

**Florida Department of Environmental Protection  
FY 2007-08 INNOVATIVE GRANT APPLICATION FORM**

**Project Information (on applicant letterhead)**

- 1) **Applicant Name:** City of Tallahassee
- 2) **Primary contact person:** Rick Fernandez, Assistant City Manager
- 3) **Complete Address:** City Hall  
300 South Adams Street  
Tallahassee, FL 32301
- 4) **Telephone Number(s) (including SunCom number):** (850) 891-8580
- 5) **E-mail address:** fernandR@talgov.com
- 6) **Project Title:** *The Greening of Florida:  
A Solid Waste Management Roadmap*
- 7) **Grant Request Amount:** \$259,000
- 8) **Length of project (months):** 18 months

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Ricardo Fernandez

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Assistant City Manager  
Utility Services

## **PROJECT ABSTRACT**

(No more than 20 lines. Every word over 20 lines will constitute a one point deduction.)  
(do not delete the instructions on this page)

Since 1998, Florida's recycling rate has reached a plateau at approximately 28%. Recycling programs have stalled and general complacency appears to be taking over. It's time to *re-energize* the State's waste reduction and recycling efforts – to develop a new vision and a roadmap to move beyond this point. Florida needs a comprehensive, forward-thinking, implementable strategic plan aimed at maximizing waste reduction and recycling. Numerous other states provide examples of what can be accomplished with a focused solid waste strategy that is reviewed and updated over time. Of the 7 states that achieved recycling rates of 40% or higher in 2004 (per *Biocycle's "The State of Garbage in America"*), 6 have state plans or similar methods to establish state priorities and initiatives. Through their planning processes, they have initiated progressive programs and policies and have far exceeded the 30% "ceiling" that Florida appears to have hit.

The City of Tallahassee would like to spearhead this initiative, not only because we are Florida's capital, but also because of the leadership we have demonstrated through our "Go Green Tallahassee" program and our commitment to environmental stewardship. We propose bringing together key stakeholders and solid waste industry leaders to form a Green Ribbon Taskforce (GRT). This group, which will include public sector representatives from small and large cities and counties and state solid waste agencies and organizations, as well as private sector haulers, processors, and manufacturers, will be the driving force behind development of this statewide strategy. The GRT will review the State's accomplishments; identify existing obstacles to increasing waste reduction and recycling; and brainstorm programs, activities, or policies with the potential to overcome these obstacles. Based on research of results elsewhere in the country, the GRT will identify which initiatives offer the greatest potential for maximizing waste diversion in Florida, as well as options for funding such initiatives. This will result in a clear roadmap of implementable solid waste management solutions.

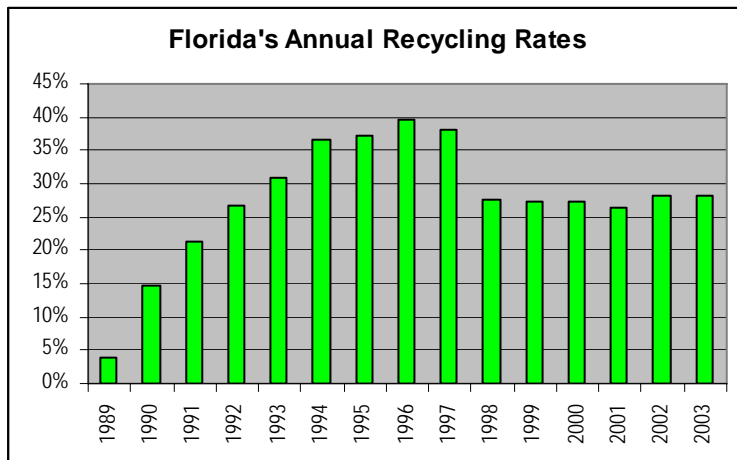
# PROJECT DESCRIPTION

(1 page)

What are the top 10 signs that your waste reduction and recycling program is in trouble?

1. Existing initiatives are stalled or even begin losing ground.
2. A general malaise or complacency starts taking over.
3. Recycling is still considered an “add on” cost.
4. Funding is shifted to other programs.
5. Solid waste personnel become administrators instead of innovative leaders.
6. More time is spent quantifying what has been recycled rather than strategizing how to recycle more.
7. Recycling Coordinator positions have been phased out or assigned other responsibilities.
8. Membership in support organizations begins to shrink.
9. Market development is a thing of the past.
10. Recycling rates plateau.

Some or all of these symptoms can arguably be found in Florida. After passage of the Solid Waste Management Act (Act) in 1988, Florida’s recycling rate grew steadily until it reached 40% in 1996. A change in measurement methodology resulted in a drop in the recycling rate in 1998, but since that time, the rate has flattened out at about 28%. This is less than the State’s 30% goal for counties with populations of greater than 100,000, and *far* less than the 50% goal established by many other states.



**It’s time to *re-energize* the State’s waste reduction and recycling efforts – to develop a new vision and a roadmap that will create the same type of impetus that was provided by the 1988 Act, but one that will take us beyond our current stagnated levels.** Initiatives started by the Act, such as the Advanced Disposal Fee, Packaging Council, Recycling Market Advisory Committee and Recycling Business Assistance Center have expired or dissolved. New initiatives, such as the Green Lodging Program, are promising but have been somewhat slow in catching on.

*Florida needs a comprehensive, forward-thinking, statewide strategy to maximize waste reduction and recycling.* Other states that have such strategic plans provide examples of how setting the bar higher – some setting recycling goals of 50% or greater – and implementing progressive programs can bring about results. These are discussed further on the next page. As a “green” city that has made a strong commitment to environmental stewardship, Tallahassee is looking forward to leading this endeavor.

The City will pull form a Green Ribbon Taskforce (GRT) of key stakeholders and industry leaders (see page 9). The GRT will be the driving force behind development of the strategy. The GRT will first review the State’s accomplishments and discuss what has worked in the past. It will then identify obstacles to increasing waste reduction and recycling and brainstorm programs, activities, or approaches that could potentially overcome these obstacles. This might include options such as mainstreaming green building practices, disposal bans, enhancing recycling infrastructure, producer responsibility programs, regulatory changes, executive orders, economic incentives, best management practices, and material-specific initiatives. The GRT will determine which programs offer the greatest potential for increasing waste reduction and recycling, as well as identify options for funding such programs.

We will enlist the services of Kessler Consulting, Inc., to assist with researching these approaches and compiling information on their effectiveness in other locations and viability in Florida. The information then will be presented to and reviewed by the GRT. This will likely be an iterative process as the group works to develop a cohesive, comprehensive solid waste strategy – a solid waste management roadmap for Florida as it progresses into the 21<sup>st</sup> century.

# **Criteria 1: TECHNOLOGIES or PROCESSES**

(1 page)

(do not delete the instructions on this page)

(20 points) The range of scoring is between 0 and 20 points, with up to 10 points for meeting one of the following sub-criteria, up to 15 points for meeting two, and up to 20 points for meeting all three. Note: applicant may adjust space used to address each sub-criteria.

## **Sub-criteria 1 – Not in common use in Florida.**

Although the 1988 Solid Waste Management Act jumpstarted recycling in Florida and initiated a number of valuable programs that helped the State achieve the recycling levels that it has, ***no comprehensive solid waste management plan has ever been developed for the State.*** Most of the programs created by the Act and its 1993 amendments, such as the Advanced Disposal Fee, Packaging Council, and Recycling Market Advisory Committee, have expired, dissolved, or were repealed. Amendments to the Act since 1993 have been piecemeal and the issues have not been addressed in a comprehensive manner.<sup>1</sup> Several amendments have weakened the State's recycling goals. For example, the goal of recycling at least 50% of glass, newspaper, aluminum, steel, and plastic was changed to recycling "a significant portion" of at least four materials in a list of ten, and the small county population threshold was raised from 75,000 to 100,000. *Florida is in critical need of a comprehensive strategic plan that will move us beyond the currently stagnated levels of waste reduction and recycling.* This plan will service as a roadmap for statewide initiatives, as well as for actions at the local government level and in the private sector.

## **Sub-criteria 2 – Novel application of an existing technology or process.**

A statewide comprehensive solid waste management plan is not a new concept, *but it is new to Florida.* Experiences in other states demonstrate the value of having such a plan. Based on 2004 data, of the 7 states reporting recycling rates of 40% or higher (OR, MN, NY, TN, WA, CA and IA)<sup>2</sup>, 6 have state solid waste management plans or similar methods to establish state priorities and initiatives. Most of these states periodically update their plans. NJ and MA completed updates in 2005 and NY conducts a biennial update to evaluate major aspects of the plan, modify them if necessary, and identify new objectives.

Of the 15 states with 2004 recycling rates greater than 30% (OR, MN, NY, TN, WA, IA, CA, MO, IL, NY, IN, ME, MA, WI, and MD)<sup>3</sup>, 9 have state plans or similar methods to set priorities, 10 have established waste reduction or recycling goals of 50% or higher, and 6 have beverage container deposit legislation. Through their planning processes, they have initiated progressive programs and policies aimed at increasing waste reduction and recycling, such as disposal bans on white goods, CRTs, certain types of C&D waste, and other recyclable materials; establishing disposal fees to help fund recycling infrastructure; promoting pay-as-you-throw programs; and promoting "zero waste."

## **Sub-criteria 3 – Overcoming obstacles to recycling/waste reduction in new or innovative ways.**

This is the heart of this project – to clearly define the obstacles that are preventing the State from moving beyond the waste reduction "ceiling" it has hit and to identify new or innovative programs and initiatives, which have a demonstrated track record elsewhere, to overcome these obstacles. To date, the primary focus in Florida has been on recycling, especially residential recycling. The focus of this effort will be on waste reduction, particularly in the commercial sector, and sustainability. A comprehensive strategy will be compiled that will serve as a solid waste management roadmap for the State. It will include initiatives that can be implemented at the State level, local level, or through partnerships with private industry or associations.

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<sup>1</sup> The Florida Senate, Committee on Environmental Protection, *Interim Project Report 2006-121 – Review of the Solid Waste Management Act*, September 2005.

<sup>2</sup> Phil Simmons, et. al., "The State of Garbage in America," *Biocycle*, April 2006: 26-38.

<sup>3</sup> Phil Simmons, et. al., 30.

## **Criteria 2: TARGETS**

(1 page)

(do not delete the instructions on this page)

(10 Points) Demonstrate innovative processes to collect and recycle or reduce these targeted materials/sectors: Construction and Demolition Materials, Commercial/Institutional Sectors, Hurricane Debris, Pay-As-You-Throw and Waste Tires. Note: if the proposed project also includes materials/sectors other than those targeted by this criteria, the project will receive less than the maximum 10 points allocated for the criteria.

In developing the solid waste strategy, we will focus on *tonnage* – looking at those sectors or waste streams that offer the greatest potential for diverting tons from disposal.

Most counties and cities in Florida initially focused on residential waste when initiating their waste reduction and recycling programs. Based on 2003 data compiled by DEP, curbside collection of recyclables is available to 78% of single-family residential units and 41% of all residential units participate in curbside recycling. Far less progress has been made in commercial recycling, with only an estimated 21% of commercial units participating in either regularly scheduled or on-call recyclables collection. In addition, multi-family residential recycling has not been very successful, with only 10% of all multi-family units participating in curbside recycling. This is likely because solid waste from multi-family complexes is generally collected the same as commercial accounts, i.e., using dumpsters or roll-offs. *Therefore, the commercial and institutional sector will be one of the main focuses of the strategic plan.*

Based on 2003 data, approximately 17 million tons of the 30.5 million tons of solid waste generated in the State was commercial waste. Waste composition studies conducted within Florida indicate that at least 30% of the commercial waste stream destined for disposal contains recyclable materials.<sup>4</sup> If we are able to recover even 10% of this commercial waste, we would divert about 1.7 million tons of waste from disposal. This alone would increase our statewide recycling rate to nearly 34%, nearly a 6% increase over current levels.

Based on our current knowledge of Florida programs and of some of the more progressive programs in other states, we anticipate that the following initiatives that will be considered for inclusion in the solid waste strategy:

- Green building practices and incentives, including mechanisms to increase C&D debris separation and recycling.
- Pay-As-You-Throw (PAYT) programs for the residential and commercial sectors to provide more direct economic incentives for waste reduction and recycling.
- Incentives for organics recycling.
- Product stewardship programs.
- Other commercial waste reduction and recycling incentive programs.

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<sup>4</sup> Based on waste composition studies conducted by Kessler Consulting for Highlands, Indian River, Levy, Pinellas, and Seminole counties.

## **Criteria 3: BENEFITS/ COST-EFFECTIVENESS**

(1 page)

(do not delete the instructions on this page)

(25 points) Demonstrate the potential economic, environmental, and cost-effectiveness of the program's approach. Note: applicant may adjust space used to address each sub-criteria.

### **Sub-criteria 1 - Environmental Benefits (5 points)**

- **Methodology**

In developing the solid waste strategy, we will consider initiatives targeting all levels of the waste management hierarchy (source reduction, reuse, recycling, composting, and disposal), focusing on those with potential to divert the greatest amount of waste from disposal. To quantify the potential environmental benefits, if Florida increased its recycling rate to 38% (10% increase over 2003's rate) the following environmental benefits would be realized:<sup>5</sup>

- Greenhouse gas reductions equivalent to taking over 930,000 cars off the road per year,
- Energy savings equivalent to the energy used by over 400,000 households in a year,
- Nearly 1.8 million ton reduction in air emissions,
- Nearly 6,700 ton reduction in waterborne waste emissions,
- Over 950,000 tons of resources (iron ore, coal, and limestone) saved through ferrous metal recycling,
- Over 2.7 million trees saved through paper recycling, and
- Over 6 million cubic yards of landfill space saved.

- **Toxicity**

We will include initiatives in the plan aimed not only at reducing the quantity of waste disposed, but also the toxicity of waste and the potential for human exposure or release to the environment of toxic components of waste. We will also review available data regarding the potential for groundwater contamination from unlined Class III and C&D landfills.

### **Sub-criteria 2 – Economic Benefits (5 Points).**

Increasing recycling and reuse activities will significantly contribute to Florida's economy. According to a 2001 study, the estimated 3,700 recycling and reuse establishments in the State employed approximately 32,000 people, had an annual payroll of \$765 million, and generated annual revenue of \$4.4 billion.<sup>6</sup> The recycling and reuse industry employed five times the number of people employed in convenience stores and had a total payroll ten times larger. A 1995 North Carolina study found that for every 100 jobs created by recycling only 13 jobs are lost in solid waste and virgin material extraction sectors.<sup>7</sup> Recycling is a net job creator and a plus for Florida's economy.

### **Sub-criteria 3 – Cost-Effectiveness (15 Points).**

Public policies that favor recycling and reuse and investment at the local level in recyclables collection and processing have been shown to support private sector investments in downstream processing and manufacturing.<sup>8</sup> In fact, a 1996 study by the Florida Department of Commerce estimated that 80% of investment in Florida's recycling infrastructure was from the private sector.<sup>9</sup> Developing and implementing a strategy to increase recycling and reuse in Florida can only continue to spur private sector investment, enhance job creation, and continue to grow Florida's economy. Recycling and reuse also support two of the State's major concerns and initiatives – energy and water conservation. In addition to the energy savings inherent in recycling and reuse, we will also consider and evaluate options to promote renewable or "green" energy initiatives, such as landfill gas recovery, biomass to energy conversion, and bio-fuels.

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<sup>5</sup> Based on NRC's Environmental Benefits Calculator and assuming the same relative percentages of material types currently recycled.

<sup>6</sup> R.W. Beck, Inc., *Florida Recycling Economic Information Study*, 2001.

<sup>7</sup> North Carolina Office of Waste Reduction, *The Impact of Recycling on Jobs in North Carolina*, July 1995.

<sup>8</sup> R.W. Beck, Inc., *Florida Recycling Economic Information Study*, 2001.

<sup>9</sup> Florida Department of Commerce, *Recycling Creates Jobs in Florida*, February 1996.

## **Criteria 4: SUSTAINABILITY**

(1 page)

(do not delete instructions on this page)

(25 points) Demonstrate the sustainability of the proposed program.

The solid waste strategy resulting from this project is not intended to be a document that will sit on a shelf collecting dust. By its very nature, the strategy will be sustainable because it will be a roadmap for the State's future solid waste actions and initiatives. The strategy will include both short-term and long-term goals and initiatives. We anticipate that some initiatives will be implementable relatively quickly at the State or local levels. Others may require legislative action, funding, or additional buy-in that will take longer to put in place. Furthermore, the strategy is intended to be a "living" document that should be revised and updated over time to reflect the changing status of the recycling and reuse industry in Florida and to incorporate the expanding knowledge base of various initiatives and their effectiveness.

To help ensure the sustainability of the strategy, we will enlist key leaders and stakeholders in all sectors of the State's solid waste industry to participate on the Green Ribbon Taskforce (GRT). Because the GRT will be the driving force behind development of the strategy and because we will utilize a consensus building process, the final strategy should have the support of all GRT members. We also plan to seek widespread input on the initiatives considered for the strategy by creating a public comment webpage. Through these combined efforts, we hope the end result will be a strategy that is progressive and ambitious, yet widely supported and achievable. Periodic updates and revisions will maintain the strategy's relevancy and ensure it is sustainable for the long-term.

We also anticipate that GRT members will serve as "ambassadors" for the strategy to inform and educate other constituents of their particular industry sector and to encourage support and buy-in for the strategy. Provided below is a summary of the recycling and reuse industry sectors that will be represented on the GRT. Representatives from many of these sectors have already been identified and are noted below.

- Project Host and Taskforce Leader – Rick Fernandez, Assistant City Manager, City of Tallahassee
- Small County – Sandee Howell, County Administrator, Sumter County
- Large County – Gary Bennett, Solid Waste Manager, Sarasota County
- Small City – Colleen Puglisi, Sanitation Superintendent, Kissimmee
- Large City – Casey Eckels, Recycling Coordinator, Fort Lauderdale
- Reuse Center – To be determined (TBD)
- Collection – Bob Hyles, Senior Vice President, Waste Pro
- Processing – Tom Squires, Vice President-South Region, Smurfit-Stone
- Marketing – Victor Storelli, Storelli Recycling
- Electronics – Jon Yob, Creative Recycling Systems
- C&D Debris – TBD
- Organics – Chris Snow, Hillsborough County Solid Waste and FORCE TAG
- Manufacturer – Clayton Sembler, CDS Manufacturing
- Corporate – TBD
- Green Building – Mike Houston, FL Green Building Coalition Director and Professional Architect
- Academia – TBD
- Recycle Florida Today – Phil Bresee, RFT Vice Chair and Broward County Recycling Program Manager
- SWANA, FL Sunshine Chapter – Deb Bush, Board Member & Pinellas County SW Operations Supervisor
- SWIX – Ray Moreau, Associate Director
- Environmental Organization – TBD
- Department of Environmental Protection – TBD
- Florida Energy Office – Michael Ohlsen, Project Manager, Energy Efficiency & Biomass Programs
- Governor's Office – TBD
- Senate Natural Resources Committee – TBD
- Environmental Protection Agency, Region 4 – Pam Swingle, EPA Region 4

## **Criteria 5: TRANSFERABILITY**

(1 page)

(do not delete the instructions on this page)

(10 Points) Demonstrate transferability of technology and processes and specify how the project will promote transferability. Note: applicant may adjust space used to address each sub-criteria.

### **Sub-criteria 1 – Transferability of technology and processes (5 points).**

Because this will be a statewide strategy, the results will have the potential to impact all cities and counties; public and private sector haulers and processors; end-users and manufacturers, and every citizen in the State. We intend to consider all sectors of the recycling and reuse industry when developing the solid waste strategy, and to include elements that pertain to each of them if deemed appropriate.

As noted on the previous page, the Green Ribbon Taskforce (GRT) will be composed of industry leaders from the public and private sectors representing all stakeholder entities (local and state government and agencies, business and industry, academia, trade associations, environmental groups, etc.). We believe that using this broad-based approach to developing the strategy will result in an achievable solid waste management roadmap that is supported and endorsed by all stakeholders.

### **Sub-criteria 2 – How project will promote transferability (5 points).**

During development of the strategy, we plan to solicit public input through an active webpage. This will not only provide broad-based input on initiatives being considered for inclusion in the strategy, but also help to build knowledge of and support for the resulting strategy.

We also will work with GRT members to develop an appropriate outreach plan. As the project host, we will enlist the services of the City's Director of Communications, Michelle Bono, to help coordinate development of this outreach plan and orchestrate its implementation. We will strive to minimize paper use and maximize the use of electronic or web-based transmission in the resulting outreach plan.

Part of the outreach plan will be to enlist GRT members to act as spokespersons to inform their particular stakeholder group about the strategy. The plan also may include a workshop specifically about the strategic plan; a web-based workshop to provide access to greater numbers of individuals; presentations to key decision-makers; presentations at association conferences, forums, or workshops; or articles in association newsletters and/or trade journals. We believe it is premature to specifically define the outreach plan at this time, since GRT members should help guide this decision and may have ideas or access beyond our current knowledge. However, the goal of the outreach plan will be to have the education as broad-based and far-reaching as possible in order to inform as many public and private sector recycling and reuse industry representatives about the solid waste strategy, the potential implications to them, and the role they may play in implementing the strategy.

## Criteria 6: LOCAL SUPPORT

(1 page)

(do not delete the instructions on this page)

(10 Points) Demonstrate local support for the proposed project in commitment of cash or in-kind matching funds. Please provide the name, address and phone number of ALL contributors. (Points will be allocated for only those contributors located within the jurisdiction of the applicant.)

- **00 points** 0% up to and including 1% of total project cost
- **01 points** Greater than 1% up to and including 10% of total project cost
- **02 points** Greater than 10% up to and including 20% of total project cost
- **03 points** Greater than 20% up to and including 30% of total project cost
- **04 points** Greater than 30% up to and including 40% of total project cost
- **05 points** Greater than 40% up to and including 50% of total project cost
- **06 points** Greater than 50% up to and including 60% of total project cost
- **07 points** Greater than 60% up to and including 70% of total project cost
- **08 points** Greater than 70% up to and including 80% of total project cost
- **09 points** Greater than 80% up to and including 90% of total project cost
- **10 points** Greater than 90% up to and including 100% of total project cost

Although Tallahassee will host this project, it is a statewide project and public and private sector representatives from throughout the State will be invited to participate in the GRT. Provided below is a list of the entities or organizations will be represented on the GRT, along with the specific names and phone numbers of those individuals that have already committed to participate in this project. Because of space limitations, addresses are not provided but are available upon request.

- Project Host and Taskforce Leader – Rick Fernandez, City of Tallahassee (850-891-8580)
- Small County – Sandee Howell, County Administrator, Sumter County (352-793-0200)
- Large County – Gary Bennett, Solid Waste Manager, Sarasota County (941-861-6102)
- Small City – Colleen Puglisi, Sanitation Superintendent, Kissimmee (407-518-2507, x2651)
- Large City – Casey Eckels, Recycling Coordinator, Fort Lauderdale (954-828-5577)
- Reuse Center – TBD
- Collection – Bob Hyres, Senior Vice President, Waste Pro (407-869-8800)
- Processing – Tom Squires, Vice President-South Region, Smurfit-Stone (772-562-3128)
- Marketing – Victor Storelli, Storelli Recycling (954-646-4853)
- Electronics – Jon Yob, Creative Recycling Systems (813-621-2319)
- C&D Debris – TBD
- Organics – Chris Snow, Hillsborough County Solid Waste and FORCE TAG (813-276-8408)
- Manufacturer – Clayton Sembler, CDS Manufacturing (850-875-4651)
- Corporate – TBD
- Green Building – Mike Houston, FL Green Building Coalition Director & Architect (407-292-5560)
- Academia – TBD
- Recycle Florida Today – Phil Bresee, Vice Chair & Broward Co. Recycling Manager (954-474-1820)
- SWANA, FL Sunshine Chapter – Deb Bush, Board Member & Pinellas Co. SW Supervisor (727-464-7803)
- SWIX – Ray Moreau, Associate Director (850-386-6280)
- Environmental Organization – TBD
- Department of Environmental Protection – TBD
- Florida Energy Office – Michael Ohlsen, Project Mgr., Energy Efficiency & Biomass (850-245-8279)
- Governor's Office – TBD
- Senate Natural Resources Committee – TBD
- Environmental Protection Agency, Region 4 – Pam Swingle, EPA Region 4 (850-562-8482)

Because of the nature of this project, we will be seeking representation from high level personnel at each entity or organization. Therefore, we have used an estimated average of \$100 per hour, including salary and benefits, for each hour of time contributed by each GRT member. This time is reflected in the budget spreadsheet on the following page under "Personnel." **The estimated local match for this project is 34.76% of the total budget.**

# BUDGET

(1 page using Budget Table Template)  
(do not delete the instructions on this page)

Describe the project's budget allocated by task and budget categories per the Budget Table Template available from DEP's Innovative Grants web site in Microsoft Excel digital format ([www.dep.state.fl.us/waste/categories/recycling/pages/InnovativeGrants2007-08.htm](http://www.dep.state.fl.us/waste/categories/recycling/pages/InnovativeGrants2007-08.htm)).

Applicant: <i>City of Tallahassee</i>					Project Title: <i>The Greening of Florida - A Solid Waste Management Roadmap</i>						
<b>Budget</b>											
(1) <b>Tasks</b>	<b>Categories</b>								<b>Local Match</b>		(12) <b>Total Grant Request</b>
	(2) <b>Personnel</b>	(3) <b>Travel</b>	(4) <b>Equipment</b>	(5) <b>Supplies</b>	(6) <b>Contractual</b>	(7) <b>Construction</b>	(8) <b>Other</b>	(9)* <b>Total Budget</b>	(10) <b>In-Kind Match</b>	(11) <b>Cash Match</b>	
Preliminary Research & Project Kick-off Meeting	\$16,000.00	\$6,000.00			\$15,000.00			\$37,000.00	\$16,000.00		\$21,000.00
Focused & In-depth Research	\$40,000.00				\$120,000.00			\$160,000.00	\$40,000.00		\$120,000.00
Green Ribbon Taskforce Meetings and Calls	\$40,000.00	\$12,000.00			\$20,000.00			\$72,000.00	\$40,000.00		\$32,000.00
Strategic Plan Preparation	\$16,000.00				\$25,000.00			\$41,000.00	\$16,000.00		\$25,000.00
Outreach Planning & Implementation	\$16,000.00	\$6,000.00			\$30,000.00			\$52,000.00	\$16,000.00		\$36,000.00
Project Administration	\$4,000.00				\$10,000.00			\$14,000.00	\$4,000.00		\$10,000.00
Reporting	\$6,000.00				\$15,000.00			\$21,000.00	\$6,000.00		\$15,000.00
								\$0.00			
								\$0.00			
								\$0.00			
<b>TOTALS</b>	<b>\$138,000.00</b>	<b>\$24,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$235,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$397,000.00</b>	<b>\$138,000.00</b>	<b>\$0.00</b>	<b>\$259,000.00</b>

\* NOTE: Column 9 is the total of columns 2 through 8. It also should equal the total of columns 10 through 12

Percentage Match

34.76%