

**INNOVATIVE WASTE REDUCTION & RECYCLING GRANT 05-02**

**FINAL REPORT**

**GETTING TO THE HEART OF  
COMMERCIAL/INSTITUTIONAL (C/I) WASTE REDUCTION –  
GREENING PROPERTY MANAGERS**

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Prepared for:

**Florida Department of Environmental Protection**  
Bureau of Solid and Hazardous Waste  
2600 Blair Stone Road  
Tallahassee, FL 32399-2400

Prepared by:

**Hillsborough County  
Solid Waste Management  
Department**  
Post Office Box 1110  
Tampa, FL 33601



And

**Kessler Consulting, Inc.**  
*innovative waste solutions*  
14620 N. Nebraska Ave., Bldg. D  
Tampa, FL 33613



*2002 Small Business Program Champion*



*EPA Waste Wise Program Partner*

**HILLSBOROUGH COUNTY  
INNOVATIVE WASTE REDUCTION & RECYCLING GRANT 05-02  
FINAL REPORT - SEPTEMBER 2007**

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GREENING PROPERTY MANAGERS**

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## **SECTION 1.0 INTRODUCTION**

### **1.1 Background**

In January 2005, Hillsborough County’s (County) Solid Waste Management Department received an Innovative Waste Reduction and Recycling Grant from the Florida Department of Environmental Protection (FDEP) to implement an innovative program with a key industry sector – the commercial real estate industry. The grant was entitled, “Getting to the Heart of Commercial and Institutional (C/I) Waste Reduction – Greening Property Managers.” The purpose of the grant was to green property managers by providing a systematic, proactive approach to C/I waste reduction. The intent was to develop an industry-specific outreach and education program for property managers who oversee approximately 99 million square feet of commercial real estate in the County. The County’s Solid Waste Management Department enlisted the services of Kessler Consulting, Inc. (KCI) which, together with County staff, formed the Project Team.

Throughout the commercial real estate industry, it is the property manager who most often drives green initiatives. Any commercial property must be managed from both a physical and a tenant-relations standpoint. Property managers maintain and upgrade properties while acting as a liaison between the owner of the property and the tenants in office complexes, industrial parks, malls and office buildings. They are in the best position to understand which programs will work at an individual property and how best to implement them. The property manager is the main contact for tenants who want to reuse, recycle, and initiate green housekeeping and maintenance practices, as well as for owners who want to reduce waste disposal and other operating expenses.

Green programs provide opportunities to distinguish participating properties as leaders in the marketplace and to create environmentally safe and productive workplaces. Property managers are most often the decision-makers or advocates for programs that would enhance the profitability, efficient operation and responsible corporate image of their properties in the local community. The nature of their jobs equips them to evaluate which programs would be most effective at a specific property. New waste reduction and other green program efforts by the property management community are important for the County to meet and sustain Florida’s recycling goals and curtail long-term disposal facility costs.

This report follows the outline provided in the County’s grant agreement with the FDEP.

## 1.2 Goals and Objectives

The goal of this project was to develop and provide technical and informational resources and training for property managers to promote their use of green strategies in the County's commercial real estate industry. The primary audience was property managers and owners. However, a secondary audience included tenants and their employees, as well as cleaning and janitorial firms. The program was designed to create a greening "domino" effect by beginning with property managers through an effective community relations program intended to impact multiple buildings and properties.

To achieve the goal of this innovative grant project, the following task initiatives were planned:

- Development and Implementation of a Target Audience Outreach Program
- Development and Implementation of an Environmentally Responsible Property Management and Maintenance Education Program
- Development and Implementation of a Promotional Program
- Development and Implementation of a Green Certification Workshop
- Identification of Materials for Inclusion in Green Kits
- Identification of Waste Reduction Supplies, Equipment and Resources for Distribution to the Target Audience

The project also had broader objectives for the commercial real estate industry including the following:

- Development of resources that may be used universally to implement green strategies in the commercial real estate industry
- Education regarding the procurement of materials that have recycled content and are environmentally preferable
- Change in behavior patterns of contractors, developers, leasing offices, and industry staff concerning the introduction and expansion of green programs

To achieve these objectives, the County worked to develop partnerships with key industry associations and Chambers of Commerce for implementing green building and waste reduction strategies. The County also approached commercial recycling service providers and local nonprofits to provide relevant information and advice during project conception, formulation and implementation.

Initially, a meeting was held with recycling service providers to announce the kick-off of this project and ascertain specifics about their services. KCI developed a directory of commercial recycling service providers that has since been posted on the County's website. KCI and the County prepared and scheduled presentations with key industry associations, such as the Building Owners and Managers Association, Institute of Real Estate Management, and the International Facility Managers Association. The intent was to enlist their assistance in disseminating information on the project to their members and to invite their sponsorship of and participation in a planned Green Certification Workshop.

KCI and the County solicited and obtained sample green products and informational resources for inclusion in Green Kits that were to be distributed to those attending the Green Certification Workshop. KCI also prepared a technical best management practices manual, *Waste Reduction and Recycling Manual for Greening Property Managers in Hillsborough County* that has been made available on the County's website. This project aimed to market green strategies and programs to the principal decision makers in multi-tenant commercial buildings – property managers from office buildings, malls and office parks and complexes.

### **1.3 Innovation**

A review of Florida studies, reports, trade journals, and internet research revealed no waste reduction marketing programs targeting property managers and janitorial service firms. This project was unique for a number of reasons: (1) it targeted commercial property managers; (2) it targeted janitorial service firms/cleaning & maintenance companies; (3) it locally certified property managers and others that attended the Green Certification Workshop; (4) it was planned as a full-scale Green program for commercial/industrial businesses in the County. All the educational materials developed for this project lend themselves to electronic loading and transfer using a variety of electronic media – E-mail transfer, Website loading, mini-CD distribution, etc.

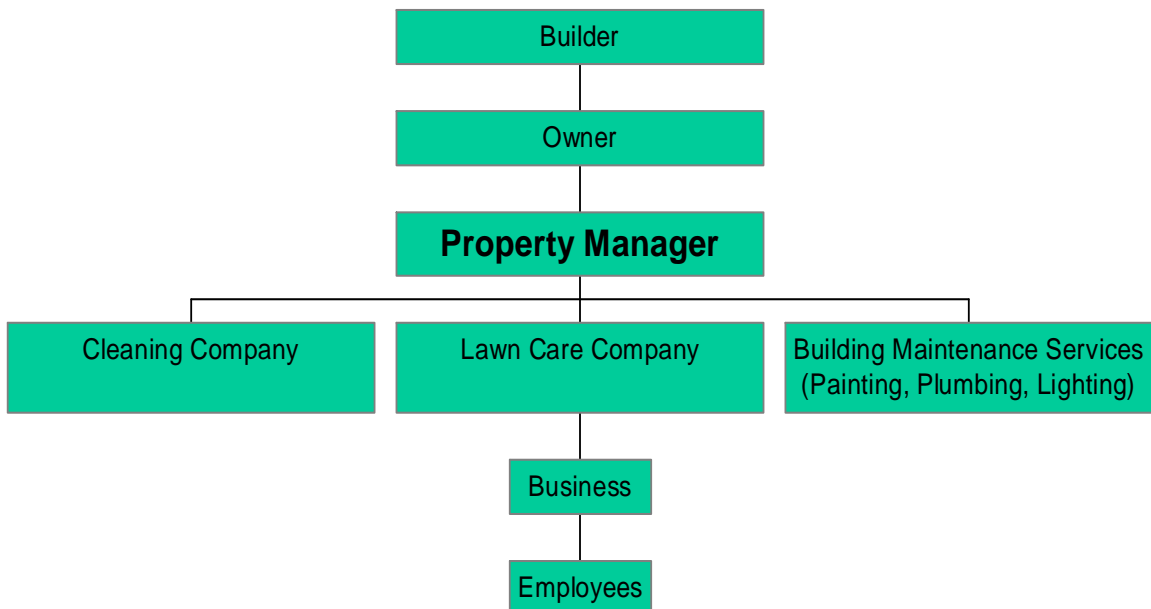
## 1.4 Intended Audience

More than 55 percent of the Municipal Solid Waste (MSW) disposed of in Florida landfills or burned at incinerators in 1999 was generated by the commercial sector. This innovative grant project aimed to market waste reduction strategies and programs to the major decision makers for commercial real estate properties – property managers who could potentially have an impact on reducing the growth rate of the waste stream. Hillsborough County sought to develop technical and promotional materials and market them to these decision makers.

The role of the property manager is twofold. The property manager works for the owner, but also serves the tenant. Therefore, targeting and educating the property manager allows for the property management company and owner as well as the tenants and their employees to be greened.

Figure 1.4: Greening Property Managers

### The Property Manager - The Heart of C/I Waste Reduction



The project also targeted janitorial services and cleaning/maintenance companies as well as tenants of commercial properties as a secondary audience. It is necessary that these groups have training and education in order for them to implement and participate in waste reduction and other green programs. The lessons learned and most of the material

developed for this project should be of value to all commercial recycling programs throughout the state.

## **1.5 Acknowledgments**

Hillsborough County's Solid Waste Management Department extends its thanks to the FDEP for providing grant funding for this Greening Property Managers project. Appreciation is also due to the Building Owners and Managers Association (BOMA), the Institute of Real Estate Management (IREM), the International Facility Managers Association (IFMA) and local Chambers of Commerce for their participation in this program.

Several businesses agreed to sponsor the Green Certification Workshop breakfast and luncheon. These companies were: Republic Waste Services, Waste Services, Inc., Waste Management, and ZEP Manufacturing Company.

Local businesses also provided model case studies of their diversion programs that were promoted to property managers. They included: AAA Auto Club South, MacDill Federal Credit Union, USAA Realty - Centerpointe, St. Pete Times Forum, Hillsboro Printing Company, and EconOffice Supply. Finally, nearly thirty organizations donated sample green products and informational resources for the Green Kits that were distributed to property managers at the Green Certification Workshop. A list of these companies has been provided in Appendix A.

For the generosity and support of all those in the private and public sectors who were involved in this project, Hillsborough County's Solid Waste Management Department would like to extend its appreciation and thanks. The County would also like to thank Kessler Consulting, Inc. for its technical support during this project.

## SECTION 2.0 PROJECT IMPLEMENTATION

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### 2.1 Equipment and/or Services

In order to develop a program to effectively target and reach property managers, the County needed to identify materials and resources necessary to initiate and implement a successful outreach and education program. After researching various types of products, supplies and approaches, the following program resources were identified for purchase, distribution and use for property managers and others in the commercial real estate industry as part of this innovative grant program. They included the following:

- 1) Project brochure, cover letter, and survey card
- 2) Project logo
- 3) Deskside recycling bins
- 4) Recycling Posters
- 5) T-Shirts
- 6) Bookmarks
- 7) Recycling bin pencil holders
- 8) Florida Department of Environmental Protection Best Management Practices (BMP) Guide, “Creating a Green and Profitable Work Environment”
- 9) Property Manager BMP Waste Reduction and Recycling Manual
- 10) Model case studies
- 11) Commercial recycling and reuse vendor directory
- 12) Pre-waste assessment questionnaire
- 13) Technical assistance request form and telephone log
- 14) Waste assessment training materials and forms
- 15) PowerPoint presentations
- 16) Green Kit and sample Green products

These materials are discussed in detail below.

#### **(1) Project Brochure, cover letter, and survey card**

An initial mailing of the brochure and survey card were sent to a listing of over 1,000 property and facility managers to elicit their interest in participating in this project and to determine their need for technical assistance and willingness to showcase their properties.

## **(2) Project Logo**

Several pilot program logos were developed and two logos were selected by the County for use on promotional and educational items. In addition, a program slogan title “*Greening Businesses – One Property at a Time*” was also selected for branding education and outreach materials.

## **(3) Deskside Recycling Bins**

The Innovative Grant project contained an allotment of funds to purchase waste reduction supplies. After significant research, 5,000 deskside office paper recycling bins made of corrugated cardboard were purchased for distribution to property managers. The collapsible cardboard bins feature the County as well as the program logo, and indicate their use for “Paper Recycling Only.” Deskside bins are provided on request to any Hillsborough County property manager.

## **(4) Recycling Posters**

Posters were developed using original photographs of Tampa Bay area scenes taken by County staff. The recycling posters showcase three different nature inspired local scenes including: 1) Hillsborough River 2) Great Egret 3) Dwarf Poinciana. Each poster also contains the program logo and a recycling message. The distribution of 1,800 posters will promote commercial recycling within the business community.

## **(5) T-shirts**

Recycled content T-shirts displaying the program logo were purchased and used as giveaways to promote this program. These T-shirts can also be used in incentive based recycling competitions or as awards.

## **(6) Bookmarks**

Bookmarks featuring waste reduction tips for the office were developed by the County, printed on recycled stock and used as promotional and educational giveaways. These bookmarks were distributed in green kits, at Chambers of Commerce luncheon meetings, various industry association presentations and at other events.

## **(7) Recycling Bin Pencil Holders**

Small desktop plastic recycling toter-like carts displaying the program logo were purchased for use as promotional items and giveaways. They can serve as pencil holders and recycling reminders for office employees.

### **(8) Florida Department of Environmental Protection (FDEP) BMP Guide, “Creating a Green and Profitable Work Environment”**

The County obtained approval from the FDEP to distribute copies of the BMP Guide for businesses, “Creating a Green and Profitable Work Environment” as a technical resource for property managers. This BMP was reproduced in hard copy and electronic format on small business card sized CDs for easy and convenient distribution to businesses. It features valuable information on ‘green’ cleaning and maintenance practices, indoor air quality, energy efficiency, water conservation, and green purchasing and material selection during renovations. It has been distributed to commercial recycling company representatives, at industry and Chamber presentations and at the Green Certification Workshop.

### **(9) Property Managers BMP Waste Reduction & Recycling Manual**

This second BMP manual used in the project was designed to complement the State’s guide and was also copied to small CDs and made available to businesses in the Green Kits and at various venues.

### **(10) Model Case Studies**

A case study questionnaire was prepared and used to document successful office building recycling and material donation programs. Several businesses that responded to the initial outreach mailing indicated that they had model programs that they would be willing to showcase.

Commercial recycling service providers that either attended the program kick-off meeting or that were listed in the directory were asked to provide examples of local customers who had successful waste reduction programs and who would be willing to be featured as “model recyclers.” Highlights of some of these model waste reduction programs were used in the project’s promotion and advertising campaign.

### **(11) Commercial Recycling and Reuse Vendor Directory**

The County recognized the value of developing a comprehensive directory/database of recycling service providers by material type for use by the commercial sector. The primary goal in identifying commercial recyclers was to provide a link between local recycling companies and property managers to assist in the expansion of commercial recycling activity within the County. For general information and in order to promote local recycling markets, the database has also been placed on Hillsborough County’s

web site as a public service to businesses. The database lists over 80 recycling service providers and 19 material categories.

#### **(12) Pre-Waste Assessment Questionnaire**

The questionnaire was developed to provide introductory information and data from property managers to the County regarding specific properties. This is intended to facilitate the waste assessment process.

#### **(13) Technical Assistance Request Form and Telephone Log**

The technical assistance request form was developed for use by businesses and may be sent to the County via fax or mail. The telephone log was developed for the County to document incoming phone calls from business along with their request for technical assistance and supplies.

#### **(14) Waste Assessment Training Materials and Forms**

These documents were developed as training tools for possible interns and for reference by County staff. They provide information on how to perform a waste audit and include forms to: document building and occupant activity to calculate waste generation; and identify recyclable materials, solid waste costs, and determine recycling rates.

#### **(15) PowerPoint (PP) Presentation**

The project objectives and methodology were featured in separate PP presentations developed by the County and KCI and have been utilized at local and national meetings and conferences for the recycling and solid waste industry.

#### **(16) Green Kit and Sample Green Products**

KCI and the County approached private sector vendors and County departments to provide program-appropriate educational material and sample products for use in the Green Kits. The kits included, among other things, a green building and material supply directory, recycling container directory, sample products containing recycled content, energy efficient and water conservation products, green cleaning and environmentally preferable products, and information to augment the health and comfort of tenants. Some of these supplies were donated while others were purchased.

Photos of the contents of the Green Kits are included in Appendix A of this document.

## 2.2 Project Elements and Timeline

The innovative grant project included a series of specific tasks aimed at achieving its goals and objectives. The following timeline was developed for the project. Delays in the start of this project resulted in a six-month project extension being granted by the FDEP. Table 2.2 below provides a summary of each project task, the activities within that task, and the period over which the task was executed using the revised timeline.

**Table 2.2: Project Tasks and Timeline**

Scope of Services	Task Activities	Quarter										
		3/31/05	6/30/05	9/30/05	12/31/05	3/31/06	6/30/06	9/30/06	12/31/06	3/31/07	6/30/07	9/30/07
<i>Develop and Implement An Outreach Program</i>	Develop and plan an outreach program targeting property owners, managers, tenants and employees, trade and industry associations.	X	X	X	X	X	X	X	X	X		
<i>Develop and Implement An Education Program</i>	Develop and implement an education program targeting the audience in Task 1.	X	X	X	X	X	X	X	X	X	X	
<i>Develop and Implement A Promotional Program</i>	Develop and implement a media plan, including ads in relevant industry and trade association's newsletters and publications.		X	X	X	X	X	X	X	X		
<i>Develop A Green Certification Program &amp; Documents</i>	Develop a training program that provides certificates of participation to property managers and cleaning companies.		X	X	X	X	X	X	X	X		
<i>Implement a Green Certification Workshop</i>	Implement a training program that would provide certificates of participation to property managers and cleaning companies.										X	
<i>Develop, Procure, Assemble, and Distribute Green Kit for Property Managers</i>	Identify, order and assemble Green Kits for property managers containing samples of products with recycled content, low VOC's, and non-toxic products.						X	X	X	X	X	
<i>Procure and Distribute Waste Reduction Containers &amp; Supplies</i>	Identify, order, and distribute appropriate waste reduction supplies to property managers, recycling collection vendors, and tenants.						X	X	X	X	X	
<i>Program Management and Administration</i>	Coordinate and oversee all project tasks and ensure compliance with FDEP agreement.	X	X	X	X	X	X	X	X	X	X	
<i>Progress Reports and Final Report</i>	Prepare and deliver quarterly and final reports per the Grant contract.	X	X	X	X	X	X	X	X	X	X	X

## 2.3 Problem Resolution

During the program implementation, few problems were experienced. The most notable of these was the realization that the recycling collection infrastructure for commercially generated recyclable materials was relatively undeveloped in Hillsborough County. As a result, commercial and institutional recycling and waste reduction programs are at a very elementary level. Many properties have not been able to obtain cost effective recycling services that would encourage them to introduce or expand waste reduction programs.

The project team did encounter some problems with the project activities and they included the following:

- Delays encountered in the County's procurement system resulted in a later-than-anticipated start date for the program and led to a corresponding extension of this project by six months.
- The project originally planned to target Chambers of Commerce but it was soon discovered that their membership included predominantly small businesses and not property managers from the commercial real estate industry. Outreach partnership efforts were redirected to the key industry associations for the commercial real estate industry and included BOMA, IREM, and IFMA.
- The late production of educational material and procurement delays for some of the materials needed for the Green Training and Certification Workshop, as well as limited County staff to organize all the Workshop details, contributed to a delay in the originally scheduled time frame for implementing the Workshop segment of the project.

## SECTION 3.0 PROJECT RESULTS

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### 3.1 Meeting Goals and Objectives

Hillsborough County is home to approximately 99 million square feet of commercial and industrial building space. Property managers are vital decision-makers on waste reduction and other green programs in office parks, strip malls, and office buildings and they provide the crucial communication link between tenants and owners. The purpose of this Florida Department of Environmental Protection (FDEP) funded Innovative Grant was to provide a systematic approach and the tools and resources necessary for property managers and others in the commercial real estate industry to implement and expand waste reduction and other green programs at the buildings they manage. Based on the results of the program, brief summaries of how the project's *seven major task objectives* were achieved are presented below.

1. Outreach Program Development and Implementation
2. Educational Program Development and Implementation
3. Promotional Program Development and Implementation
4. Green Certification Program Development
5. Green Certification Workshop Implementation
6. Development, Preparation, and Distribution of Green Kits for Property Managers
7. Procurement and Distribution of Waste Reduction (WR) Containers and Supplies

#### **Task 1 – Outreach Program Development and Implementation**

**Methodology:** A target sector mailing database with contact information for over 1,000 property managers was developed using a wide variety of sources including the merging of the County Tax Collector's mailing list for the Non Ad-Valorem Assessment, the County's Solid Waste Management Department's commercial Waste Profile Program and the SIC codes. Concurrent to the database, a cover letter, survey card, a Greening Property Manager Brochure, and an introductory PowerPoint Presentation were designed and developed.

The cover letter, survey card, and brochure were mailed out by the County to property managers in an initial outreach phase. The brochure was utilized to introduce the project message to the target audience and encourage property managers to seek additional

detailed information and technical assistance in order to participate in the Greening Property Managers program. The PowerPoint presentation provided an introductory overview of the project and was primarily used at Chambers of Commerce and at industry association meetings and luncheons.

In addition, relevant local associations, organizations, Chambers of Commerce, and industry associations representing businesses and their tenants in Hillsborough County were contacted using the following approach: email of introduction about the County's program and request for partnership; follow-up telephone calls; and requests for scheduling presentations at luncheon meetings.

Appendix B provides a summary of this task and serves as part of the deliverable for this task in addition to the relevant items in Attachment A.

## **Task 2 – Educational Program Development and Implementation**

**Methodology:** Best Management Practices Manuals (BMPs) were deemed appropriate resources for this C/I sector to provide more in-depth technical resources and references on how best to implement source reduction, reuse, recycling, composting, and pollution prevention activities in the workplace, green building and refurbishing practices, and green cleaning. The State's guide, "Creating a Green and Profitable Work Environment," was utilized in this process through support of FDEP Pollution Prevention (P2) and Florida Solar Energy Center (FSEC) staff. A Waste Reduction and Recycling BMP manual was written by KCI with graphics designed by RoseMarie Szedula and printed by Hillsborough County. These BMPs were made available to property owners and managers, cleaning and janitorial service firms, and recycling service providers. Both BMPs were distributed to participants at the Green Certification Workshop described in Task 5.

Appendix C provides a summary of this task and serves as part of the deliverable for this task in addition to the relevant items in Attachment A.

## **Task 3 – Promotional Program Development and Implementation**

**Methodology:** Advertising can be costly, so this project was designed to target the specific messages the County wanted to deliver to the targeted commercial real estate industry using local business success stories. These messages were disseminated using specific and cost-effective channels to maximize and leverage the promotional program

dollars. KCI developed an overall Media Plan that included promotion and advertising strategies for the Green Certification Program. Case studies of successful local green program initiatives were developed and incorporated into the Media Plan. Industry newsletters and articles were utilized to gain access to the property management and commercial real estate audience. The following strategies were employed to engage the interest of property managers, cleaning/maintenance companies, business tenants, and tenant employees concerning the County's program message:

1. Articles, press releases, and/or advertisements in Chambers of Commerce and industry-specific association newsletters.
2. Articles in the County's *The Recycling Planet* newsletter.
3. Articles, press releases and/or advertisements in leading business publications including the Maddux Report and the Tampa Bay Business Journal.
4. The utilization of electronic media applications wherever possible through the major industry associations helped to communicate the message and other related information to the target group.

Appendix D provides a summary of this task and serves as part of the deliverable for this task in addition to the relevant items in Attachment A.

#### **Task 4 –Green Certification Program Development and Implementation**

**Methodology:** A green certification training program for the target sectors was formulated as a half-day workshop. An agenda was developed and speakers were identified and invited to participate and speak on their respective areas of expertise. Materials and handouts were developed or obtained for distribution. The handouts included the two BMPs, a Green Kit (described in Task 6 below) and other relevant technical and informational materials developed in the previous tasks.

The subject matter and speakers were selected to complement the information contained in the BMPs. Topics included a discussion of industry definitions; local success stories on waste prevention; recycling and reuse; reduction in air pollution through the use of energy efficient products and strategies; reduction in water use through efficient water conservation and handling systems; reduction in the use of potentially harmful chemicals through the purchase of environmentally preferable products to improve indoor air quality for the health and comfort of tenant occupants and the responsible disposal of electronics and hazardous materials.

Appendix E provides a summary of this task and serves as part of the deliverable for this task in addition to the relevant items in Attachment A.

### **Task 5 – Green Certification Workshop Implementation**

**Methodology:** Property managers, owners, and developers as well as cleaning and maintenance companies were invited to participate in the workshop and receive the County's Green Certification. An outreach campaign that targeted relevant industry groups and associations was developed and implemented to elicit the participation of their members. Tampa Bay's Building Owners and Managers Association (BOMA), the Institute of Real Estate Management (IREM), and the International Facility Managers Association's (IFMA) Sun Coast Chapter all supported the Workshop. These associations circulated the Green Training and Certification Program announcement to their members and endorsed their attendance. IFMA offered continuing education credits for members that attended which provided an important incentive. Hillsborough County also sought and received business sponsors to fund the breakfast and luncheon portions of the Workshop.

A half-day Green Certification Workshop was held, at the completion of which, each attendee qualified for a green certificate from Hillsborough County's Solid Waste Management Department. The Workshop included guest speakers, state experts, local case studies, and a self-certification checklist and green pledge. As attendees entered and registered, they were given a Green Kit (an office paper recycling deskside bin filled with resources and product samples related to green practices). Two Best Management Practices Guides (BMPs), the State's "*Creating a Green and Profitable Work Environment*" and the "*Waste Reduction and Recycling Manual*" produced by KCI were distributed.

Samples of green products and relevant educational literature provided by private vendors and County departments were included in each Green Kit. Materials developed for this project, including the directory of Hillsborough County's commercial recycling vendors, posters, technical assistance request forms, pre-assessment questionnaires, promotional T-shirts, bookmarks and pencil holders were also placed in the kits given away to attendees. The workshop was held at one of Hillsborough County's premier hotels during the second quarter of 2007.

There were approximately 60 workshop participants from the private and public sectors and many additional potential attendees were turned away due to space constraints. Twenty-six (26) attendees signed the Green pledge card to implement at least one new green initiative over the next year at one or more properties that they manage. Nine (9) attendees returned their Green Self Certification Checklist. Evaluation forms turned in by Workshop participants were highly favorable.

During the workshop Green Business Awards for Waste Reduction and Recycling Practices were given to the six businesses that were showcased as model programs in the advertising campaign described in the media plan in Task 3.

Appendix F provides a summary of this task and serves as part of the deliverable for this task in addition to the relevant items in Attachment A.

### **Task 6 – Development, Preparation, and Distribution of Green Kits for Property Managers**

**Methodology:** KCI contacted product vendors in order to obtain educational materials and product samples for inclusion in the Green Kits for property managers. The County also obtained relevant supplies from County departments for the kits. The educational materials and supplies were intended to make property managers and cleaning companies aware of various options and products available to help to “green” their buildings and their operations.

Recycled cardboard deskside recycling bins that had been purchased for the program, were used for the kits. They were placed inside tote bags made from 100% post consumer polyester bearing the program logo to enable them to be more easily carried. Items in the kits included: educational and promotional material developed and procured for the program (*described under 2:1 Equipment and/or Services and in Task 2 above*); samples of paper products and office supplies with recycled content; energy-efficient fluorescent light bulbs; water-saving faucet aerators and shower heads; recycled carpet and hard flooring samples; dust-trapping cleaning cloths; literature and informational resources on water and energy conservation, cartridge recycling, green cleaning, green cleaning products and building maintenance, green buildings, green and recycled content products, environmentally preferable packaging and procurement and generally relevant web sites. Approximately 60 Green Kits were distributed to attendees.

Appendix G provides a summary of this task and serves as part of the deliverable for this task in addition to the relevant items in Attachment A.

### **Task 7 – Procurement and Distribution of Waste Reduction Containers and Supplies**

**Methodology:** KCI and the County researched, identified, and obtained the necessary office waste reduction supplies and equipment to support a commercial recycling and reuse program to Green Property Managers.

These items included the items listed in detail in Section 2.1 of the report and featured in Appendix A.

### **3.2 Technology or Process Demonstration**

No other counties in Florida were identified that have established industry-specific programs for property managers in the commercial real estate industry as part of their commercial recycling programs. In addition, the survey cards returned from the initial outreach mailing provided valuable information on the interest and willingness of property managers to participate in recycling.

Specifically, this project produced practical information about the technical assistance needed by the commercial real estate industry regarding recycling education and services and created a link between recycling service providers and decision makers in the field of property management. Additional informational resources useful for a commercial recycling program were developed. In addition, the Green Certification Workshop provided valuable insight into the industry's interest and willingness to participate in green programs, and yielded recommendations to make these waste reduction and green programs more successful.

### 3.3 Material Recovery

The County estimates that more than 2.5% of the 1,000 property managers or owners targeted through this project implemented or improved their recycling program at a building(s) as a result of the project. Therefore, they reduced the amount of material entering the landfill. Some of the companies that implemented green programs or committed to implementing at least one Green program over the next year are listed below:

- AAA Auto Club South
- Arcis Investments
- City of Tampa, Facility Management Department
- EBK Properties Inc.
- ECON Office Products & Supplies
- Florida Aquarium
- GVA Advantis
- Highwood Properties
- Hillsboro Printing Company
- Hillsborough County Real Estate Department
- Hillsborough County Parks and Recreation Department
- MacDill Federal Credit Union
- Republic Services
- Robert Kelzer, Inc.
- St. Pete Times Forum
- TECO Plaza (Carter & Associates, Management Company)
- University of South Florida
- USAA Realty - CenterPointe
- USAA Realty – Wachovia Center
- Waste Services Inc.
- Williams Landscape Management Company

### 3.4 Transferability

The project outreach, promotional and educational programs, Green Certification and kit materials are all easily transferable to Florida’s recycling and solid waste coordinators that may want to develop waste reduction marketing programs for the commercial real estate industry by targeting the property managers who play an important role in introducing successful and sustainable waste reduction programs in commercial properties.

Presentations describing the project were made at the following conferences:

- Bay Area Building & Office Manager Association (BOMA), Luncheon Meeting, 2006
- GVA Advantis, Company Property Manager Meeting, 2006
- International Facility Manager Association (IFMA), Luncheon Meeting, 2006
- National Recycling Coalition, Annual Conference, 2006
- Recycle Florida Today’s, Issues Forum, 2006
- Upper Tampa Bay Area Chamber of Commerce, Monthly Meeting, 2006

### 3.5 Cost-effectiveness and Efficiency

Table 3.51 below provides a breakdown of the total in-kind contributions provided by County staff and project partners not directly paid for their services or time on the project. The total in-grant contributions equaled \$83,562.00 for the grant duration.

**Table 3.51 In-kind Contributions**

In-kind Contribution	
Quarter End	Contribution
3/31/2005	\$ -
6/30/2005	\$ -
9/30/2005	\$ 2,196.00
12/31/2005	\$ 8,352.00
3/31/2006	\$ 16,553.00
6/30/2006	\$ 4,666.00
9/30/2006	\$ 6,434.00
12/31/2006	\$ 11,557.00
3/31/2007	\$ 13,485.00
6/30/2007	\$ 20,319.00
<b>Total</b>	<b>\$ 83,562.00</b>

Table 3.52 below provides a breakdown of the total cost of this innovative grant project by task and type of expense and depicts the amount by category and vendor paid. The total grant funds expended equaled \$ 142,239.00.

**Table 3.52 Total Grant Expenditures**

<b>Hillsborough County Innovative Grant Expenditures</b>	
<b>Expenditure Type</b>	<b>Total Amount Per Vendor</b>
<b>Consultant (Kessler Consulting, Inc.)</b>	\$ 92,000.00
<b>Supplies (Office Depot, Inc.)</b>	\$ 224.13
<b>Promotionals</b>	
Energy Recycling Co.	\$ 7,865.00
Morningstar Trading, Inc.	\$ 2,011.00
Independent Resources, Inc.	\$ 1,872.00
Busch Systems International	\$ 6,150.00
Weisenbach Specialty Printing	\$ 591.44
Logo Specialty Advertising Items	\$ 445.00
S & J CD Duplication	\$ 587.50
<b>Subtotal</b>	<b>\$ 19,521.94</b>
<b>Printing</b>	
Sol Davis Printing	\$ 640.00
Pro-Copy	\$ 1,375.00
RICOH Business Systems	\$ 265.42
Graffiti Graphics Corp.	\$ 544.80
Allegra Print & Imaging	\$ 469.30
<b>Subtotal</b>	<b>\$ 3,294.52</b>
<b>Advertising</b>	
Media General Operations	\$ 12,398.00
Times Publishing Co.	\$ 440.55
Sun City Area Chamber of Commerce	\$ 380.00
La Gaceta Publishing, Inc.	\$ 180.00
Tampa Bay Business Journal	\$ 5,770.00
Upper Tampa Bay Chamber of Commerce	\$ 2,400.00
Greater Brandon Chamber of Commerce	\$ 1,529.00
<b>Subtotal</b>	<b>\$ 23,097.55</b>
<b>Other Items</b>	
iStock International, Inc.	\$ 72.00
Hillsborough County - Postage	\$ 399.23
Eric Martin, FL Solar Energy Center	\$ 186.00
Crestline Hotels & Resorts	\$ 1,559.25
Tri-State Employment Service	\$ 153.44
Federal Express	\$ 53.94
Rosemarie Szedula, Graphic Artist	\$ 1,675.00
<b>Subtotal</b>	<b>\$ 4,098.86</b>
<b>TOTAL</b>	<b>\$ 142,239.00</b>

Providing businesses with technical support, information and resources to help them implement or expand a commercial recycling program, encourages their participation and ultimately will reduce the volume of waste entering the County's disposal facilities. The greatest benefits of the project were an initial comprehensive outreach to property managers and the development of supplemental tools and resources that will be useful in a countywide commercial recycling program. Hillsborough County now has commercial waste reduction information posted on its website and has forged significant relationships with an important industry sector. The next steps in the project would be to improve and increase the recycling collection infrastructure and strengthen relationships between recycling service providers and property managers.