35	√	√		
Forensic Center	1213	Sabine St.	√	√		
Unscheduled Pick Ups (estimated)						\$ 300.00
Total						\$ 5,575.00

Legend-

TFC= Texas Facilities Commission

NC= No Charge

LF= Landfill

IH= Employees drop-off the recycling

OC= On Call (but sometimes recycables may go to landfill)

EXHIBIT B

Transportation and Natural Resources
Environmental Quality Program
January 8, 2013

Implementation Plan for

Expansion of the Travis County Recycling Program

I. Summary

This Implementation Plan describes the recommended approach to engagement of all County facilities in recycling of common office materials that are discarded but are reusable. TNR's Environmental quality Program will lead in coordinating and tracking implementation. As a proposed county-wide program, the plan identifies the involvement and commitment of all departments.

II. Introduction

Transportation and Natural Resources Department and the Environmental Quality Program have been tasked with implementation and compliance with Texas Health and Safety Code, Section 361.425 and Travis County's Waste Management Policy.

Texas Health and Safety Code, Section 361.425 establishes county requirements for recycling. Under this law, counties must establish and operate programs to separate and collect recyclable materials generated. Several common classes of materials (e.g. aluminum, steel containers, packaging, cartons, office paper, and cardboard) are specifically targeted for recovery. In addition, Section 361.426 specifies a county government shall give preference to purchasing products made of recycled material and that may be recycled when materials have served their intended use.

To address these requirements, the Travis County Commissioners' Court adopted the Travis County Waste Management Policy on December 17, 1996. The primary goals of the policy are to:

- Reduce material and waste disposal costs;
- Reduce the volume of material sent to landfills;
- Reduce the use of limited natural resources;
- Prevent environmental pollution associated with waste disposal;
- Promote the purchase and use of recycled materials.

The policy directs County departments to minimize the amount of waste materials they generate through the implementation of waste reduction strategies and procedures and provides implementation guidelines. Unless otherwise directed by law, the means for achieving the County's goals must meet feasibility criteria related to clearly demonstrable conservation benefits, as well as cost and operational efficiency.

III. Needs/Problems

Waste minimization through diversion and recycling is a complicated process. It requires the generator (each County employee) to understand what is recyclable. Then it requires that the janitorial staff understand their role of quality control of the material. Finally, the coordination between Hauler and Conservation Coordinator must ensure the sites have adequate pick-up days and the appropriate size of containers.

Recycling over the past eighteen years has focused on specific departments/divisions that have requested a recycling program. Facilities/buildings were not comprehensively examined for the potential of implementing a holistic recycling program. Today, only twelve of the thirty-nine Travis County owned facilities currently receive recycling services.

Several of the facilities that have been excluded are large solid waste generators. The county currently spends an estimated \$212,000 per year on waste disposal. To expand recycling services to all thirty-nine sites, we will need a coordinated team effort from all facets of the Travis County organizational hierarchy. It is important that there is continuous support from the Commissioner's Court and Directors of each department. There also needs to be a person identified in each building, location, and office space who promotes sustainability and conservation awareness as a Green Team Leader. It is important to have this role throughout the county facilities and office spaces due to the nature of some departments having several locations. As well, implementation must address situations where completely independent departments cohabitate the same office space or building floor.

Key issues:

- Since 1997 Travis County has had recycling services serving 30 % of the County facilities.
- Commissioners Court support for County operations to achieve City of Austin zero-waste goals was expressed in 2008 and 2011.
- There is a need to target a recycling services expansion to the 69% of County facilities that have not been receiving routine recycling services.
- Organizing and creating consistency for a program that relies on several stakeholders to work efficiently.
- Ability to identify participation of passionate and interested employees to be Green Team Leaders.

IV. Goals/Objectives

- Expand services to all 39 Travis County owned facilities.
- Maximize diversion of recyclable waste streams from landfill disposal
- Identify a Green Team Leader for each Travis County office/work area.
- Train Green Team Leaders to be the contact for their office/work area and work with the Conservation Coordinator in recycling/sustainability program implementation.

V. Procedures/Scope of Work

The Environmental Quality Program and TNR County Executive will convene a kick-off meeting of all County Executives and other key department heads to describe the initiative, garner their support, and to begin a process of selecting staff resources for implementation.

The next step will be to Identify Green Team Leaders and to assess their office space's recycling. There needs to be a Green Team Leader for each office space. One person to oversee several geographically separate areas will not be feasible in order to interact completely with all employees. It is important to have Director/Manager support but have a peer representative. Behavior change is instigated by peer influence more than oversight. Please refer to the Appendix of this plan for examples and details on Green Team initiatives put in place elsewhere.

Most office spaces have a passionate and interested employee who would enjoy being a part of this sustainability initiative. The assessment is an evaluation of the office space's services, facility walk-through, and evaluation of container needs. Once the assessment has been completed the Conservation Coordinator will create a report given to them when they attend one of the Green Team Leader trainings. The report will include recycling container needs, location requirements, and resources such as a recycling flyer to assist them in implementation of the recycling program.

The training will be led by the Conservation Coordinator and will occur at least three times in the first six months after the recycling contract Notice to Proceed. Trainings will occur at different times and locations to serve all Travis County Green Team Leaders. Once a Green Team Leader has attended the training they will present the information to their office/space and notify the

Conservation Coordinator it has been completed. If they are unable to present, the Conservation Coordinator can be requested to present at a departmental meeting. Semi-annually, there will be meetings held in September and March with the Green Team Leaders to gain feedback and give appreciation for their services.

Quantifiable measurement of the diversion of resources to the landfill will require an examination of the facility as a whole. The Conservation Coordinator will complete a holistic recycle plan for all facilities. The plan would include potential recycling goals and disposal container reductions for each specific Travis County facility. The recycling program's first year goal is to increase Travis County's office/administrative recycling volume by 5%. The following two years would also have 5% increases in volume for a total of 15% diversion increase after 3 years. These goal are achievable and are based upon the performance of the Texas Facilities Commission program that began single stream recycling in 2009. Expanding the recycling to single stream led to a 15% reduction in landfilled waste. There was a waste disposal cost savings through a reduction in hauler containers or collection days. They were able to cut monthly disposal costs by \$2,000 a month.

The Conservation Coordinator and Facilities Management Department will be responsible in working together in assessing the reduction of waste (trash) collection days or container reduction. They will also be responsible in working together to monitor cost savings to the county by these reduction measures. The data collected in volume recycled and landfilled will be included in the Conservation Coordinator's annual recycling report to the Commissioners Court.

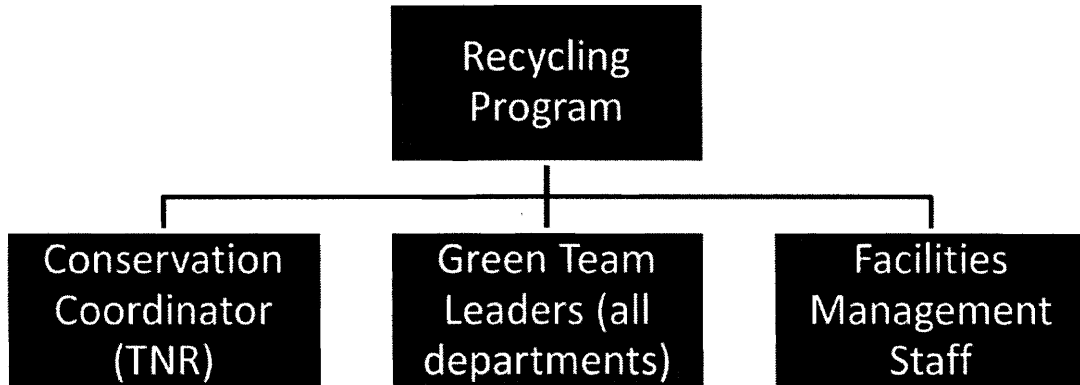
VI. Timetable

	Description of Work	Start and End Dates
Phase One	Identify Green Team Leaders	Approval of Recycling Contract
Phase Two	Assess Green Team Leader's office space	After approval date for two months
Phase Three	Train the Green Team Leaders	During 6 months after approval date

VII. Budget

	Description of Work	Anticipated Costs
Phase One A	Funding for Recycling Hauler	\$66,900
Phase One B	Execute Inter-local Agreement with TFC	0
Phase Two	Placement of Recycling Containers in offices and common areas	TBD after assessment of each facility's needs; will evaluate funding possible from each department; funding from Court anticipated for common/public areas of facilities
Phase Three	Operation of expanded recycling program	Use of existing salaried positions and operating expenses

VIII. Key Personnel



IX. Evaluation

The implementation of the recycling program will be evaluated by tracking recycling volume and continued communication with Green Team Leaders.

- Semi-annual meetings with Green Team Leaders in September and March.
- Compare actual volumes to goal of increasing office/administrative recycling volume by 5% each year for three years.

X. Prior Coordination

During the past seven months, the Conservation Coordinator has already met with several directors, managers, and others to evaluate Travis County facility recycling accessibility and needs. A total of 65% of the Travis County facilities have been evaluated. The following people are examples of individuals that support and endorse the expansion of the recycling services and Green Team Leader program.

Department	Facility	Contact
Sheriff's Office	Del Valle Correctional Facility	Lt. Valerie Whitney
STAR Flight	STAR Flight	William Hanson
Juvenile Probation Department	Gardner Betts	Mary Nieves
Housing Services Department	Weatherization	Lance Pearson
Drug Diversion Court S.H.O.R.T Program	Post Road	Sharon Caldwell-Hernandez

XI. Appendix

February 15, 2010

Growing Corporate Green Teams: Bringing Renewed Purpose to the Workplace

Upon first glance, the idea of a corporate green team may seem fairly simple—a small effort that allows a subset of employees to gather around a shared interest. In practice, however, green teams can be much more powerful than that. They can inspire, activate, and engage employees to create meaningful changes within a company.

From Genentech to Applied Materials, employees at many major companies, across a variety of industries, have helped start and grow green teams. These groups take on everything from removing Styrofoam cups in break rooms to influencing energy management at the corporate level. While some might begin as extracurricular, hobby-like activities, many green teams can evolve into formal programs within corporations, capable of producing measurable results and contributing to company-wide goals.

Striking a Balance between Top-Down and Bottom-Up

Some green teams start off top-down in structure, but the majority is launched by a handful of motivated “entrepreneurs,” people mobilizing their companies’ workforces from the bottom up. As green teams grow in size, however, one of the hardest things to do is maintain the grassroots nature, entrepreneurial spirit, and the sense of inclusion within the group—some of the most basic elements why they attract employees in the first place.

Global companies like HP and eBay have found success overcoming this challenge by using a chapter model, where employees at the corporate center provide oversight for the program, but volunteer team leaders at the local level pursue projects that are relevant and interesting to their groups. This structure helps foster companywide initiatives and the sharing of best practices across sites, while also giving local teams the space to innovate.

Finding the Right Allies within Your Organization

This won’t come as a shock to most people, but individuals within a company often start or join a green team because they want to help reduce their organization’s impact on the planet. Whether at the corporate or local level, forging partnerships with key stakeholders is critical to making the kinds of operational changes that can be the most impactful on the company’s footprint. In particular, facilities, procurement, and internal communications can be great green team allies. The facilities and procurement groups generally own a lot of the issues that employees tend to care about most: energy, consumables, and waste disposal, to name a few. Internal communications own the best channels to discuss both opportunities and project results, which raises a key point about the importance of communicating how and why things happen in addition to actually doing them.

Identifying a few win-win projects that hit the objectives of the various groups involved can build momentum and support for the green team. Changing printer settings or transitioning away from disposables in break rooms, for example, can help both the environment and the bottom line. At Levi’s, eliminating bottled water on their corporate campus saved the company \$40,000 a year, according to Net Impact’s [recent guide](#). Levi’s reinvested some of those savings into the purchase of reusable water bottles, an added measure that no doubt helped make the transition more seamless for employees.

This brings us back to an important aspect of communications. Perception is a huge element for these kinds of initiatives, and it’s essential that employees understand the rationale behind green team initiatives that impact their day-to-day experience at work. In large companies, the internal communication teams can provide new channels for green teams to reach employees. As teams grow in size and scope, two-way

communication vehicles like discussion boards and wikis can also help surface important issues and continue spreading the techniques, strategies, and success stories from across the company.

Bringing Renewed Purpose to Work

Ultimately, the rise of corporate green teams represents a significant shift in the way businesses engage with their employees. Green teams offer a personally meaningful way for employees to contribute to both their companies and to their broader communities. Whether they are tackling large supply chain impacts or creating simple programs that people can feel a part of, they can have a powerful impact on how a company and its employees operate. At their core, they are empowerment mechanisms. They provide a new level of ownership—an understanding that a corporation and its employees can work together to create positive change.

Lorin May manages eBay's employee Green Team, a group of more than 2,000 employees in 23 countries working together to improve the environmental performance of its operations. Visit www.ebaygreenteam.com to learn more about this and other green programs at eBay.

Green Team Leader Programs:

Harvard University
<http://www.green.harvard.edu/node/5431>

Stanford University School of Medicine
http://med.stanford.edu/sustainability/featured_team/

Texas Department of Transportation
Recycling Coordinator: Lola Lee-Armador

Texas Facilities Commission
Recycling Coordinator's
<http://www.tfc.state.tx.us/divisions/supportserv/prog/recycle/coords.html>