

2004-05 INNOVATIVE GRANT APPLICATION FORM

PROJECT INFORMATION

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- 6) **Project Title:**
“Getting to the Heart of C/I Waste Reduction – Greening Property Managers”
- 7) **Grant Request Amount:** \$150,000
- 8) **Length of project (months):** 24 months

Authorizing Signature

Director, Solid Waste Management Department
Title

PROJECT ABSTRACT

In the commercial real estate industry, the spokesman for the property, the person whose knowledge and skill can make or break a deal, is the PM – the property manager. The purpose of this grant: to “Green” the PM and provide a systematic proactive approach to integrate and institutionalize commercial/industrial (C/I) waste reduction.

As solid waste management and waste reduction professionals, we know that in order to increase commercial and industrial business participation in waste reduction, we need to target appropriate marketing programs to property managers (PMs). In Hillsborough County alone, PMs manage more than 99-million square feet of commercial and industrial building space – with the potential to manage an additional 12-million square feet of vacant space.¹ PMs are the conduit between tenants and owners, and play a critical role in implementing waste reduction programs in strip malls, office complexes, industrial parks, and institutions.

Because PMs are at the heart of implementing successful and sustainable C/I waste reduction programs, this project will target PMs in Hillsborough County. A full-scale waste reduction education program will be prepared specifically for the PM and will include a *Facility Manager Waste Reduction Best Management Practices (BMP) Manual*, the distribution of the FL P2 *Green Housekeeping and Maintenance Guide*, “Green” housekeeping kits, promotion of business reuse centers in the County, a waste reduction advertising campaign in the local media, plus an educational outreach program to get the message out, workshops for both PMs and Maintenance/Cleaning Companies, and a tracking program for participation.

The PM functions as the go-between for questions, complaints and comments. If a tenant wants a reuse program put in place, recycling collection started, or green housekeeping and maintenance guidelines followed, the property manager makes the final decision. To coin a phrase, he is the “main man” in this undertaking, and success hinges on his (or her) successful “Greening.”

¹ Greater Tampa Chamber of Commerce – Cushman & Wakefield, 2003

PROJECT DESCRIPTION

The project will involve the following marketing project components to “Green” property managers in Hillsborough County so that they will sell the advantages to renters of a “Green” office building:

- (1) Program Message:** Getting to the Heart of C/I Waste Reduction – Greening Property Managers.
- (2) Target Audience:** The project will target the business consumer, i.e., property managers, maintenance staff and cleaning companies, commercial/industrial/institutional (C/I/I) businesses, and C/I/I employees. These entities must have training and education for implementing waste reduction and how they are interdependent on each other for a successful program.
- (3) Social-Cultural:** In order to make a lifestyle and attitude change in the workplace, it is important to prepare a comprehensive community relations program for the target audience. The distribution outlets for making a change in the business consumer will be made through the following community programs:
 - a. *Outreach:* Correspondence to the 14 local area Chambers of Commerce as well as the PM and Cleaning Associations, utilizing a Green informational brochure.
 - b. *Education:* A Green PM BMP Manual will be developed for property managers and printing of 200 copies of the Florida Commercial Building Green Housekeeping and Maintenance Guide.
 - c. *Promotion:* Strategically placed educational advertisements will appear in the local media. Articles will be written for PM and Cleaning Company Associations’ industry trade journal(s). The advertisements will have a rotating message (pollution prevention, reuse, recycling, etc.). Green property managers and cleaning/maintenance companies will be featured.
 - d. *Training & Certification:* A PM and Housekeeping Green certification program will be developed and promoted.
- (4) Environmental:**
 - a. *Pollution Prevention:* The project team will follow the P2 goals for commercial and State office buildings in educating property managers and cleaning staff about environmentally responsible operation and maintenance in their buildings.
 - b. *Source Reduction/Reuse:* Environmentally Preferable Purchasing principles will be promoted to businesses and property managers. They will also be taught and encouraged to use the local reuse centers in the County.
 - c. *Recycling:* The existing recycling program information will be integrated into the entire waste prevention program. In addition, recycled content product purchasing will be promoted with local/regional product vendor information.
 - d. *Composting:* Property managers will be taught the benefits of using the County’s mulch/compost in commercial landscaping projects and provided vendor sources for purchasing compost.
- (5) Economic:**
 - a. *A “Green” Hillsborough County:* The County will benefit by commercial properties taking an active role in managing their buildings in an environmentally responsible manner. All environmental activities by these commercial property managers will help the County reduce future disposal activity and associated costs as well as any environmental cleanups relative to toxicity.
 - b. *Real Estate Industry:* Commercial builders and developers will benefit from the long-term overhead cost reductions through the implementation of pollution-prevention, reuse, recycling and composting programs and offering tenants a “Green” office.
- (6) Competitive:**
 - a. *Local Certification/Training:* Property managers who receive the County’s Green Certification/Training will be able to actively promote “Green” practices at their properties.

Criteria 1: TECHNOLOGIES

SUB-CRITERIA 1 – NOT IN COMMON USE IN FLORIDA

A review of Florida studies, reports, trade journals, and Internet research revealed no pollution and waste prevention marketing programs targeted to property managers and housekeeping and maintenance staff.

SUB-CRITERIA 2 – NOVEL APPLICATION OF AN EXISTING TECHNOLOGY OR PROCESS

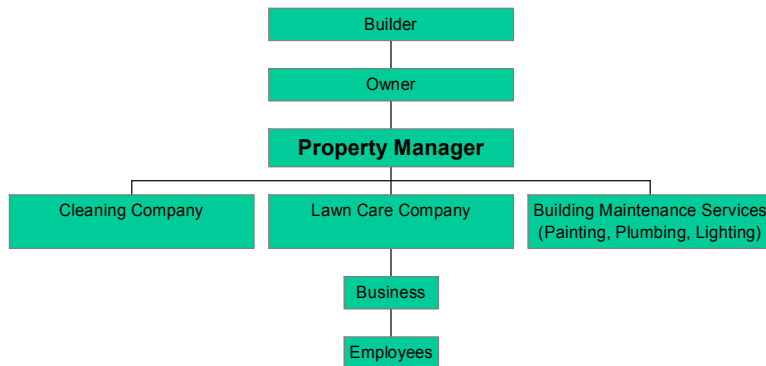
Novel Application of Process: This project is unique for a number of reasons: (1) It targets commercial property managers. (2) It targets cleaning/maintenance companies. (3) It locally certifies property managers who have done the Green training workshop. (4) It is a full-scale “Green” program for C/I businesses in the County.

Novel Application of Technology: The technology to be utilized for this project is electronic marketing. All the educational materials developed for this project lend themselves to electronic loading and transfer to property managers in a variety of ways – E-mail transfer, Website loading, mini-CD distribution, etc.

SUB-CRITERIA 3 – OVERCOMING OBSTACLES TO RECYCLING/WASTE REDUCTION IN NEW OR INNOVATIVE WAYS

Various C/I recycling programs have been proposed and implemented in the past by various county/city governments. But this proposal aims to address and market to the key decision maker for commercial waste reduction in a multi-tenant building – strip mall, office complex, industrial park, or institution. The role of the PM is twofold. He or she works for the owner, but is there to serve the tenant. Therefore, targeting and educating property managers allows for both the builder/owner, tenant/business, and anyone else in between to be GREENED. It overcomes the obstacle that many commercial/industrial tenants have: “our building doesn’t offer recycling”; “we’re just tenants”; “the property manager doesn’t know how to get recycling started”.

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



The comprehensiveness proposed by Hillsborough County assures an excellent probability of success. The proposed program will establish BMPs that overcome the following obstacles:

- (1) Identify the barriers for property managers when implementing a GREEN program as it relates to owner questions and tenant needs.
- (2) Provide solutions to the barriers property managers face to implement GREEN programs.
- (3) Include educational material containing definitions for pollution prevention, Green building, source reduction/reuse, recycling, environmental procurement, and composting.
- (4) Include vendor information on pollution prevention, Green building, source reduction/reuse, recycling, environmental procurement, and composting.
- (5) Provide PM and Cleaning Company case stories to educate by example.
- (6) Develop methods of monitoring the entire program.
- (7) Closely monitor and document program costs to help in planning long-term sustainability.

Criteria 2: TARGETS

MATERIAL TARGETS (Office Paper, Corrugated Cardboard, Commingled Containers, Reusable Business Supplies, Furniture, and Office Equipment):

The County's MSW stream consists of the following estimated 47.67% of materials targeted for the recovery.²

Mixed Office Paper/Corrugated Cardboard (33%): Paper is by far the largest material component of the commercial waste stream for Florida, Hillsborough County and commercial businesses. Businesses will be targeted through the existing County commercial recycling program, while property managers will be targeted with collection vendor information to divert this material.

Commingled Containers (5.25%): Although it is a small percentage of the MSW stream, employees tend to have strong feelings about recycling glass, plastic and aluminum beverage containers in the workplace. Businesses will be targeted through the existing County commercial recycling program, while property managers will be targeted with collection vendor information to divert this material.

Reusable Business Supplies, Furniture, and Equipment (14%): Examples of supplies include outdated letterhead, folders, binders, rulers, books, and files. Examples of furniture include desks, chairs, tables and shelves. Examples of equipment include electronics (computers, printers, fax machines, copiers), staplers, hole punchers and cutting machines. Property managers are usually the first to know when a business will be vacating the premises. Upon notification of non-renewal of leases, property managers can inform businesses of local reuse centers where unwanted supplies and equipment may be donated.

TARGET SECTORS (Property Owners and Managers, Building Subcontractors, Commercial Offices, Industrial Parks, Business Employees, and Chambers of Commerce):

Property Owners: This sector owns commercial and industrial property that is leased, and hires property managers to manage the commercial property.

Property Managers: This sector is hired by the property owner to manage the owner's investment to enhance the value and/or profitability of the commercial property.

Building Maintenance Subcontractors: This sector is hired by the PM to maintain the functioning of the building, and can include, but is not limited to, cleaning companies, plumbers, electricians, remodeling companies and landscapers.

Commercial Office & Industrial Tenants: These are the tenants for whom the PM is responsible for fulfilling the lease contractual obligations for the space occupied. The eight major industry employers in the County are: services, retail, government, FIRE (finance, insurance, real estate), manufacturing, wholesale, TCU (transportation, communications, utilities), and construction.

Business Employees: These are the employees of the company/tenant that request waste reduction activities in the workplace.

Chambers of Commerce: This sector provides technical assistance to businesses in the area of finance, insurance, training/education, city/county demographics and growth, and networking. There are currently 14 Chambers in Hillsborough County: Apollo Beach, Greater Brandon, Greater Plant City, Greater Riverview, Greater Seffner-Mango-Dover-Valrico, Greater Tampa, North Tampa, South Tampa, Hispanic Chamber, Sun City Center, Temple Terrace, Thonotosassa, Greater Town & Country, and Ybor City.

² MSW composition information was gathered from the FDEP 1/31/2003 2000 Annual Reporting Document on the Web.

Criteria 3: BENEFITS

SUB-CRITERIA 1 – ENVIRONMENTAL BENEFITS:

Source Reduction: This project will attempt to change workplace behavior by providing a source reduction ripple effect among owners, property managers and tenants. Examples of behavioral changes expected by these parties include the need for and use of cleaning materials and supplies made with less toxic additives, contracting for reduced vendor/supplier packaging, purchasing supplies in bulk, and reusing materials in the workplace such as binders, folders, files, and paper printed on one side.

Reuse: Property managers will be educated about promoting donations to reuse centers in the County for unwanted or obsolete equipment, supplies, and furniture *prior* to a business vacating a commercial property.

Recycling: The recycling portion of the project will focus on increased commercial recycling participation and recovery through the promotion of the County's existing program through property managers.

Composting: Information on how to use and where to obtain compost will be provided to property managers in order to promote and increase the commercial use of this material produced by County facilities.

Toxicity: The project team will gather partner vendors to include items (educational and samples) for placement in "Green PM Kits." The educational outreach and consumer behavior changes to be addressed with property managers and subcontractors will: reduce air pollution through the use of energy efficient products and strategies; conserve water and reduce wastewater use through efficient appliances, xeriscaping techniques and landscape maintenance; reduce chemical use via portion control and the use of environmentally preferable products; improve building durability in a hot and humid climate; and maintain the health and comfort of tenant occupants. A Green building is a healthier building and therefore reduces sick building issues.

Environmental Certification: The project team will work with the Accredited Management Organization and Property Management Association to review or develop an environmental certification as a part of their benchmarks of excellence. At a minimum, the County's proposed workshop will provide local educational certification to property managers.

SUB-CRITERIA 2 – ECONOMIC BENEFITS:

1. Savings to property managers in avoided tipping fees and reduced collection costs from implemented waste reduction programs at the commercial properties they manage.
2. Increases the value/quality of commercial real estate properties that are GREEN vs. those that are not.
3. Expands recyclable material market opportunities for businesses and the County as more recyclable materials are recovered from the C/I sector.
4. Provides an opportunity to work with haulers and processors in Hillsborough County.
5. Provides for a competitive advantage for the real estate property and allows for the marketing of the commercial property as GREEN.
6. Provides additional training for the PM by increasing the environmental knowledge of the property's spokesperson and manager who is expected to provide the property proactive, aggressive management and thorough attention to building detail.

SUB-CRITERIA 3 – COST EFFECTIVENESS:

Property Managers: Project allows the PM to enhance the value and/or profitability of the property for the owner. It provides the PM with the ability to meet the environmental needs of his or her tenants.

County: Increases C/I sector participation in the County's Waste Reduction Program and diverts additional material from the County's disposal facilities. Allows the County to expand compost marketing.

Tenant Businesses: Provides a cleaner and healthier work environment through a GREENER work building.

Criteria 4: TRANSFERABILITY

SUB-CRITERIA 1 – TRANSFERABILITY OF TECHNOLOGY AND PROCESSES

More than 55 percent of the Municipal Solid Waste (MSW) collected in Florida in 1999 was generated by the commercial sector. The project is driven by a public sector agency, the County, to develop local partnerships and links with property managers in the County who in many cases hold the authority to approve or disapprove of waste reduction programs in commercial properties. It is a transferable pilot program throughout Florida because every county and city in Florida has property managers who are the key to implementing successful and sustainable waste reduction programs in commercial and industrial buildings.

Transferability of Processes -- Marketing Program and Materials:

It is important to develop the correct tools that will deliver the message throughout the State to those entities that would most value information about the project and technical assistance from Hillsborough County about the project's components. These tools and educational materials include:

- (1) Program Proposal that is transferable to any county/city in the state that has an existing C/I waste reduction program or wants to implement one.
- (2) Transferable BMP Guide.
- (3) PM Certification Program that could be copied and implemented in other counties/cities.
- (4) GREEN Kits (including educational materials and cleaning supply samples) that could be copied and distributed in other counties/cities.
- (5) Articles for non-traditional publications (e.g., property managers, housekeeping and maintenance companies, Chambers of Commerce, etc.).
- (6) Standard transferability: DEP Website, RFT and SWANA Conferences, etc.

SUB-CRITERIA 2 – HOW WILL THE PROJECT PROMOTE TRANSFERABILITY?

Florida Transferability Outreach:

The County will host a Hillsborough County PM workshop and invite all of the state's 66 other county recycling coordinators and all city recycling coordinators to attend the event along with local property managers in order to become educated about the program. They will be provided educational material and will learn firsthand the PM's interest in and feedback from the program.

Transferability Partners:

These associations and trade groups and their individual members can provide additional outreach through their own company newsletters, Websites, and internal communications. In each of these venues, the simplicity of the program will be stressed as well as the economic and environmental incentives. The list:

- ❑ The 14 Chambers of Commerce in Hillsborough County
- ❑ The National Property Managers Association
- ❑ National Association of Professional Cleaners and Janitors USA
- ❑ Department of Environmental Protection – Waste Reduction and Pollution Prevention Representatives
- ❑ Florida Solar Energy Center
- ❑ Florida Reusable Resources Network – Reuse centers across Florida
- ❑ Florida Organics Recycling Center for Excellence (FORCE)

Criteria 5: LOCAL SUPPORT

Total Local Support: Approximately \$114,000.

Public Sector Support -- Hillsborough County - \$70,000

For this proposed project, the county will provide cash and in-kind support for the following project components:

- Supply the existing county commercial recycling education material for GREEN PM Kits.
- County staff coordination of project components with program participants.
- County staff technical assistance on the project, report preparation, and management.
- Florida Organics Recycling Center for Excellence – Mulch/Compost Usage and Procurement section for the BMP Manual (\$2,500).
- Promotional supplies.
- Hillsborough County mulch.
- Collection/delivery services for program-related materials/supplies.

Chambers of Commerce In-Kind Support - \$14,000

For this proposed project, the 14 Chambers of Commerce will provide in-kind support for the following project components:

- Promotion of the PM program to their members
 - Meetings
 - Newsletters
 - Website Link to County Website
- County staff/representative presentation of the PM and County Waste Reduction Program at one meeting per year.
- Identification of PM companies in the County.

Property Management (Managers and Association) In-Kind Support - \$15,000

For this proposed project, the property managers will provide in-kind support for the following project components:

- Promotion to their tenants.
- Tracking of tenant participation in programs.
- Developing workshop/training/certification program.
- Participating in the training/certification program.
- Implementing GREEN programs with sub-contractors.

Office Cleaning Companies (Owners and Association) In-Kind Support - \$5,000

For this proposed project, the property managers will provide in-kind support for the following project components:

- Implementation within their company.
- Training employees.
- Developing workshop/training/certification program.
- Participating in the workshop/training/certification program.

Other Support - \$10,000

For this proposed project, the project team will seek to identify and secure GREEN materials and product samples for inclusion in the GREEN PM kit. The reuse centers provide project promotion and staff time within the County as well as businesses' donations to these local centers.

BUDGET

(See attached Excel Budget Sheet)