



# CITY OF KEY WEST

## RFQ #10-008 Solid Waste Consulting Services to Include Development of a Solid Waste Master Plan



Prepared for: **City of Key West**  
City Clerk  
City of Key West  
525 Angela Street  
Key West, FL 33040

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Submitted by:











**Kessler Consulting, Inc.**  
*Innovative waste solutions*  
14620 N. Nebraska Ave., Bldg. D  
Tampa, FL 33613  
813-971-8333





# We Walk the Walk!

## *Green Practices of the Kessler Consulting Team*

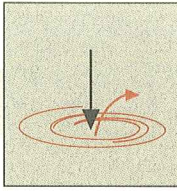
### *We work in a green office.*

-  In 2010, Kessler Consulting will be a carbon neutral company.
-  Kessler Consulting was recognized as the 2008 Sustainable Business award winner by Earth Charter U.S. – Tampa Bay.
-  Kessler Consulting has been an EPA WasteWise member since 1999 and was a Small Business Champion in 2002.
-  Kessler Consulting is a certified Sarasota County Green Business Partner.
-  Kessler Consulting utilizes onsite recycling and food waste composting, double-sided printing, equipment reuse, low-flow water products, xeriscaping, nontoxic cleaning supplies, energy-efficient lighting and equipment, and thermostat control programs to reduce waste and conserve energy and water.
-  Kessler Consulting purchases all of our paper products with post-consumer recycled content and utilizes reusable/refillable items such as pens, pencils, and ink and toner cartridges.
-  Kessler Consulting utilizes hybrid sedans for all automobile travel.
-  Kessler Consulting employees volunteer significant professional time to sustainable endeavors, including the Solid Waste Association of North America (SWANA), SWANA Sunshine Chapter, U.S. Composting Council, U.S. Green Building Council, Florida Green Building Coalition, Recycle Florida Today, and other solid waste and recycling organizations.

### *We live in green homes.*

-  We actively recycle.
-  Many of our employees compost food and yard waste, xeriscape, grass-cycle, and practice home water conservation as a general practice.
-  Many of our employees use Energy Star® rated appliances, compact fluorescent light bulbs and low flow toilets and faucets.
-  Some of our employees utilize solar panels to generate a portion of their electrical needs.





kessler consulting inc.  
innovative waste solutions

March 3, 2010

City Clerk  
City of Key West, Florida  
City Hall, 525 Angela Street  
Key West, FL 33040

Re: **Request for Qualifications #10-008: Solid Waste Consulting Services to Include the Development of a Solid Waste Master Plan**

Dear Evaluation Committee:

Kessler Consulting, Inc. is pleased to submit this proposal in response to the above-referenced Request for Qualifications (RFQ). As demonstrated in this proposal, our firm has extensive experience in all phases of solid waste management planning. In fact, we recently developed a state-level strategic plan – or Roadmap – to achieve 75 percent recycling in Florida. Our firm's superior expertise will assist the City in strategic planning related to the various components of its proposed Solid Waste Master Plan.

Our resume of solid waste work includes collection analyses, recycling and waste reduction program development and implementation, financial and billing system review, code and ordinance assistance, bid preparation and contract negotiation, grant preparation and management, workshops and presentations, and media relations. Since 1988, Kessler Consulting has provided practical and innovative consulting services to more than 100 public and private sector clients in Florida.

- **Proven Professional Experience, Qualifications, and Leadership**

Kessler Consulting is highly regarded for our specialized solid waste services that are responsive to our clients' needs and objectives. Our staff members are highly respected throughout Florida and the nation for their leadership and in-depth knowledge of current solid waste issues. Our firm holds leading positions within the Solid Waste Association of North America (SWANA) and Recycle Florida Today (RFT), with staff members serving on the Board of Directors for both state organizations. Our reputation as a leading solid waste consulting firm is a result of our 22-year track record of working with the state's solid waste, reuse, recycling, and composting community.

- **Unparalleled Project Team**

Kessler Consulting has compiled a project team with unparalleled expertise to address the nine Solid Waste Master Plan elements outlined in the RFQ. To bring a level of indisputably unsurpassed knowledge and experience to the project, KCI has also formed an exclusive Zero Waste Team (Z-Team), comprised of the most prominent zero waste planners in the country,

to assist with efforts targeted toward maximizing waste recovery. To ensure appropriate inclusion of Key West's distinct community dynamics, we have also included Ty Symroski of Ty Symroski Land Use Planning. As a 25-year resident of Key West, former City Planner, and current Utility Board member, Mr. Symroski will help us understand the uniqueness of the island community. In addition, the project will be managed by Robin Mitchell, a Senior Consultant at our firm and six-year former Key West resident.

- **Understanding of the City's Needs**

Our Florida focus and extensive work with other Florida communities on similar solid waste issues and projects give us a unique insight and ability to understand the City's needs and objectives. The knowledge gained developing a state-level strategy for achieving 75 percent recycling will be invaluable as we help the City develop a plan to achieve this goal. Through our work with more than 100 Florida clients, we are clearly aware of the commonalities, as well as the differences, in the issues each faces.

- **Customized Service**

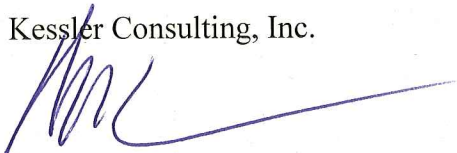
Most importantly, we understand that there is no one right answer for everyone. The program ideas and system recommendations we develop are specific to the client and practical and economical to implement. Our proposal demonstrates our understanding of the scope of services sought by the City of Key West and our specific expertise in these services. Our Project Team will provide measurable results to staff and the community.

We look forward to the opportunity to work with the City of Key West and to help shape the future success of the City's solid waste management system. We are committed to providing the highest quality and value-added professional solid waste planning services to the City on time and within budget.

Thank you for reviewing our proposal and please feel free to contact me if you have any questions or require additional information.

Sincerely,

Kessler Consulting, Inc.



Mitch Kessler  
President

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

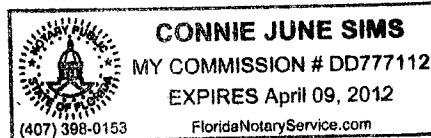
COUNTY OF MONROE

I the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: 

sworn and prescribed before me this 2<sup>nd</sup> day of March, 2010

NOTARY PUBLIC, State of Florida



My commission expires:

SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A)  
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A  
NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER  
OATHS,

1. This sworn statement is submitted to  
by Mitch Kessler, President  
(print individual's name and title)  
for Kessler Consulting, Inc.  
(print name of entity submitting sworn statement)

whose business address is

14620 N. Nebraska Ave., Bldg. D, Tampa FL 33613  
and (if applicable) its Federal Employer Identification Number (FEIN) is

55-0633095 (if the entity has no FEIN, include the Social Security  
Number of the individual signing this sworn statement):

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g),  
Florida Statutes, means a violation of any state or federal law by a person  
with respect to and directly related to the transaction of business with any  
public entity or with an agency or political subdivision of any other state or of the  
United States, including, but not limited to, any bid or contract for goods or  
services to be provided to any public entity or an agency or political subdivision  
of any other state or of the United States and involving antitrust, fraud, theft,  
bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida  
Statutes, means a finding of guilt or a conviction of a public entity crime,  
with or without an adjudication of guilt, in any federal or state trial court of  
record relating to charges brought by indictment or information after July 01,  
1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo  
contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida  
Statutes, means:
1. A predecessor or successor of a person convicted of a public entity  
crime: or
  2. An entity under the control of any natural person who is active in.

the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).
  - ✓ Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

\_\_\_\_\_ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

\_\_\_\_\_ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.



(SIGNATURE)

03/02/10

(DATE)

STATE OF Florida

COUNTY OF Hillsborough

PERSONALLY APPEARED BEFORE ME, the undersigned authority  
Mitch Kessler who, after first being sworn by me,  
(name of individual)

affixed his/her signature in the space provided above on this  
2nd day of March, 2010

- NOTARY PUBLIC

My commission expires:

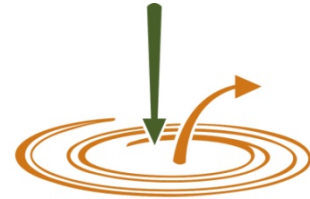




# *Section 1*

## **Information Page**

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**kessler consulting inc.**  
innovative waste solutions

Project Name: **Request for Qualifications #10-008  
Solid Waste Consulting Services to Include Development of a Solid  
Waste Master Plan**

Proposer: **Kessler Consulting, Inc.**

Authorized Contact

Project Director: Mitch Kessler, President

Address: 14620 North Nebraska Avenue, Building D  
Tampa, FL 33613

Telephone: (813) 971-8333

Facsimile: (813) 971-8582

Email: [mk@kesconsult.com](mailto:mk@kesconsult.com)

Website: [www.kesconsult.com](http://www.kesconsult.com)

# *State of Florida*

## *Department of State*

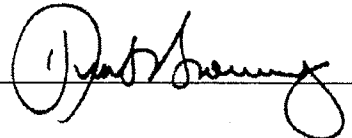
I certify from the records of this office that KESSLER CONSULTING, INC. is a corporation organized under the laws of the State of Florida, filed on January 16, 1991, effective January 15, 1991.

The document number of this corporation is S25418.

I further certify that said corporation has paid all fees due this office through December 31, 2010, that its most recent annual report was filed on February 19, 2010, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the Great Seal of  
Florida, at Tallahassee, the Capital, this the  
Twenty Fourth day of February, 2010*



*Secretary of State*



Authentication ID: 600170455626-022410-S25418

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>

ARTICLES OF AMENDMENT  
TO THE  
ARTICLES OF INCORPORATION  
OF  
TIA SOLID WASTE MANAGEMENT CONSULTANTS, INC.

FILED  
01 JAN 11 AM 9:04  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA


Pursuant to the provisions of Sections 607.1001, 607.1003, and 607.1006, Florida Statutes, TIA Solid Waste Management Consultants, Inc., hereby adopts the following Articles of Amendment to its Articles of Incorporation:

1. Effective January 22, 2001, Article I of the Articles of Incorporation of TIA Solid Waste Management Consultants, Inc., is amended to read as follows:

ARTICLE I  
NAME

The name of the corporation is Kessler Consulting, Inc.

2. The foregoing amendment was adopted by all of the shareholders of the corporation on the 10<sup>th</sup> day of January, 2001, in the manner prescribed by Section 607.1003(6), Florida Statutes.

  
\_\_\_\_\_  
MITCH KESSLER, President

STATE OF FLORIDA  
COUNTY OF HILLSBOROUGH

BEFORE ME, a Notary Public authorized to take acknowledgments, personally appeared MITCH KESSLER, who is personally known to me, and to me well known and well known to me to be the person who executed the foregoing Articles of Amendment, and who acknowledged before me that he executed the foregoing Articles of Amendment.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal in the state and county aforesaid this 10<sup>th</sup> day of January, 2001.

  
\_\_\_\_\_  
NOTARY PUBLIC

(Seal)



Ann Marie Summitt  
Commission # CC 967224  
Expires Sep. 11, 2004  
Bonded Thru  
Atlantic Bonding Co., Inc.

C:\MyFiles\TIA\Name.amend.wpd

## Section 2

# Company Information

### Firm History, Background, and Services



### *Kessler Consulting, Inc. – Unparalleled Experience and Knowledge*

Over the last 22 years, Kessler Consulting has worked diligently to solidify our position as a leading planning and management consulting firm in the solid waste industry, both within the State of Florida and nationwide. Our professional reputation is unparalleled and is based on an impressive history of unique and on-point project experience, including the following:

- Development of a state-level strategic plan, or “Roadmap,” to achieve 75 percent recycling in Florida – the knowledge gained through this project will be put to practical use in helping the City of Key West aim for the 75 percent goal and beyond.
- Oversight and management, since 2001, of the legislatively funded FORCE (Florida Organics Recycling Center for Excellence), a central clearinghouse for organics research, training, and promotion within the state.
- Contract negotiations and procurements that have helped our clients achieve some of the best collection service rates and highest revenue for recyclable materials in the state.
- Statewide surveys and evaluations of electronics (e-waste) and wood waste generation and management, with subsequent recommendations to the Florida Department of Environmental Protection (FDEP) to improve recovery and management of these materials.
- Oversight and development of the Recycling Training Course materials for the Solid Waste Association of North America (SWANA), the lead solid waste industry association in the U.S.
- Innovative Grant assistance that has resulted in 33 fully funded proposals worth \$6.6 million for our clients.

*“Kessler Consulting provides a valuable service because they know what to do and how to add value with little direct guidance. They know the Florida solid waste industry from equipment to end markets and have excellent working relationships with both private and public sectors.”* **Garry Breeden, Chair, Board of Sumter County Commissioners**

Our firm has conducted more waste composition studies than any other firm in Florida, and provides unrivaled expertise related to program evaluation and optimization, feasibility studies, commercial and residential waste reduction, contracting and procurements, construction and demolition (C&D) recovery, and market analysis.

We understand the unique needs of the City and possess experience working in communities with markedly similar dynamics. We are confident that our project team can fully complete the tasks defined in the RFQ, and exceed the overall goals of the project, having successfully provided and managed similar services for almost a quarter of a century.

### ***Commitment to Client Service***

Operating in this era of “big business,” with more and more critical functions outsourced, Kessler Consulting stands out as a small firm that remains dedicated to the idea of personalized service. This level of service enables us to consistently assist our clients in achieving economically viable and environmentally sensible solutions for a host of solid waste management challenges. Our commitment to client service has helped our company remain flexible and responsive to changes in client needs – regardless of market changes.

Kessler Consulting’s business focus is solely on solid waste management systems and issues. We initially built our client base and professional reputation providing assistance with program evaluations and optimizations, grant proposal preparation, and waste composition studies. When Mitch Kessler joined the firm in 1991, his background in integrated system design and expertise in contracting for solid waste services enabled the firm to respond to the growing demand for expanded solid waste management options and innovative collection, processing, and disposal solutions.

Our firm has been on the leading edge of focusing on sustainability in both the government and business sectors. With a LEED® (Leadership in Energy and Environmental Design) accredited professional on staff, our project work now includes assisting local governments obtain Green Government certifications and project administration for Green Buildings. We have also developed green business certification programs, conducted workshops to green property managers, and created environmentally preferable purchasing policies and guidelines.

Our professional reputation is perhaps best demonstrated by the long-term relationships enjoyed with our clients. Our firm’s proven track record includes work on more than 300 solid waste projects with more than 100 governmental and numerous private clients throughout Florida and the Southeast.

*“Kessler Consulting’s partnership ... in all these areas has resulted in significant enhancements to our solid waste and recycling programs. In all these endeavors, Kessler Consulting has consistently provided personalized service with unmatched professional expertise.”*  
**Barry M. Boldissar, Director,  
Hillsborough County Solid Waste**

### ***Commitment to a Green Ethic***

At Kessler Consulting, we believe in practicing the waste reduction, recycling, and reuse methods we recommend to our clients. We demonstrate our commitment to environmental sustainability through practical actions such as using only recycled-content paper, printing all final documents double-sided, and reusing wastepaper for printing drafts. Among other awards, Kessler Consulting was recognized by EPA as a WasteWise Small Business Program Champion in 2002. An internal waste audit revealed that we are already diverting 75 percent of our waste stream from disposal through recycling and reuse.

Kessler Consulting is certified as a Green Business Partner in Sarasota County. This certification not only requires meeting certain recycling and waste reduction standards, but also implementing practices to conserve water and energy.



**2002 Small Business  
Program Champion**



## Leaders in Solid Waste and Waste Reduction/Recycling

Our staff is highly experienced and well respected within the solid waste industry nationally and in Florida. Throughout our 22-year history, Kessler Consulting has played a leadership role in developing Florida's solid waste and recycling policies and programs. In addition to personnel at the Florida Department of Environmental Protection, our staff members are well acquainted with members of many national organizations and industry leaders. Kessler Consulting staff members are dedicated professionals who are very committed to the industry.

- ❑ Solid Waste Association of North America (SWANA)
  - Author of SWANA's Manager of Recycling Systems training course
  - Instructor for Recycling and Collection Systems and Compost Courses
  - Former Vice Chair of the Waste Reduction, Recycling and Composting Technical Division
  - Member of Composting Course Development Committee
  - Distinguished Service Members
  
- ❑ SWANA Florida Sunshine Chapter
  - Current Vice President
  - Two current Board Members
  - Former Recycling Committee Chair
  
- ❑ Recycle Florida Today, Inc.
  - Founding Chair
  - Current Board Member
  - Lifetime Achievement Award
  - Recycler of the Year Award
  - Former Chair of the Development Committee, Ad-hoc Legislative Committee, Conference Committee, and Communications Committee
  
- ❑ Florida Department of Environmental Protection – Recycling Certification and Registration Technical Advisory Group, Waste Composition Technical Advisory Group, Compost Rule Technical Advisory Group, Certified Green Lodging Assessor
  
- ❑ Practice GreenHealth and Waste Cap C&D Resources – Members
  
- ❑ U.S. Green Building Council – Member and LEED® Accredited Professional
  
- ❑ Florida Green Building Coalition – Member and Committees' Member
  - Green Local Government Standards Committee and Standards Revision Author
  - Commercial Building Standards Committee

*"Kessler Consulting is comprised of highly dedicated professionals with the willingness and dedication to meet our goals in spite of narrow time constraints. Their knowledge of the industry, general trends, and constituents was essential to completing this project in the available time." **Robert Briggs, Seminole County Finance Manager***

## Resources and Subconsultants

### *Firm Resources*

All project work will be conducted out of Kessler Consulting's office in Tampa, Florida. We employ state-of-the-art technology to ensure efficient communication and research capabilities. We have an extensive in-house Resource Center containing current and relevant solid waste information, as well as a database of solid waste program information for various Florida jurisdictions that is updated on a continual basis. Our working relationship with other industry experts allows us to easily network and gain quick access to information. Your experienced Tampa-based Project Manager will plan project activities to maximize the benefits of onsite visits, and visits to our offices are always welcomed.

Our staff is our most valuable asset. The roles of various staff members and their resumes are provided in Sections 3 and 4.

### *Zero Waste Team and Local Key West Representation*

To further enhance the expertise of our staff, Kessler Consulting has assembled an elite Zero Waste Team (Z-Team), enlisting the services of the three most prominent zero waste planners in the country: Eric Lombardi, Gary Liss, and Jeffrey Moore. These three individuals have been leading the way towards zero waste in this country as well as internationally. The Z-Team will bolster KCI's efforts in developing a pathway to maximize waste recovery with a long-term goal of zero waste.

Also joining our project team is Ty Symroski Land Use Planning, LLC. As a 25-year resident of Key West, former City Planner, and current Utility Board member, Mr. Symroski is knowledgeable of the City's history and appreciative of its uniqueness. He will be a local resource for us and will help ensure our recommendations are practical and in keeping with the character of the local community.

Resumes of all subconsultants are provided in Section 4.

### *Technology Resources*

Kessler Consulting is Florida's **exclusive** certified service provider of Re-TRAC and the rest of Emerge Technologies' line of web-based solid waste and recycling data collection and management tools. Re-TRAC enables solid waste managers to collect and evaluate data from a variety of sources, including franchise haulers, facility scale house, recovered materials processors, businesses, or other sources of solid waste and recycling data.



Once data is received, Re-TRAC analyzes and prepares numerous reports with a single click of the mouse. Additionally, an EcoVille web portal provides a one-stop information warehouse for all City environmental programs and events. Typically hard to find waste and recycling information is readily available to citizens, businesses, and visitors in an attractive, customizable, and easy to navigate website.

# Section 3

## Methodology and Approach



### Methodology

Kessler Consulting’s philosophy is simple – to provide our clients with customized, value-added service of the highest quality in an efficient and cost-effective manner. We strive to:

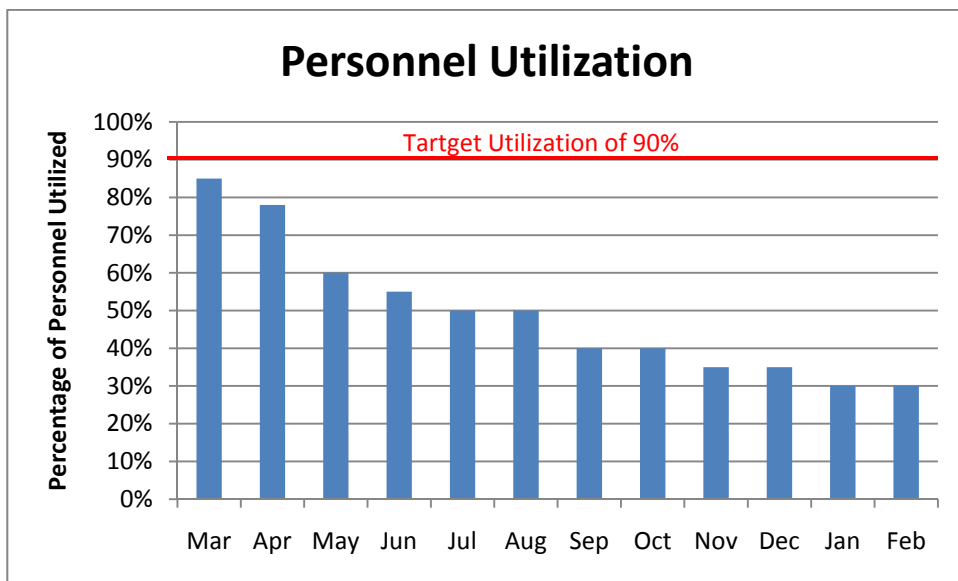
- ✓ Address the client’s needs with an unbiased, independent view toward long-term impacts;
- ✓ Customize our service to meet the needs and objectives of our client; and
- ✓ Look for practical recommendations that offer cost-effective end results.

### Key West Project Team

To consistently deliver our brand of client service, we *always* operate as a team. Kessler team members have advanced degrees in environmental law, natural resource management, and economics. We have **hands-on experience** in solid waste collection systems, contracting, rate reviews, and recycling and composting program implementation. This means that senior staff, with a combined 100 plus years of directly relevant experience and great respect in the solid waste industry, will be responsible for your projects.

*“Kessler Consulting successfully recommended innovative approaches for system-wide changes to the County’s solid waste program that immediately increased operational efficiencies and resulted in significant cost savings.”* **Joe Dawson, County Attorney, Charleston County, SC**

Through our experience working with public sector clients, we are aware of the staff and technical resources that must be committed in order to satisfy our clients’ needs. As you can see in the chart below, we are not currently at full capacity and our contracted obligations will decrease in the coming months.





Therefore, we will be fully capable of meeting future commitments to the City. In fact, as noted in the table below, our firm’s availability equates to more than 250 hours of professional time per month. We are committed, available, and ready!

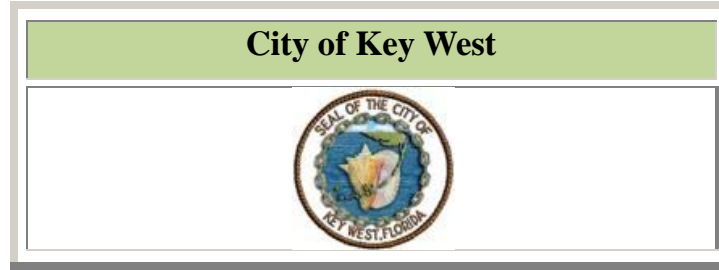
<b>Kessler Consulting Staff Experience and Availability</b>			
<b>Name</b>	<b>Responsibility</b>	<b>Experience</b>	<b>Time Availability</b>
Mitch Kessler	Project Director	26 years	20%
Robin Mitchell	Project Manager	22 years	25%
Miriam Zimms	Senior Consultant	20 years	15%
Don Ross	Senior Consultant	23 years	15%
Peter Engel	Sr. Technical Analyst	22 years	25%
Shane Barrett	Consultant	7 years	25%
Jessica DelGrosso	Consultant	4 years	20%
Maureen Schaefer	Research Analyst	2 years	20%

To complement our staff expertise, we have added a Zero Waste Advisory Team (Z-Team) to our project team. The Z-Team is comprised of the three most prominent zero waste planners in the country: Eric Lombardi, Gary Liss, and Jeffrey Morris. They have been in the forefront of the zero waste movement in the U.S.

Also joining our team is the firm of Ty Symroski Land Use Planning, LLC. Mr. Symroski has extensive knowledge of Key West’s community dynamics and history. He will be our eyes and ears in the local community, and will help ensure our recommendations are practical and reflect the character of the local community.

Combined with Kessler Consulting’s knowledge of Florida and national solid waste issues, we provide a team that is uniquely qualified to develop a Solid Waste Master Plan that includes the full range of items outlined in the RFQ. Resumes for all Kessler Consulting staff and subconsultants are provided in Section 4.

The organizational/staffing chart provided below demonstrates the commitment to this contract of highly qualified consultants with knowledge of the solid waste elements outlined in the RFQ. Work on this project will be under the overall direction of Mitch Kessler, Project Director and firm President. Robin Mitchell will serve as Project Manager and coordinate day-to-day project activities.



<b>Kessler Consulting's Project Management Team</b>	
Project Director	Project Manager
<b>Mitch Kessler President</b>	<b>Robin Mitchell Senior Consultant</b>

<b>Kessler Consulting's Project Team</b>		
<b>Systems Analysis</b>	<b>Waste Composition Study</b>	<b>Recycling/Composting Options</b>
Don Ross Peter Engel	Robin Mitchell Shane Barrett	Miriam Zimms Peter Engel
<b>Pathway to Zero Waste</b>	<b>Feasibility Studies and Strategic Planning</b>	<b>Contracting and Procurements</b>
Robin Mitchell Zero Waste Team	Mitch Kessler Robin Mitchell	Mitch Kessler Robin Mitchell
<b>Service Costs, Rates, and Billing</b>	<b>Ordinance Review and Modifications</b>	<b>Addressing Key West's Community Dynamics</b>
Don Ross Shane Barrett	Robin Mitchell Jessica DelGrosso	Robin Mitchell Ty Symroski Planning

## Approach

### *Understanding the City's Needs*

The island city of Key West is arguably the most unique city in the state. With a resident population of about 23,000, tourism adds more than 1 million overnight visitors and another 1 million day trippers and cruise ship passengers annually. Located at the southernmost end of U.S. Highway 1, solid waste generated in Key West is currently transported more than 175 miles to be incinerated in Broward County. The resulting tip fee of \$161 per ton is the highest of any community in Florida.

The City currently contracts with Waste Management (WM) to collect solid waste twice per week, as well as to transfer and dispose of this waste. WM also collects curbside recyclables, although residents are allowed to mix yard waste with solid waste for disposal.

The City's geographic location and unique circumstances create challenges as well as opportunities. For every ton of waste diverted from disposal, the City could potentially realize a significant cost savings. The challenge is to identify more cost-effective, environmentally sound, and sustainable options for managing the City's waste stream.

*"The root of our working relationship is trust built on fifteen years of quality service from a company of the highest integrity. KCI takes the time to understand our objectives and does not simply repackage existing information nor provide a canned approach." **Bernard Dew, Former County Administrator, Sumter County***

### *Project Management*

Kessler Consulting approaches every project by first working with our client to clearly define and articulate project objectives. Prior to initiating work, Kessler Consulting will provide a Scope of Services for the City's approval that will include the following:

- ✓ Statement of work that describes the specific tasks and activities that will be conducted and the responsibilities of the consultant and the City;
- ✓ Work schedule including timelines, milestones, and cost estimates; and
- ✓ Definition of final work products and specific, tangible results (deliverables).

Because close coordination with the client is essential, we will be clear in our expectations of what information, input, authorization, etc., we will need from the City; and City staff will know exactly what our responsibilities are and what to expect from us. Kessler Consulting is known for being clear, concise, and candid with our clients.

Our final deliverables will reflect findings and recommendations that consider the practicality of implementation, both in terms of operational and budgetary capabilities, as well as from a public policy perspective. Examples of several on-point Kessler Consulting reports, in the form of cover pages, tables of contents, and/or fact sheets are provided at the end of this section.

## **Approach to Master Plan Elements**

The scope of the nine Master Plan elements outlined in the RFQ is very broad. We will first have a kick-off meeting with City staff to discuss these elements and understand the City's needs and objectives. If resources are not available to tackle all elements at once, we will help to prioritize these elements in a way that best meets the City's objectives.

Our approaches to each of the nine Master Plan elements are briefly described below. Prior to initiating work on any element, we will provide a detailed scope of work that clearly outlines tasks and activities, deliverables, budget, and schedule.

### **1) Analysis of the City's Current Solid Waste/Recycling Streams**

Analyzing existing solid waste/recycling systems is at the heart of the work we do, and will lay the foundation for all future work we do with the City. Our staff is adept at reviewing and evaluating data to determine waste generation and recycling rates. We regularly review similar rates in jurisdictions throughout the state and can compare the City's data with its peers.

**Kessler Consulting has conducted more waste composition studies in Florida than any other firm.** We have completed at least 84 sorting events for Florida communities, and sorted more than 1 million pounds of solid waste. We are currently conducting waste composition studies for Miami-Dade County and Fort Lauderdale, as well as for Charleston County, South Carolina. Waste composition is typically broken down by generator sectors, such as single family residential, multi-family residential, and commercial. Depending on the needs and objectives of our client, we have targeted additional commercial generator sectors, such as office complexes, retail businesses, and restaurants/bars. The resulting data is useful for programmatic decision-making, and also serves as a benchmark for comparing future program changes.

### **2) Feasibility, Budgetary Cost, Impacts, and How Best to Enact**

**Kessler Consulting recently completed a report for FDEP that evaluates recycling policies and programs utilized in states with the highest recycling rates in the country, and outlines a strategy for Florida to achieve 75 percent recycling.** We will draw upon the extensive research conducted as part of this project to identify the types of programs most effective and appropriate for Key West. A key objective will be to create local and sustainable "green" jobs.

**Kessler Consulting is results oriented.** When developing feasibility studies, we provide practical information for actual implementation. For example, since we started to assist Charleston County, South Carolina, with its system-wide evaluation last year, the county has more than doubled its recycling rate by implementing a comprehensive composting program.

*"Kessler Consulting's extensive knowledge of solid waste issues and programs in Florida, their ability to think creatively, and their direct approach in making recommendations, make them unique in solid waste consulting firms." Warren Smith, Former Pinellas County Solid Waste Director*

Our approach to maximizing recycling is to target the materials comprising the largest percentage of the waste stream, which are typically paper, organics, and construction and demolition (C&D) debris. We have researched policies to encourage or require recovery of these materials, developed and implemented commercial recycling programs, and piloted an incentive program to recover C&D debris.

We are involved in the latest developments in organics recovery and composting through our management of the Florida Organics Recycling Center for Excellence (FORCE). We are an integral part of the organics industry in Florida, have served on organics technical advisory groups to FDEP, and are currently designing a pilot food waste composting project.

If properly implemented, Pay-As-You-Throw (PAYT) can be an effective mechanism to encourage waste diversion. We have conducted extensive research on PAYT, including the programs in Florida (Alachua County/Gainesville and Plantation); conducted focus groups and citizen survey for Hillsborough County; and developed a PAYT pilot program plan.

We have conducted statewide surveys on the generation and management of end-of-life electronics (e-waste) and wood waste, and provided recommendations to FDEP for future management of these materials based on these surveys. In addition, we have hands-on experience implementing e-waste, wood waste, and C&D debris recovery programs.

The most effective public relations campaign is having effective recovery and recycling programs. We have experience in program promotion; helping communities through significant service transitions, such as from twice to once per week solid waste collection; and conducting surveys and focus groups to gauge community awareness and opinion.

*“Kessler Consulting is indeed, a unique solid waste consulting firm that is not dominated by an engineering staff. It is my opinion that this is one of their strong qualities. They are more oriented toward people and practical solutions in developing their recommendations.”* **Edwin E. Culpepper, P.E. Former Alachua County Public Works Director**

### 3) Establish a Pathway to Reach Maximum Recovery/Zero Waste

**Kessler Consulting is a leader in waste reduction and recycling program planning and implementation in Florida.** Our clients, including Sarasota, Alachua, and Palm Beach counties, have some of the most progressive and successful programs in the state. We have already helped Charleston County, South Carolina, double its recycling rate, but have an ultimate goal of quadrupling this rate.

Maximizing waste recovery cannot occur without commercial recycling. Our firm has developed commercial waste reduction strategies for numerous clients, created tool kits and conducted workshops on “greening” property managers, and developed a green business certification program.

**We also have the most experienced zero waste planners in the country on our project team.** Zero Waste is a system-wide approach to the flow of resources and waste through a society or community. The objectives of Zero Waste are to maximize recycling and composting, minimize waste, reduce consumption, and ensure products are made to be reused, repaired, or recycled. Zero Waste does not require getting to zero; the Zero Waste National Alliance accepts 90 percent recovery.

This Z-Team will play an integral role in identifying a pathway for the City to work towards Zero Waste. Zero Waste will not occur overnight, but will be an important consideration when evaluating shorter term waste management policies and program options.

#### 4) Analysis of Current Solid Waste/Recycling Franchise Contracts

Mitch Kessler’s legal background and Kessler Consulting’s extensive experience assisting other Florida municipalities with contracting for solid waste collection, processing, transfer, and disposal services will be utilized to evaluate the City’s franchise contracts. The results speak for themselves. As summarized in the contracting and procurement table in Section 5, our clients have some of the best rates for solid waste services and receive the highest revenue for recyclable materials in the state.

#### 5) Analysis of the City’s Recycling and Solid Waste Ordinances

Reviewing City ordinances goes hand-in-hand with reviewing solid waste contracts – the two must be consistent. We frequently make recommendations to clients on ordinance revisions and have researched and identified policies that can be established through ordinances that will incentivize or require material recovery. We are accustomed to working with legal staff, participating in public meetings, and making presentations to elected officials.

*“Let me offer kudos as well. The session was informative and very well structured. Thank you all for a fantastic job.”* **Ken Welch, Pinellas County Commissioner**

#### 6) Analysis of the City’s Current Solid Waste/Recycling Operations and Staffing Levels

We will not only draw upon our experience conducting similar evaluations of operations and staffing levels for other Florida cities and counties, but will also utilize our staff’s **hands-on experience** operating public and private sector solid waste and recycling programs. In particular, Don Ross previously ran solid waste operations for the City of Dunedin and Waste Management, Inc., and Miriam Zimms was formerly the recycling program manager for the Solid Waste Authority of Palm Beach County and Florida Power and Light. We have developed methodologies for evaluating system operations and staffing levels in other communities (Tallahassee, Sarasota, Hendry County, and Charleston County to name a few), which will be applicable to work in Key West.

#### 7) Commercial Solid Waste/Recycling Billing Class Analysis

Various mechanisms exist for billing customers (e.g., direct billing and non ad valorem assessments), as well as methodologies for apportioning costs between customers. Kessler Consulting has previously compiled information regarding various apportioning methodologies used in Florida for billing commercial customers. In direct billing systems, cost is usually based on actual container size and service frequency. In an assessment system, one of the most common apportionment methodologies is based on square footage and a generator factor assigned based on property use. After gaining a clear understanding of the City’s objectives, we will evaluate the City’s existing system and make recommendations to equitably apportion costs and to create incentives for maximizing recycling.

## **8) Solid Waste/Recycling Fees and Service Comparison to Other Locales**

Kessler Consulting's unsurpassed Florida experience enables us to quickly and efficiently compile rate and service information from other communities, whether regional or statewide. We maintain an internal database of rates and service levels in contracts throughout the state, and we know the appropriate contacts in those communities to update this information.

While it is good to know what your neighbor is doing, it is critical to understand your own business first. No two programs are the same, and our staff is skilled at understanding how the differences between programs impact costs and service fees. We will work with the City to identify appropriate goals for Key West, and to work towards achieving those goals.

## **9) Incorporation of the City's Unique Community Dynamics**

Recognizing the unique characteristics of a community when developing strategic plans and program recommendations is a standard part of how we approach a project. We are accustomed to working in communities with large influxes of tourists/snow birds, transient populations, and older historic neighborhoods, including Sarasota, Tallahassee, and Pinellas County in Florida, as well as Charleston County, South Carolina.

To enhance our knowledge and understanding of Key West's unique community characteristics, we have added Ty Symroski Land Use Planning to our project team. In addition, Robin Mitchell, our Project Manager, was a Key West resident for six years.

## ***Quality Assurance***

Kessler Consulting's quality control and assurance program is straightforward and effective. All deliverables are reviewed by a minimum of three people. The original author of each deliverable is responsible for conducting a thorough review. The Project Manager then reviews the deliverable for technical accuracy and to ensure it meets the project requirements and expectations of the client. Depending upon the nature and complexity of the deliverable, an additional senior staff member may also be requested to conduct a technical review. The Project Director then examines the deliverable for approval, after which there is a final review by administrative staff for grammatical, typographical, or formatting errors. *We strive for excellence in all our work!*

## ***Rates and Schedule***

We typically work on a time-and-materials basis to deliver the greatest value to our clients, which our clients appreciate as indicated by the client survey summarized on page 6-14. Our rates are very competitive in the solid waste industry and include all overhead and direct and indirect costs. All expenses (travel, copies, postage, telephone, etc.) are billed at cost without markup.

Kessler Consulting has consistently met or exceeded project schedule requirements for delivery of finished products. Our technical personnel have the experience and resources to conduct all project work assigned and to prepare, assemble, and present finished deliverables on schedule. Our administrative staff has the training and in-house equipment to ensure on-time, accurate, professional reports. Our ability to meet project schedules and deliverables is best demonstrated by contacting our references and other project contacts provided in this proposal.

## Section 4

# Personnel

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### The Kessler Consulting Project Team

Consistent with our team approach, each person's role in any given project is clearly defined. The Project Director and President of Kessler Consulting, Mitch Kessler, will have final responsibility for all aspects of a project, and is ultimately accountable for all services provided by our firm. The Project Manager, Robin Mitchell, has final responsibility for the direction and coordination of all tasks, reviews and manages the project team's work, serves as a resource and problem solver, and has ultimate responsibility for product quality. Other Kessler Consulting staff will serve as Task Leaders or Research Analysts working under the direction of the Project Manager. The following resumes demonstrate the depth of knowledge and areas of expertise of our staff and subconsultants.

Resumes for the following staff members and subconsultants are featured in this section:

**Mitch Kessler**, President and Project Director  
**Robin Mitchell**, Senior Consultant and Project Manager  
**Miriam Zimms**, Senior Consultant  
**Don Ross**, Senior Consultant  
**Shane Barrett**, Consultant  
**Jessica DelGrosso**, Consultant  
**Maureen Schaefer**, Research Analyst  
**Eric Lombardi, Gary Liss and Jeffrey Morris**, Zero Waste Team  
**Ty Symroski**, Local Resource

As you will see on the following pages, these individuals have combined expertise in all nine elements of the Solid Waste Master Plan that are outlined in the RFQ.

- 1) Solid waste and recycling system analysis, including waste composition and generation studies
- 2) Evaluating system improvements, including composting, recycling, PAYT, E-waste, household hazardous waste, outreach and education, and other best management practices
- 3) Maximizing waste recovery and zero waste planning
- 4) Contract analysis and negotiation, and development of RFPs and bids
- 5) Policy and ordinance analysis and development
- 6) Operations and staffing levels analysis
- 7) Structuring commercial and residential solid waste and recycling billing
- 8) Comparative studies with other jurisdictions
- 9) Understanding and incorporating unique cultural demographics and community dynamics into project work



## **Mitch Kessler**

### **President and Project Director**

**Mitch Kessler** has 26 years of solid waste consulting experience and has managed or directed more than 200 projects. His legal training and broad background in solid waste management and business make him a project director who is an industry leader with the history and experience to deliver results for our clients

Mr. Kessler is a nationally recognized expert in the procurement and operations of solid waste collection systems and materials recovery programs and facilities, and is especially knowledgeable in collection and market development issues as they relate to the economic viability of solid waste and recycling programs.

Mr. Kessler currently serves on the Board of Directors for the Florida Sunshine Chapter of the Solid Waste Association of North America (SWANA). He also serves as an instructor for the Recycling Certification Course sponsored by SWANA, and is a member of the SWANA committee that recently developed a Manager of Composting Operations Certification Course.

Because of Mr. Kessler's special knowledge of state and national solid waste management issues, he has held a number of leadership positions in the field. In addition to the affiliations and leadership roles listed in the sidebar, Mr. Kessler served on the Technical Advisory Committee (TAC) for the development of Florida's Registration for Recyclers Rule. He also served as a principal investigator for an FDEP-sponsored food waste diversion study conducted by the University of Florida's Institute of Food and Agricultural Sciences Center for Biomass Programs and FORA.

As Project Director, Mr. Kessler is responsible for project success and client satisfaction. A few of the recent projects that he directed are summarized on the next page.

#### **Formal Education**

Franklin Pierce Law Center, NH  
JD, Environmental Law, 1984

Purdue University, IN  
MA, American Studies, 1981  
BS, Management, 1979

State University of New York, NY  
AAS, Horticulture, 1976

#### **Supplemental Education**

SWANA Certified Recycling  
Manager

SWANA Certified Composting  
Systems Manager

SWANA Certified Instructor for  
Recycling, Collection &  
Composting, Ongoing

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#### **Affiliations & Leadership Roles**

Solid Waste Association of North  
America, Florida Sunshine Chapter,  
Board of Directors (2005-2009),  
Current Vice President

Recycle Florida Today, Inc. (RFT),  
Chair (2 terms) BOD (8 terms)

Florida Organics Recyclers  
Association (FORA), founding Chair

National Recycling Coalition  
(NRC), Florida representative for  
RFT

United States Composting Council

Solid Waste Association of North  
America (SWANA)

### **Mitch Kessler (cont.)**

❑ **Collection/Processing Evaluation and Procurement, City of Sarasota, Florida**

Mr. Kessler directed an overall system evaluation of the city's internal collection operations and contracted collection, recyclables processing, and transfer services. This led to procurement of recyclables collection and processing services, as well as operation of a transfer station.

❑ **Review of Solid Waste Management Alternatives, Phase I, Charleston County, SC**

Mr. Kessler designed and managed an independent audit of the County's waste stream and solid waste management operations. The audit included an in-depth analysis of program costs and systems including collection, waste-to-energy and landfill disposal, compost, and MRF operations. Mr. Kessler directed research into emerging alternative technologies. Based on audit results, program and system recommendations were developed for an efficient and cost-effective integrated solid waste management program.

❑ **Green for Green Plan, Phase II, Charleston County, SC**

Mr. Kessler is currently directing a project to transition from reliance on a waste-to-energy facility to implement the County's Nine Point Green Strategy based on recommendations made in Phase I. The plan includes implementing an interim transfer and disposal solution; improving the capacity and efficiency of existing operations (compost, landfill, MRF); developing a Request for Information to explore alternative technology options; building alliances with local municipalities; and developing long-term waste reduction and recycling solutions through a comprehensive plan.

❑ **Processing System Analysis and Service Procurement, Seminole County, Florida**

Mr. Kessler oversaw a review of Seminole County's processing operations, which led to closing an inefficiently run operation and competitively procuring processing services. The resulting contract continues to be one of the most lucrative processing contracts for any local government in Florida.

**Mr. Kessler's previous solid waste consulting experience includes the following:**

- **Organics Recycling Incorporated, Nyack, New York** - As Chief Operating Officer and Director of Business Development responsible for daily operations of the company's 27 segregated organic waste composting sites and consulting services.
- **Resource Integration Systems, Toronto, Canada** - As Vice-President and Director of Consulting Services, Mr. Kessler was responsible for the firm's recycling, waste reduction, and composting projects in the Eastern United States.

**Mr. Kessler has received the following industry awards:**

- **Distinguished Service Award, 2008**, Solid Waste Association of North America
- **George Kirkpatrick Lifetime Commitment Award, 2006**, Recycle Florida Today
- **Outstanding Contribution Award, 2002**, Solid Waste Association of North America
- **Exceptional Leadership Award, 1997**, Florida Organics Recyclers Association

## **Robin Mitchell**

### **Senior Consultant and Project Manager**

**Robin Mitchell** has 22 years' experience in integrated solid waste management, with special expertise in collection and processing procurements, rate analyses, waste composition and generation studies, and recycling/waste reduction program development and implementation.

Her combined background in policy development and practical application makes her especially qualified in the areas of strategic planning, program evaluation, regulatory compliance, and policy issues.

Ms. Mitchell's recent project work includes strategic analyses of solid waste and recycling systems; collection and processing procurements; contract renegotiations; rate analyses; grant proposal development; development of commercial waste reduction, recycling, and environmentally preferable purchasing programs; and waste composition studies.

As a Senior Consultant, Ms. Mitchell serves as Project Manager or Task Leader. A few of the recent projects that she has conducted are summarized below.

❑ **Greening of Florida: A Solid Waste Management Roadmap, Tallahassee, Florida**

Ms. Mitchell managed this ambitious project to develop a new "Roadmap" to re-energize the state's waste reduction and recycling efforts. The resulting document provides a comprehensive, forward-thinking, implementable strategic plan aimed at maximizing recycling in the state.

❑ **MRF Technology Review and Feasibility Study, Pinellas County, Florida**

Ms. Mitchell oversaw an evaluation of existing processing capacity in the Tampa Bay area and analysis of the need for additional capacity. Project activities included a review of state-of-the-art MRF technologies based on literature review, interviews with industry experts, and site visits in Florida and California.

❑ **Strategic Planning and Service Procurement, City of Sarasota, Florida**

Ms. Mitchell managed a project that first evaluated the city's existing collection, processing, transfer, and disposal system. Based on recommendations resulting from this analysis, Ms. Mitchell is now assisting with a competitive procurement for these services.

#### **Formal Education**

University of Florida, FL  
MS, Environmental Science, 1988

Kutztown, PA  
BA, Environmental Science, 1978

#### **Supplemental Education**

SWANA Certified Recycling  
Systems Manager, 2002

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#### **Affiliations & Leadership Roles**

Recycle Florida Today, Inc., current  
Board member and Communications  
Chair

Solid Waste Association of North  
America (SWANA)

National Recycling Coalition (NRC)

Community Recycling, Inc., Atlanta,  
GA, Founder and former Board  
member

### **Robin Mitchell (cont.)**

❑ **Procurement of Recyclables Processing Services, Seminole County, Florida**

Ms. Mitchell managed a project to assist the county with an RFP for processing services. The project resulted in a contract that continues to be one of the most advantageous to local government in the state, with net revenue to Seminole County reaching as high as \$80 per ton.

❑ **System Analysis and Collection Procurement, Hendry County, Florida**

Ms. Mitchell is currently managing this project the entails analyzing the county's collection, processing and disposal system. Concurrently, we are developing a bid for collection services that will expand curbside recycling countywide.

❑ **Pilot Beach Recycling Program, Pinellas County, Florida**

Ms. Mitchell managed this innovative grant project to pilot recycling on three beaches. The project included a waste composition study and beachgoer survey to evaluate the program's effectiveness. The pilot achieved an estimated 40 percent recovery rate, and Ms. Mitchell is now assisting with establishing a permanent beach recycling program.

#### **Ms. Mitchell's Employment History:**

- **Executive Director, Florida Defenders of the Environment (FDE), Gainesville, Florida, 1997 – 2000**  
Ms. Mitchell was responsible for all aspects of the organization's operations and served as the primary spokesperson. She represented the organization in meetings with legislators, agency personnel, businesses, potential funders, and the public.
- **Waste Reduction Specialist, U.S. Environmental Protection Agency (EPA), Region 4, Atlanta, Georgia, 1988 – 1997**  
Ms. Mitchell provided technical assistance to public and private sector solid waste managers and served on national and regional workgroups. Accomplishments included:
  - Co-authored the recycling and procurement guide for federal agencies in the southeast and served as an instructor for a series of waste reduction workshops.
  - Served on the national Recycling Market Development Task Force that developed EPA's "Jobs Through Recycling" Initiative.
  - Participated in development of the Federal "Comprehensive Procurement Guideline" for recycled-content products.

#### **Ms. Mitchell has received the following industry awards:**

- Federal Environmental Executive's "**Closing the Circle Award**," 1996, for work to enhance government affirmative procurement
- **U.S. EPA Bronze Medal**, 1995, a team award for implementing the "Recycling Means Business" program
- U.S. EPA Office of Solid Waste "**Team Excellence Award**," 1995, for work on the Recycling Market Development Task Force and "Jobs Through Recycling" initiative
- **U.S. EPA Region 4 Bronze Medal**, 1990, a team award for revising and redeveloping the Regional model RCRA permit

## **Miriam Zimms**

### **Senior Consultant**

**Miriam Zimms** has 20 years' experience in solid waste management program development and implementation. She has designed and managed comprehensive waste reduction and recycling programs for municipalities, institutions, and private corporations.

Ms. Zimms' background in business allows for a creative and economic approach to applying marketing principles to solid waste management. Specifically, she brings expertise in program marketing and management, identifying the marketing environment/audience, distribution and logistics, segmentation and targeting of industrial and consumer buyers, focus groups/surveys, advertising/public relations, and public policy.

Ms. Zimms has served in a leadership role in numerous state and national solid waste organizations, as noted in the sidebar, and also served as an instructor for the Institutional, Commercial and Industrial Section of the FDEP's Recycling Coordinator's Training Certification Course.

At Kessler Consulting, Ms. Zimms has managed, developed, or assisted with the following projects.

❑ **Construction and Demolition Recovery Incentives, Sarasota County, Florida**

Ms. Zimms manages a project to increase recovery of C&D debris using appropriate incentives. Project activities included researching program incentives, assessing the County's existing C&D infrastructure, and developing a pilot program plan. She also developed and coordinated a local builder pilot participation program, prepared a measurement and valuation (M&V) system, and prepared outreach/educational materials.

❑ **Florida Organics Recycling Center for Excellence (FORCE), Sumter County, Florida**

Ms. Zimms currently manages project activities including a website, newsletter, two food-waste composting demonstration programs, marketing outreach, and a statewide compost operator training program to increase organics recycling in Florida.

#### **Formal Education**

Stetson University, FL  
BBA, Marketing, 1989

#### **Supplemental Education**

SWANA Certified Composting  
Systems Manager, 2005

SWANA Certified Recycling  
Manager, 2001

FDEP Certified Recycling  
Coordinator, 1993

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#### **Affiliations & Leadership Roles**

SWANA's Waste Reduction,  
Recycling, and Composting  
Technical Division, former Vice  
Director

SWANA Florida Sunshine Chapter's  
Recycling Committee, former Chair

Recycle Florida Today, Inc., former  
Board member

Solid Waste Association of North  
America

National Recycling Coalition

SunFest of Palm Beach County,  
former Environmental Chair

### **Miriam Zimms (cont.)**

❑ **Participation Barriers to Commercial and Residential Recycling in an Urban Environment, Tampa, Florida**

Ms. Zimms developed and managed a community-based social-marketing plan to overcome the barriers to recycling participation in two select urban neighborhoods, with the goal of increasing residential and commercial recycling participation rates. Activities included benchmarking current recycling rates in the pilot neighborhoods, conducting focus groups and a comprehensive telephone survey, developing a targeted outreach and education program, conducting eco-incentive based pilot programs in targeted neighborhoods, and tracking progress.

❑ **Greening of Special Events and Venues, Tampa, Florida**

Ms. Zimms developed and managed this project that entails assessing the waste handling practices at and developing a waste reduction and recycling plan for the four largest events/venues in the City (football stadium, hockey arena, convention center, FL's largest parade). The project also includes developing a similar pilot program for the City's Parks & Recreation Department. Activities include survey work, outreach materials, BMP guide, and conducting a training workshop.

#### **Ms. Zimms' Employment History:**

- **Florida Power & Light Corporation** – As Waste Minimization and Recycling Coordinator, Ms. Zimms developed waste reduction and materials management programs, as well as managed and marketed the corporate waste minimization and recycling program to 14 power plants, 82 service centers, and 32 office complexes in the utilities 34 service areas/counties throughout Florida. She is credited with integrating these programs from a vertical to a horizontal organizational structure. She assisted the company in reducing its annual solid waste collection budget from \$1.2 million to \$265,000.
- **Solid Waste Authority of Palm Beach County, Florida** – As Recycling Program Development Coordinator, Ms. Zimms was responsible for the residential, commercial, institutional, and recreational waste reduction programs and supervised a staff of nine people. Her work included developing community-integrated programs, overseeing commercial franchise collection contract recycling and waste reduction performance goals, the largest commercial drop-off program in the state at the time, buy-recycled programs, coordinating mass media campaigns and public outreach strategies, and managing and evaluating pilot programs to increase target sector recycling participation.

#### **Ms. Zimms has received the following industry awards:**

- **Recycle Florida Today, Recycler of the Year Award, 2008**
- **SWANA Waste Reduction/Recycling/Composting** – Technical Division Award, 2004
- **Recycle Florida Today Appreciation Award, 2000**
- **XS Magazine's Environmental Award, Municipal/Non-Profit Employee, 1997**
- **Presidential Volunteer Award, SunFest of Palm Beach County, 1996**

## **Don Ross**

### **Senior Consultant**

**Don Ross** has over 23 years of experience managing solid waste collection and transfer operations for both private and public sector organizations. This hands-on experience makes him uniquely qualified to analyze solid waste and recycling systems and operations, evaluate staffing levels, and recommend improvements to optimize efficiencies.

Mr. Ross is actively involved in Florida SWANA and RFT, serving on the Boards of Directors of both organizations. He is known for his technical knowledge and practical application of problem solving.

At Kessler Consulting, Mr. Ross' recent projects have included collection, processing, and disposal system/contract analyses; researching the feasibility of implementing PAYT; and evaluating methods for increasing recycling rates in low-participation neighborhoods.

Specific examples of projects Mr. Ross has managed or assisted with include the following:

❑ **Resource Recovery System Review, Fort Lauderdale, Florida**

Mr. Ross managed a project that reviewed the City's involvement in Broward County's Resource Recovery System. Project activities included drawing comparisons with similar systems, reviewing potential alternative scenarios, and developing recommendations for Fort Lauderdale's future long-term disposal.

❑ **Recycling Program and Pay-As-You-Throw Analysis, Hillsborough County, Florida**

Mr. Ross first managed a project that evaluated the County's existing curbside recycling program and recommended improvements. Through an innovative grant project, he then developed a PAYT pilot program plan. With cooperation from the County's three franchise haulers, the pilot was designed to measure waste reduction and diversion metrics and test various automated collection processes. He also oversaw development and implementation of a series of focus groups and a resident survey to gauge public support for a PAYT program.

#### **Formal Education**

University of Phoenix, AZ  
BS, Business Management

#### **Supplemental Education**

SWANA Certified Collection  
Systems Manager

Emergency Management Institute,  
MD

FEMA Debris Management

National Incident Management  
System (NIMS) for Public Works

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#### **Affiliations & Leadership Roles**

Solid Waste Association of North  
America (SWANA), Florida Sunshine  
Chapter, Board of Directors (2006-  
2010); Recipient of Chapter's  
Distinguished Service Award –  
November 2008

Pinellas County Technical  
Management Committee,  
Vice-Chairman (2006-2008)

American Public Works Association

Recycle Florida Today (RFT), Board  
of Directors

### **Don Ross (cont.)**

- ❑ **Recycling Participation Barriers in an Urban Environment, Tampa, Florida**  
Mr. Ross managed a project that piloted a community-based marketing plan to increase recycling participation in two urban neighborhoods. Project activities included benchmarking recycling rates, conducting focus groups and telephone surveys, developing a targeted outreach and education campaign, and tracking progress.
- ❑ **Collection System Analysis, City of Lakeland, Florida**  
Mr. Ross is working as part of a team to analyze the City's existing collection system and provide recommendations to improve system efficiency. Under consideration are automated collection, conversion to weekly collection, and PAYT.
- ❑ **Solid Waste Association of North America (SWANA) Training**  
Mr. Ross assisted in the development of SWANA's new Manager of Recycling Systems Course updating the training and course materials to address the latest trends and technologies in recyclable collection operations. Throughout 2009, Mr. Ross also facilitated SWANA E-courses focusing on recyclable collection options.
- ❑ **Solid Waste Services Operational Transition, Manatee County, Florida**  
As a result of a newly negotiated franchise hauler agreement, Mr. Ross led a countywide service transition from a single franchise hauler, to two franchise haulers serving two distinct and separate service areas. The goal of the project was to insure a seamless transition to the residents and businesses of Manatee County.

### **Mr. Ross' Previous Employment History:**

- **Solid Waste Division Director, City of Dunedin, Florida**  
Mr. Ross managed municipal collection operations for the City. Key accomplishments during his tenure included the following:
  - Conducted a rate study, which resulted in a solid waste rate increase and indexing future rates over the next 10 years, thereby ensuring enterprise fund solvency.
  - Developed a debris management strategy and plan that, pending approval by FEMA, will increase Federal Public Assistance funding by five percent.
  - Successfully converted collection operations from a task system pay plan to an hourly system in order to reduce accident frequency, improve customer service, and control fleet maintenance costs.
  - Created a Sustainability Coordinator position and obtained Green City Certification from the Florida Green Building Coalition.
- **Market Area Director of Operations, Waste Management, Inc., Connecticut**  
Mr. Ross was responsible for four operations serving southwest Connecticut that generated \$60 million in annual revenue. He oversaw 150 daily collection routes serving 300,000 residents, three solid waste transfer stations, and 250 employees. He achieved Gold level status in WM's *Service Machine* customer service initiative with perfect scores, one of only two districts nationwide.



## **Peter Engel**

### **Senior Technical Analyst**

**Peter Engel** has 22 years' experience in the development, implementation, and analysis of collection programs, processing facilities, and integrated solid waste management systems. His skills and experience cover a broad range of technical and analytical disciplines, including procurements and contracting, collection time and motion studies and operational analyses, market surveys and demand/supply projections for recycled materials, and process design and equipment specifications for recycling and composting facilities.

A few of the recent projects with which he has assisted Kessler Consulting are summarized below.

#### **Formal Education**

Antioch University,  
MS, Resource Management &  
Administration, 1988

Connecticut College, CT  
BA, Human Ecology, 1981

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#### **Affiliations & Leadership Roles**

Solid Waste Association of North  
America

#### **❑ Solid Waste System and Operations Analysis, Sarasota, Florida**

Mr. Engel assisted with analyzing city-run collection operations as well as contracted collection, processing, and transfer services. As a result, the City is changing from twice to once per week solid waste collection and is in the process of competitively procuring contracted services.

#### **❑ Florida Organics Recycling Center for Excellence (FORCE)**

Mr. Engel provides technical assistance on numerous FORCE projects. He conducted a review of organics regulations nationwide and developed recommendations for modifying Florida's rules pertaining to organics. Currently, he is designing a food waste composting pilot program.

#### **❑ Analysis of Recyclables Processing Options, Hendry County, Florida**

Mr. Engel is currently developing a comparative analysis of three options for processing recovered materials. These include construction and operation of a county-owned facility, entering into an interlocal agreement with a neighboring county for transport and processing, or transporting recyclables to a privately owned facility. Key considerations in this analysis are cost and the desire to retain local jobs.

#### **❑ Commercial Waste Reduction and Recycling Pilot, Tallahassee, Florida**

Mr. Engel assisted with the pilot study by analyzing the City's business sectors and identifying the area in which a commercial recycling pilot study would be most successful. Mr. Engel was in charge of planning, implementation, and analysis of the pilot study that utilized a split-cart collection system for small and medium-sized businesses.

**Peter Engel (cont.)**

- ❑ **Solid Waste Operations and Staffing Analysis, Tallahassee, Florida**  
Mr. Engel analyzed the City's solid waste operation and staffing and provided recommendations for improving operational efficiencies and cost-effectiveness. He also conducted an evaluation of management salaries compared to other jurisdictions.
- ❑ **Comprehensive Commercial Recycling Program, Manatee County, Florida**  
Mr. Engel initiated this project and utilized GIS mapping software and NCIS codes to identify areas in which to target and pilot the commercial recycling program.
- ❑ **Procurement of MRF Operations, Springfield, Massachusetts**  
Mr. Engel assisted the Massachusetts Department of Environmental Protection with contracting for operations of a regional recycling facility. This included preparation of the procurement documents, development of evaluation procedures, and assistance in contract negotiations.
- ❑ **Landfill Operation Contracts Review and Analysis, Jacksonville, Florida**  
Mr. Engel reviewed and evaluated the City's landfill operations contract and compared it with those in other Florida jurisdictions. He also developed recommendations for future contract negotiations.

Provided below are summaries of just a few of the projects conducted by Mr. Engel prior to working with Kessler Consulting:

- *Front Royal, Virginia:* Time & motion study of solid waste collection, enumeration of cost effectiveness and productivity enhancement measures, and analysis of alternative collection operations and economics.
- *Cairo, Egypt:* Solid waste management system development and privatization including analysis of existing solid waste management system, preparation of pre-qualification document, preparation of bid documents, training for contract monitors, and technical assistance during tender evaluation.
- *Naval Air Station - Joint Reserve Base, Fort Worth, Texas:* Comprehensive integrated planning process including waste audits, waste characterization, development of decision-making matrix, and analysis of integrated waste management system alternatives.
- *Baton Rouge, Louisiana:* Review and development of recyclables, yard waste, and solid waste collection bid specifications and contract documents.
- *Raleigh, North Carolina:* Operational and cost analysis of solid waste, recyclables, and yard waste collection service alternatives.
- *Tourism Development Authority, Egypt:* An integrated solid waste management plan for the Shagra tourism center on the southern Red Sea Coast. Research and development of best practice guidelines for solid waste management for the tourism sector on the Red Sea Coast.

## **Shane Barrett** **Consultant**

**Shane Barrett** has been with Kessler Consulting for seven years after beginning his solid waste career with the Florida Department of Environmental Protection's Waste Reduction and Recycling Section in Tallahassee. He has assisted senior consulting staff with various project-related work including pilot program development; waste composition study preparation and oversight; grant preparation and implementation; annual reporting data compilation; processing contract management; and educational material development.

Mr. Barrett has special expertise in and advanced knowledge of a variety of software programs and research tools. Because of his exceptional support skills, he has become a vital member of the projects on which he has assisted and managed, a few of which are summarized below.

❑ **Comprehensive Waste Composition Study, Charleston County, South Carolina**

As sort supervisor, Mr. Barrett is responsible for developing the sorting event plan, protocols, and sampling schedule for this two-season study. He also coordinates with haulers, is responsible for acquiring all equipment, and oversees all onsite activities, including daily setup, worker training, sample selection, and sorting. Mr. Barrett also completes the data analysis and report preparation. The results of this study will not only aide in better evaluating the potential waste diversion of countywide curbside recycling, but also will assist in developing other programs such as commercial-institutional recycling and construction waste management and reduction programs.

❑ **Comprehensive Waste Composition Study, Miami-Dade County, Florida**

Mr. Barrett also serves as sort supervisor for this project and conducts similar activities as outlined above. This study is unique in that sorting activities take place at three different facilities and, therefore, each seasonal event lasts two weeks.

❑ **Beach Recycling Program, Fort Lauderdale, Florida**

Mr. Barrett is Task Manager and is working closely with city staff as they implement a recycling program along a stretch of beach and at certain city parks and marinas. Mr. Barrett is assisting with drafting educational materials for the program. He will also conduct an audit of the recycling program and beachgoer survey to evaluate the effectiveness of the program.

### **Formal Education**

Florida State University, FL  
BS, Biological Sciences, 2001

### **Supplemental Education**

Florida DEP Contracts/Grants  
Manager Certified, 2002

Florida DEP Certified – Florida  
Green Lodging Assessor, 2005

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### **Affiliations & Leadership Roles**

Recycle Florida Today, Inc., Board  
of Directors

Solid Waste Association of North  
America

National Recycling Coalition

### **Shane Barrett (cont.)**

- ❑ **Statewide Electronics and Donation Center Surveys, Seminole County, Florida**  
Mr. Barrett assisted with developing questions for both a residential survey and a donation center survey. He also compiled results of the donation center survey and drafted the final reports for Seminole County and FDEP.
- ❑ **Building a Cost Effective Commercial and Institutional Electronics Recovery Program, Alachua County, Florida**  
Mr. Barrett helped establish an in-house demanufacturing program that was initiated to generate revenue from internal computer parts, as well as a monitor evaluation and separation program that was implemented as a cost avoidance measure. Mr. Barrett also drafted educational materials for the project including a press release, brochures, website recommendations, flyers, and a BMP guide for proper end-of-life management of e-waste by businesses.
- ❑ **Commercial Waste Characterization Study and Residential Recyclables Audit, Sarasota County, Florida**  
Mr. Barrett was sort supervisor for a 40-load Residential Recycling Audit and a 27-load Commercial Waste Sort for Sarasota County in 2004. Mr. Barrett then oversaw a follow-up commercial sort in 2006. He was responsible for daily setup, worker orientation, sample selection, proper sorting, data analysis, and report preparation.
- ❑ **Comprehensive Waste Composition Study, Pinellas County, Florida**  
Mr. Barrett serviced as sort supervisor for this two-season study that targeted nine generator sectors. In order to achieve statistical validity, a sufficient number of samples were needed and, therefore, each sorting event lasted two weeks. For this study, Kessler Consulting identified and targeted more than 160 loads of waste from eleven haulers over the four week period. The results of this study were used to evaluate the potential waste diversion that might be achieved through countywide curbside recycling, as well as other program improvements.
- ❑ **Wood Reuse and Exchange Center, Sumter County, Florida**  
Mr. Barrett developed educational materials for this project, assisted in developing the pilot study, drafted safety guidelines, developed tracking procedures and flow charts to follow the success of the program, and presented the results at the Environmental Impacts of Preservative Treated Wood Conference. He also assisted with developing a BMP manual for wood wastes and coordinating a statewide wood waste workshop.

#### **Mr. Barrett's Employment History:**

Prior to joining Kessler Consulting, Mr. Barrett worked in the Waste Reduction and Recycling Section of the Florida Department of Environmental Protection. While at FDEP, he was responsible for compiling county data for the State's Solid Waste Management Annual Report and also assisted in developing the Florida Green Lodging Certification Program.

## Jessica DelGrosso Consultant

**Jessica DelGrosso** joined Kessler Consulting in 2006. She first became interested in the solid waste industry during college while interning with the Pinellas County Department of Solid Waste Operations.

Ms. DelGrosso specializes in research, analysis, and program development, and has worked on collection, waste reduction, recycling, and composting projects. She provides technical writing and project task management support. Ms. DelGrosso is also proficient in Geographic Information Systems (GIS) mapping and data analysis. She has worked with such programs as ESRI ArcGIS 9/ArcView.

Projects in which she is working on or has assisted are summarized below.

❑ **Pay-As-You-Throw, Hillsborough County, Florida**

Ms. DelGrosso provided technical support to conduct six focus groups and survey 25,000 randomly selected residential solid waste customers to obtain candid feedback from residents on PAYT and variable rate collection, automated collection and cart size preference, single stream recycling, and education and outreach materials.

❑ **The Calm Before the Storm: End-Markets for Storm Debris, Okaloosa County, Florida**

Ms. DelGrosso is currently assisting with the research, evaluation, and public demonstration of equipment that separates contaminants, such as plastic bags, from ground yard waste and storm debris. She planned an equipment demonstration event and developed technical specifications for the County's bid. Based on the overall research and evaluation results, a specific processing system was leased and will be operated for a given amount of time. Ms. DelGrosso is also working on a beneficial market study for local and regional plastic-free product usage.

❑ **SWANA International Recycling Systems Certification Training Course**

Ms. DelGrosso coordinated the redevelopment of the *Managing Municipal Solid Waste Recycling Systems* certification training course that is taught nationwide by SWANA. Project activities included oversight and development of a comprehensive training course presentation, student manual, and instructor's guide. The updated course was taught for the first time at the SWANA's Thinking Outside the Blue Box Conference 2009 in Portland, Oregon.

### **Formal Education**

University of South Florida  
BA, Environmental Science/Urban  
Geography, 2006

### **Supplemental Education**

SWANA Certified Recycling  
Systems Professional  
SWANA Composting Program  
Manager

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### **Affiliations**

Recycle Florida Today, Inc. (RFT)  
Solid Waste Association of North  
America (SWANA)

### **Jessica DelGrosso (cont.)**

❑ **Recyclables Processing Analysis, Sarasota County, Florida**

Ms. DelGrosso researched recyclables processing contracts and surveyed personnel in several Florida jurisdictions to compile relevant data regarding processing fees, revenue share, and residue and reject limits.

❑ **Greening Property Managers, Hillsborough County, Florida**

Ms. DelGrosso was responsible for creating a comprehensive recycling vendor directory, which includes over 80 listings for 19 material categories. She also contributed to development of a Waste Reduction Recycling Guide and assisted in the planning and implementation of a Green Certification Workshop targeting commercial property managers including; media research, advertisement development, case study development, and gathering “green products” for inclusion in a Green Kit given to workshop participants.

❑ **Greening of Special Events and Venues, Tampa, Florida**

Ms. DelGrosso assisted in waste assessments of four events and venues, created a special events and venues recycling container and equipment directory, and identified local commercial recycling markets for traditional and non-traditional materials. She assisted in the development and implementation of both Gasparilla events and The St. Pete Times Forum’s Green Night. She analyzed and developed a report on the survey results from the Florida Festival and Events Association membership waste reduction and recycling survey. She also developed a marketing packet for special events, festivals, and venue waste reduction and recycling.

❑ **Florida Department of Transportation Research Project, Sumter County, Florida**

Ms. DelGrosso assisted with the FDOT project on storm debris management and utilization of mulch and compost derived from storm debris. She compiled existing supply and demand data to analyze types of storm debris generated, how debris is managed, and costs. She assisted with the coordination, implementation, and analysis of a Processing Equipment Demonstration and Evaluation Event. She also identified regulatory and contractual barriers to develop contract language that will encourage storm debris reuse, recycling, and composting. Ms. DelGrosso also contributed to the development of a Marketing Plan to Increase Use of Compost and Mulch in Road Construction and Maintenance in Florida.

**Ms. DelGrosso has published the following articles:**

- *Managing the Natural Cycle*, Resource Recycling, May 2008.
- *Composting From the Outside In*, Resource Recycling, August 2008.

## **Maureen Schaefer** **Research Analyst**

**Maureen Schaefer** joined Kessler Consulting in 2008. Ms. Schaefer has more than 27 years of experience in business management, financial analysis, administration, and human resources. Prior to joining Kessler, Ms. Schaefer was a Business Development Analyst in the Government Sector for Achieve Global.

Projects in which she is working on or has assisted are summarized below.

❑ **Green Learning Center – Phase I, Okaloosa County, Florida**

Ms. Schaefer is currently assisting in this project to develop a Green Learning Center by researching curriculum requirements and merging green concepts into an existing construction career-focused curriculum.

❑ **Building Blocks to Increase C&D Recovery Through Program Incentives, Sarasota County, Florida**

Ms. Schaefer is assisting with this project to increase recovery of C&D debris using innovative incentive techniques. She researched incentives that were successful in other U.S. communities; analyzed C&D debris generation, disposal, and recycling data; and evaluated the County’s current infrastructure to support increased recycling. Ms. Schaefer also recruited and managed job site support staff during the pilot program.

❑ **Full Cost Accounting (FCA) – Manatee County, Florida**

Ms. Schaefer is currently assisting in this project to improve and streamline the County’s state-required annual reporting of the full cost of Solid Waste services. Ms. Schaefer analyzed Manatee County’s existing accounting protocols and reporting and designed a computer program that would calculate and report the required information with minimal data entry.

❑ **Review of Solid Waste Management Alternatives – Phase I, Charleston County, SC**

Ms. Schaefer assisted with an independent audit of the County’s waste stream and practices. She surveyed municipalities within the County to gain an understanding of their residential and commercial waste collection practices, and researched and drafted issue papers in support of an evaluation of waste diversion and disposal options and emerging technologies.

### **Formal Education**

The Amos Tuck School of Business Administration at Dartmouth College  
MBA, 1983

University of Maryland  
BA, English Language & Literature,  
1974

### **Supplemental Education**

SWANA Certified Construction and Demolition Manager, 2008

Effective Project Management Certificate, University of South Florida, December 2009

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### **Affiliations**

Practice Green Health Care

C&D WasteCap Resources

### **Maureen T. Schaefer (cont.)**

❑ **State-level Recycling Roadmap, Tallahassee, Florida**

Ms. Schaefer assisted with this project to develop a state-level strategic plan to maximize recycling in Florida. She researched and analyzed leading edge programs and policies from across the country aimed at increasing commercial and C&D recycling, and prepared issue papers that were incorporated into the final Roadmap.

❑ **Comprehensive Waste Assessment, Hospital/Confidential Client, Tampa, Florida**

Ms. Schaefer assisted with this project to assess one of Florida's largest teaching hospital's current waste management policies and protocols, recycling and waste reduction activity, and efforts to reduce toxic and hazardous materials in support of a Sustainable Initiatives Program. She assisted with campus and warehouse site visits, interviews with various Department Directors and staff representatives, distribution and analysis of waste assessment survey forms and questionnaires, and follow-up with hospital disposal and recycling vendors.

❑ **Commercial, Institutional, & Industrial (CII) Waste Reduction Plan, Wake County, NC**

Ms. Schaefer assisted with this project to develop a commercial, institutional, and industrial (CII) waste reduction strategic plan. She combined research from waste characterization studies with a roster of Wake County businesses to develop a profile of commercial waste generation and disposal in the County. In addition, she managed the collection and analysis of survey results to learn the current recycling habits of the Wake County business community, and the barriers to their increased recycling.

### **Ms. Schaefer's Employment History:**

**As Manager of Human Resources & Facilities for Tally Systems Corp, Lebanon, NH:**

- Provided strategic direction on all employment and labor issues
- Designed, sourced and implemented new, comprehensive and affordable benefit programs for employees in U.S. and Ireland
- Managed employee relations during corporate acquisitions to ensure retention of key talent

**As Treasurer and Board Member of the Clara Martin Center, Randolph, VT:**

- Advised the Executive Director and Board on financial matters including capital spending, compensation/benefits, operating costs
- Analyzed and monitored annual operating budget of \$2.5 million for this social services organization



## **Eric Lombardi**

### **Zero Waste Team Leader**

**Eric Lombardi** has been a specialist in community recycling, public policy for resource conservation, and social enterprise development since 1980. He is currently the Executive Director of Eco-Cycle, Inc., which is the largest community-based recycling organization in the U.S., processing more than 50,000 tons of diverse recycled materials in 2009. Mr. Lombardi is recognized as an authority on developing comprehensive community-based programs, and is often a keynote speaker on the social and technical aspects of creating a “Zero Waste – Or Darn Near” society.

Mr. Lombardi has experience both nationally and internationally as a consultant, keynote speaker, and workshop leader for government and private sector clients across the U.S., as well as in New Zealand, England, France, Scotland, Romania, American Samoa, Wales, and Saipan. His work has covered such diverse topics as the creation of recycling facilities, the collection and marketing of “hard to recycle” (HTR) materials such as electronic scrap, the benefits of a social enterprise approach, the politics of growing community recycling programs, and the strategies for long-term recycling business survival.

Mr. Lombardi has significant facility and program design experience, including creation of the first curbside recycling program and design/construction of the first materials recovery facility (MRF) in North Carolina (1986). He has designed and built numerous community recycling centers in Boulder County, Colorado; worked as a facility and program consultant for the WalMart “Green Store” in Kansas; designed, built, and operated the first “Center for Hard-To-Recycle Materials” (CHaRM) in the U.S. (Boulder); and led the design effort of the new MRF in Boulder County.

As a recognized recycling expert, Mr. Lombardi was invited to the Clinton White House in 1998 as one of the Top 100 U.S. Recyclers to advise on national recycling issues.

#### ***Affiliations & Leadership Roles***

Eco-Cycle, Inc., Boulder, CO,  
Executive Director

GrassRoots Recycling Network,  
Co-founder and past Board  
President

Zero Waste International  
Alliance, Co-founder

National Recycling Coalition’s  
(NRC) Policy Work Group,  
1997-2004

NRC Executive Committee,  
1991-1995

National Nonprofit Recyclers  
Council, Co-founder

Colorado Association for  
Recycling, past Board member

New Zealand Zero Waste  
Academy Advisory Group,  
Special Advisor

Sustainable Travel International,  
Advisor

ANSI SCS-202 Standards  
Committee on Climate Metrics,  
Environmental Representative

## **Gary Liss** **Zero Waste Team Member (Planning)**

**Gary Liss** has over 35 years of experience in the solid waste and recycling field. He is a leading advocate of Zero Waste and has helped more communities develop Zero Waste plans than anyone else in the U.S. These communities include Palo Alto, Oakland, Burbank, San Jose, and Del Norte County in California, as well as Austin (TX), Nelson (BC) and Telluride (CO). He is currently working on Zero Waste Plans for the cities of Los Angeles and Alameda (CA), and Arkadelphia, (AR).

Mr. Liss also specializes in procurements of garbage and recycling systems; strategic analyses of garbage rates and solid waste fees; development of commercial recycling incentives and programs; policy and program analysis and advocacy; and organizing resource recovery parks.

Mr. Liss was recently invited to be a technical resource person for the Clinton Climate Initiative to assist on major urban projects. He was Secretary to the California State Senate Task Force on Waste Management in 1989, which led to the adoption of AB939 and related recycling legislation in California. The California Resource Recovery Association (CRRA) selected him as Recycler of the Year in 2005.

Mr. Liss was also Solid Waste Program Manager for the City of San Jose. He initiated and managed their nationally recognized model recycling programs, which resulted in their current overall diversion rate of 62 percent. He also worked to stimulate competition and harness the forces of the marketplace to achieve the City's policy goals. Mr. Liss saved San Jose more than \$77 million over the next 30 years through competitive awards of a \$200 million 30-year disposal contract and a \$200 million 7-year collection contract.

Mr. Liss taught "Economics of Solid Waste and Recycling" at San Jose State University and the University of California at Santa Cruz, Extension Certificate Programs in Integrated Waste Management. He has also lectured extensively at other universities and professional association meetings and conferences. He is now a lecturer in the CRRA Resource Management Certificate Program on "Clean Production," "Intro to Zero Waste," "Zero Waste Businesses," and "Zero Waste Communities."

### ***Formal Education***

Rutgers University, NJ  
MPA, Public Administration

Tufts University, MA  
Bachelor in Civil Engineering,  
Environmental Engineering

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### ***Affiliations & Leadership Roles***

Gary Liss & Associates, President  
Clinton Climate Initiative,  
Technician, 2010

California Sustainable Business  
Council, Founder

California State Senate Task  
Force on Waste Management,  
Secretary, 1989

National Recycling Coalition,  
Founder and past President

## **Jeffrey Morris**

### **Zero Waste Team Member (Finance and Economics)**

**Dr. Jeffrey Morris'** experience in recycling and zero waste planning includes life cycle analysis (LCA) and modeling, econometric studies on the determinants of diversion, and public utility rate studies and modeling for governmental agencies and non-governmental organizations.

Dr. Morris is recognized nationally as creator of the LCA model MEBCalc™ (Measuring Environmental Benefits Calculator) for estimating the monetary value of environmental benefits from recycling and composting. MEBCalc™ has been used by communities in Canada and the U.S. Dr. Morris used this calculator for the 2009 report – Environmental Life Cycle Assessment of Waste Management Strategies with a Zero Waste Objective: Study of the Solid Waste Management System in Metro Vancouver, BC.

Dr. Morris also led a U.S. team of economists and life cycle analysis experts in developing the Consumer Environmental Index (CEI™) for the Washington Department of Ecology. The CEI™ is a tool for tracking the full life cycle impacts of consumer goods and services on global warming, human health and ecosystems toxicity. More information, as well as relevant links, on MEBCalc™ and the CEI™ is available at: <http://www.zerowaste.com/pages/MEBCalc.htm> and <http://www.zerowaste.com/pages/CEI.htm>.

Innovative work experience includes project activities for the U.S. Department of Justice, Ontario Ministry of the Environment, Washington Department of Ecology, Massachusetts Department of Environmental Protection and Executive Office of Environmental Affairs, King County (WA) Department of Natural Resources and Parks Solid Waste Division, Portland (OR) Metro, Seattle Public Utilities, City and County of San Francisco, City of Vancouver (BC), San Luis Obispo (CA) Integrated Waste Management Authority, Massachusetts Public Interest Research Group, and Toronto Pollution Probe.

Morris has taught economics and econometrics at the Universities of Washington and Colorado, as well as ecological and social sustainability at The Evergreen State College. His work is published in peer-reviewed journals, including *Journal of Industrial Ecology*, *International Journal of Life Cycle Assessment*, *Journal of Hazardous Materials*, *Journal of Resource Management and Technology*, *Structural Change and Economic Dynamics*, and *Review of Economics and Statistics*. He is an often requested speaker for conference keynotes and plenary sessions.

#### **Formal Education**

University of California, Berkeley, CA, PhD, Economics

Northwestern University, IL, MBA, Finance and Operations,

University of California, Berkeley, CA, MA, Mathematical Statistics

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#### **Affiliations & Leadership Roles**

Professor at University of Washington, University of Colorado, and The Evergreen State College

## ***Ty Symroski*** **Local Resource**

Mr. Symroski has 25 years of experience in all aspects of planning in the Florida Keys working as an independent contractor and for Monroe County, the Department of Community Affairs and the City of Key West.

*“...an always accessible expert resource in the bewildering thicket of land use planning. He is a hard-working straight-shooter. Most especially we have admired his ability to identify and define prudent solutions to complex issues with unwavering fairness, impartiality and remarkable creativity...”* **Key West Citizen 9/19/07**

### Employment History

- Owner, Ty Symroski Land Use Planning, LLC, 2007-present.
- Growth Management Director, Monroe County, 2006-2007. Managed the Planning, Building, Code Enforcement and Marine Resources Departments. Presided over a full update of the Land Use District Maps incorporating 23 years worth of amendments.
- City Planner, Key West, 1998-2006. Responsible for implementing the new comprehensive plan and land development regulations.
- Florida Department of Community Affairs, Planning Manager of the Keys Office of the Florida Keys Area of Critical State Concern, 1995-1998. Responsible for DCA’s review of all development orders issued in the Florida Keys.
- Private land use consultant. 1994 to 1995
- Development Review Coordinator, Monroe County. Other positions were Senior Planner and Capital Improvements Coordinator, 1984-1994.

*“...the unassuming former city planner who was green before the release of ‘An Inconvenient Truth’...”* **Solares Hill 10/5/07**

### Education

- University of Michigan. Bachelors Degree. Major in Land Use Planning.
- University of North Carolina. Masters Degree in Regional Planning.

### Affiliations

- American Planning Association. Past chair of the Resort and Tourism Division
- Key West Sunrise Rotary
- Economic Development and Affordable Housing Committee of the Chamber of Commerce

### Elected Offices and Awards

- Key West Utility Board. This is the electric company that is owned by the City but is independently operated and managed by an elected board
- Key West Chamber of Commerce, January 2004, “In appreciation for your dedication and commitment to improving affordable housing in Key West”

## Section 5

# Qualifications

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The leadership role our firm has played in Florida’s solid waste and recycling industry makes Kessler Consulting uniquely qualified to conduct the work and develop the elements of the Solid Waste Master Plan outlined in the RFQ. Our leadership role is demonstrated by the numerous state-level projects we have conducted. The knowledge gained and contacts developed through these projects will enable us to more efficiently and effectively evaluate the City’s solid waste system and programs. We know the key industry players and state agency staff, understand state issues, and have a working knowledge of municipal programs throughout the state.

### **The Greening of Florida: A Solid Waste Management Roadmap for Florida**

Through a state-funded project, Kessler Consulting developed a plan – or “Roadmap” – to maximize recycling in Florida. We conducted an extensive review of states with “high-performing” recycling programs, researched the effectiveness of the policies and programs utilized in these states, and evaluated the potential effectiveness of these policies and programs in Florida. The resulting Roadmap provides a comprehensive, forward-thinking, implementable strategic plan aimed to help Florida strive for 75 percent recycling. The knowledge gained through this project will help us more efficiently evaluate the applicability of various waste diversion programs and policies in Key West.

### **Florida Organics Recycling Center for Excellence (FORCE)**

Since 2001, Kessler Consulting has managed FORCE, which was created through state-funding to address the need for environmentally sound and economically feasible methods for recycling organics and agricultural wastes. FORCE has worked with all of the various stakeholders in the organics community including academic researchers, entrepreneurs, public sector, private sector, and end users. FORCE facilities have included in-vessel composting equipment, an analytical laboratory, and a demonstration farm. The knowledge gained through the following FORCE initiatives will contribute to our evaluation of organics recovery and composting options for the City.



- **Research and demonstration:** Projects have spanned a broad range of subject matters including composting of various feedstocks, odor control systems, forestry and sod industry growth trials, conversion of food waste into animal feed, and testing of compost.
- **Training and outreach:** Staff has maintained an information and resource library that is available to the public, produced education materials and compost utilization guides, and maintained an online industry directory.
- **Regulations:** FORCE sponsored a compost regulatory research report that laid the foundation for initiating changes in Florida’s composting regulations that will increase opportunities for organics recycling while still protecting public health and the environment.

### Statewide Research of Electronics Management in Florida

Kessler Consulting assisted with an FDEP-funded project to evaluate the state of electronics management in Florida. Project activities included conducting the surveys listed below, which were intended as a foundation upon which state solid waste officials could base future E-waste policies and regulations. The findings clearly documented the magnitude of the challenges faced by Florida's waste management professionals and public policy makers for managing E-waste.



- (1) Residential Electronics Survey: Approximately 800 Florida households were surveyed to determine residents' typical practices for handling, recycling, and disposing of televisions, computer monitors and other electronics. The survey also gauged residents' awareness of the hazardous properties associated with CRTs.
- (2) Donation Center and Thrift Store Survey: This survey obtained information regarding incoming electronic equipment from residents and the infrastructure in place by donation centers and thrift stores in Florida to receive, handle, dispose, reuse, and/or recycle this equipment.

### Statewide Research of Wood Waste Management in Florida

Similar to the E-waste project, this project involved surveys of County recycling coordinators to identify wood waste generators and processors, with a follow-up survey of generators and processors to develop preliminary estimates of wood waste generation rates. The resulting information was used to provide recommendations for a statewide recovery program for wood pallets and wood wastes, develop a database of disposal, reuse, recycling, and alternative disposal options, and conduct a workshop to promote wood pallet and wood waste recycling.

*"Regarding your thoughts about 'solid waste management in the 21<sup>st</sup> Century,' as usual, your ideas are rich, provocative and insightful." **Bill Hinkley, Former Chief, Bureau of Solid & Hazardous Waste, FDEP***

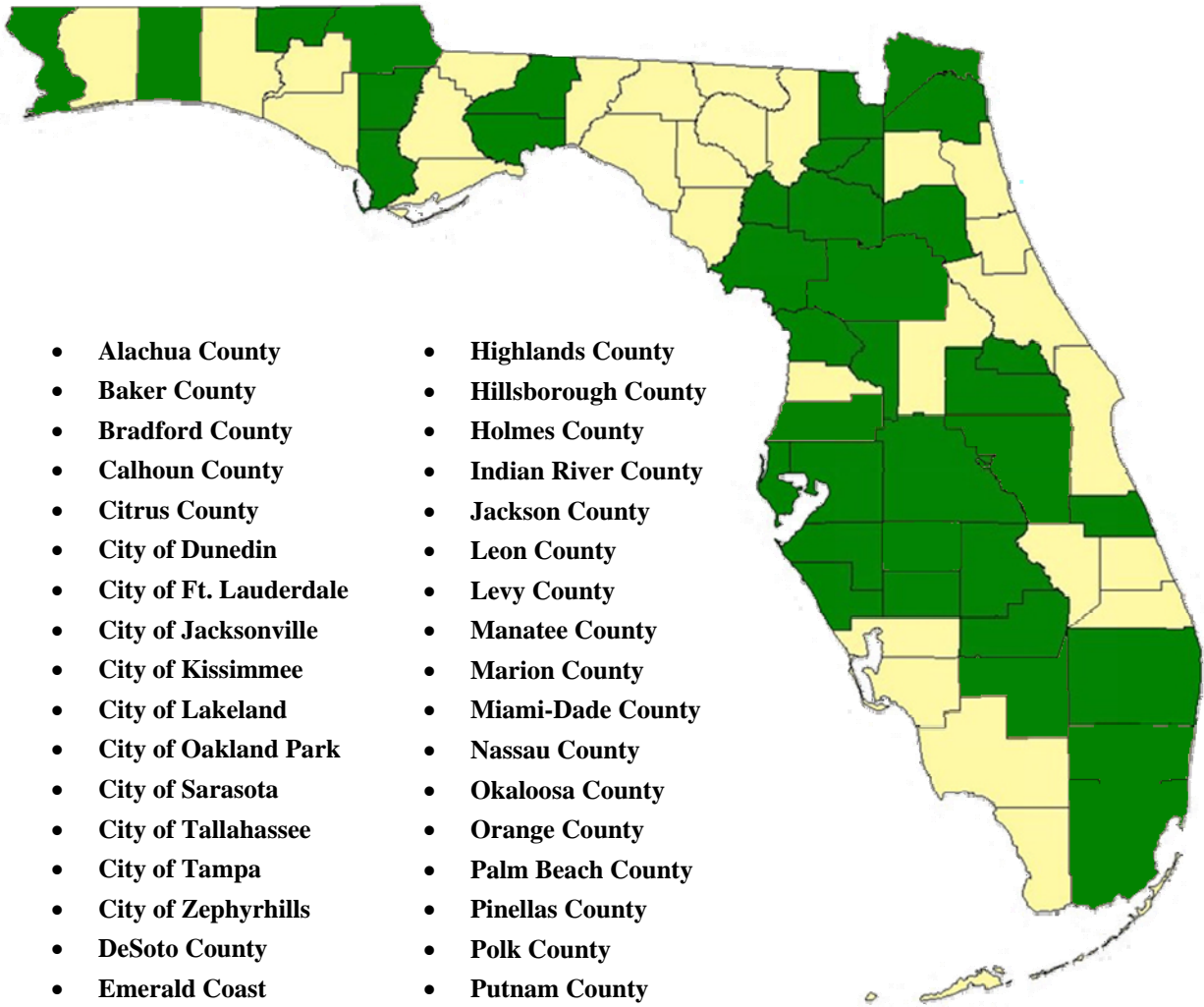
### National Recycling Training Course for SWANA

Kessler Consulting is also respected nationally for our solid waste expertise. The Solid Waste Association of North America (SWANA), which is the premier voice for the solid waste industry, selected our firm to coordinate the redevelopment of their "Managing Municipal Solid Waste Recycling Systems" certification training course. This course is taught nationwide. Our firm developed training course materials on state-of-the-art collection and processing systems, contracting for service, and marketing recovered materials.



## Florida Experience

To demonstrate the breadth of Kessler Consulting’s Florida experience, the map below depicts the cities and counties to whom we have provided consulting services. Most of our clients have expanded the scope of services we provide to them, and 19 of the communities listed below are current clients. Additional details regarding specific projects most relevant to the City are provided in the Section 6.



- Alachua County
- Baker County
- Bradford County
- Calhoun County
- Citrus County
- City of Dunedin
- City of Ft. Lauderdale
- City of Jacksonville
- City of Kissimmee
- City of Lakeland
- City of Oakland Park
- City of Sarasota
- City of Tallahassee
- City of Tampa
- City of Zephyrhills
- DeSoto County
- Emerald Coast Utilities Authority
- Gilchrist County
- Glades County
- Gulf County
- Hardee County
- Hendry County
- Highlands County
- Hillsborough County
- Holmes County
- Indian River County
- Jackson County
- Leon County
- Levy County
- Manatee County
- Marion County
- Miami-Dade County
- Nassau County
- Okaloosa County
- Orange County
- Palm Beach County
- Pinellas County
- Polk County
- Putnam County
- Sarasota County
- Seminole County
- Sumter County
- Union County
- Wakulla County

## Kessler Consulting's Client Services

To demonstrate the breadth of Kessler Consulting's experience, the chart below lists clients to whom we have provided services similar in scope and complexity to those sought by the City of Key West. Most of our clients are in the public sector; we have no existing private sector clients that might present even a perceived conflict of interest with work that would be conducted for the City. Additional details regarding specific projects are provided in Section 6.

Solid Waste Consulting Services Provided	City of Fort Lauderdale, FL	City of Jacksonville, FL	City of Sarasota, FL	City of Tallahassee, FL	City of Tampa, FL	Hendry County, FL	Hillsborough County, FL	Manatee County, FL	Okaloosa County, FL	Pinellas County, FL	Sarasota County, FL	Seminole County, FL	Sumter County, FL	Charleston County, SC
Solid Waste System Analysis	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Solid Waste Strategic Planning	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓
Waste Composition and Generation Studies	✓			✓	✓			✓		✓	✓	✓	✓	✓
Recycling/Composting Options, Innovations and Improvements	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Feasibility Studies	✓	✓		✓	✓	✓	✓	✓		✓	✓		✓	✓
Contract Review and Renegotiation	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
RFP and ITB Procurement Assistance	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓
Service Costs, Rates and Billing Analysis	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓
Ordinance Review and Modification			✓	✓		✓		✓		✓	✓		✓	
Public Workshops and Presentations	✓	✓	✓	✓	✓		✓	✓		✓		✓	✓	✓



## Contracting and Procurement Project Accomplishments

Kessler Consulting has extensive experience assisting public sector clients with contracting for collection, processing, transfer, and disposal services. Our clients continue to receive the best rates and contract terms in Florida and are regularly used as benchmarks by which other procurements are measured.

Client	Project Assistance	Results
<b>City of Fort Lauderdale</b>	<ul style="list-style-type: none"> <li>➤ Renegotiation of ILA for recyclables processing and disposal</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ongoing; disposal fee reduced from \$98.50 to \$61.75/ton to date</li> </ul>
<b>City of Jacksonville</b>	<ul style="list-style-type: none"> <li>➤ Recyclables processing bid</li> <li>➤ Collection contract renegotiation</li> </ul>	<ul style="list-style-type: none"> <li>➤ 100% revenue increase (\$48.61/ton)</li> <li>➤ Negotiated rates 18% lower than vendors' initial offer</li> </ul>
<b>City of Sarasota</b>	<ul style="list-style-type: none"> <li>➤ Collection, recyclables and yard trash processing, and transfer RFP</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ongoing; 5 proposals received</li> </ul>
<b>City of Tallahassee</b>	<ul style="list-style-type: none"> <li>➤ Recyclables processing contract renegotiation</li> <li>➤ Collection bid</li> <li>➤ Analysis of transfer/disposal options and contract negotiation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Net revenue to the City of \$60/ton of recyclables</li> <li>➤ Transitioned from 2x/wk backdoor to 1x/week curbside</li> <li>➤ 10% reduction in per ton disposal fees</li> </ul>
<b>Hillsborough County</b>	<ul style="list-style-type: none"> <li>➤ Collection contract renegotiation</li> </ul>	<ul style="list-style-type: none"> <li>➤ One of the lowest residential contract rates in the State (\$7.76/hh/month)</li> </ul>
<b>Jackson County</b>	<ul style="list-style-type: none"> <li>➤ Disposal/host fee agreement renegotiation</li> <li>➤ Collection agreement renegotiation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Nearly 100% increase in per ton host fee over term of agreement</li> <li>➤ Maintained rates established in 1996</li> </ul>
<b>Manatee County</b>	<ul style="list-style-type: none"> <li>➤ Residential and commercial collection RFP</li> </ul>	<ul style="list-style-type: none"> <li>➤ One of the lowest residential contract rates in the State (\$7.45/hh/month)</li> </ul>
<b>Pinellas County</b>	<ul style="list-style-type: none"> <li>➤ Bid for residential collection franchise start-up in portion of County</li> <li>➤ Bid for servicing drop-off centers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Rate of \$12.16 for collection and disposal</li> <li>➤ County neared breakeven point</li> </ul>
<b>Sarasota County</b>	<ul style="list-style-type: none"> <li>➤ Recyclables processing RFP</li> <li>➤ Collection RFP</li> </ul>	<ul style="list-style-type: none"> <li>➤ Renegotiated with existing vendor</li> <li>➤ Ongoing</li> </ul>
<b>Seminole County</b>	<ul style="list-style-type: none"> <li>➤ Procurement of recyclables processing services</li> <li>➤ Collection agreement renegotiation (1 district) and RFP (2 districts)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Base level revenue to the County of \$25/ton, with no processing fee</li> <li>➤ Rates bid in other 2 districts lower than offered during renegotiation</li> </ul>
<b>Sumter County</b>	<ul style="list-style-type: none"> <li>➤ Transport and disposal bid</li> </ul>	<ul style="list-style-type: none"> <li>➤ Reduced fee from \$42.50 to \$32.60 per ton</li> </ul>

## Waste Composition and Generation Studies

Kessler Consulting is a leader in conducting and analyzing waste composition and generation studies. In addition to performing studies for 28 cities and counties and numerous private sector clients, we developed Florida's only web-based waste composition model. **WasteCalc** provides



Florida counties with a user-friendly, web-based program that estimates local waste stream composition by entering county-specific information into an interactive format. Although FDEP has not updated WasteCalc, it has identified this as a priority in its plan to achieve 75 percent recycling. WasteCalc can be found at <http://www.dep.state.fl.us/wastecalc>.

Entities for which Kessler Consulting has performed waste audits include:

- Alachua County, FL (1998)
- Baker County, FL (1993)
- Bradford County, FL (1990)
- Burger King, Inc. (1997)
- Calhoun County, FL (1990)
- Charleston County, SC (2009/10)
- Denver, CO (2008)
- DeSoto County, FL (1994)
- Duval Public Schools, FL (2001)
- Florida National Guard, FL (2001)
- Fort Lauderdale, FL (2010)
- Gilchrist County, FL (1994)
- Gulf County, FL (1996)
- Hardee County, FL (1993)
- Highlands County, FL (1998)
- Holmes County, FL (1991)
- Indian River County, FL (1994, 2000)
- Leon County, FL (1998)
- Levy County, FL (1990, 2000)
- Manatee County, FL (2003)
- Miami-Dade County, FL (2009/10)
- Palm Beach County, FL (1998)
- Pinellas County, FL (2001, 2007)
- Putnam County, FL (2000)
- Sarasota County, FL (2004, 2006)
- Seminole County, FL (2000, 2004)
- Sumter County, FL (1991, 1998)
- Tampa, FL (1997)
- Tallahassee, FL (2002)
- Union County, FL (1999)
- Wake County, NC (2008)

## Innovative Grant Experience

Grant funding is always an important part of any municipal program, but securing these funds is even more critical in today's economy where budget reductions, layoffs, and the elimination of programs are becoming commonplace. Kessler Consulting's success in assisting clients in preparing grant proposals that have been selected for funding is **unmatched**. Since 1997, we have written 33 proposals for innovative grants that were fully funded for a total amount of nearly **\$6.6 million**. We have also helped clients obtain other grants and legislative appropriations, which brings this total to more than \$10 million.

Kessler Consulting's grant assistance extends far beyond proposal preparation. We realize that innovative grants are a supplementary source of funds for solid waste programs; however, they require staff resources to conduct grant activities that are in addition to your everyday solid waste operations. Therefore, Kessler Consulting is prepared to assist you in getting the most out of your innovative grant by overseeing project implementation, providing technical assistance, working with community partners, preparing project documents and reports, and managing and administering overall project activities. We strive to accomplish all project objectives in a timely fashion and to optimize our clients' benefits from the project while meeting the funding agency's contractual requirements.

The chart below demonstrates our extensive experience with preparing innovative grant proposals and the role we played in each of the projects.

Community	Year	Description	Grant Amount	Prepare Proposal	Implement or Manage Project
Sarasota County	2010	Re-establishing WasteCalc as an Effective Web-based Waste Composition Tool	\$265,500	✓	Awaiting Approval
Seminole County	2010	Getting Organics Out: Low-cost Composting Demonstration	\$186,500	✓	Awaiting Approval
Okaloosa County	2010	Chamber Leads the Way for Assessing C/I Waste Reduction & Recycling Footprint	\$225,000	✓	Awaiting Approval
Okaloosa County	2010	Green Learning Center - Phase II -The 3R's for Green Curriculum Development and Jobs	\$647,000	✓	Awaiting Approval
City of Tampa	2010	The Quest for Sustainable Government	\$272,000	✓	Awaiting Approval
City of Tampa	2010	Urban Recycling Plan for Multi-family Property Managers	\$221,750	✓	Awaiting Approval
City of Tallahassee	2010	Increasing Commercial and Institutional Recycling: Government and Business Working Together to be Green	\$300,000	✓	Awaiting Approval
	2009	Kessler wrote 6 of the top 9 ranked grant proposals, including the highest ranked grant; however no grants were funded due to State budget cuts.			
Okaloosa County	2008	Calm Before the Storm: End-Markets for Storm Debris	\$288,000	✓	✓
Okaloosa County	2008	Institutionalizing Green Building for Future Generations - Partial Funding Only	\$62,781	✓	✓
City of Fort Lauderdale	2007	Beaches, Boats & Bars: Greening Florida's Biggest Industries	\$297,500	✓	✓

Community	Year	Description	Grant Amount	Prepare Proposal	Implement or Manage Project
City of Tallahassee	2007	The Greening of Florida: A Solid Waste Management Roadmap	\$259,000	✓	✓
Pinellas County	2007	MRFinng Our Way to Diversion: Capturing the Commercial Stream	\$116,500	✓	✓
Sarasota County	2007	C&D Debris Recovery Program Incentives	\$220,000	✓	✓
City of Tallahassee	2006	Greening the Government	\$200,000	✓	✓
City of Tampa	2006	Urban Barriers to Recycling	\$199,500	✓	✓
Hillsborough County	2006	Pay-As-You-Throw Pilot and Feasibility Study	\$200,000	✓	✓
Jackson County	2006	Incentives for Rural Recycling Drop-off	\$200,000	✓	✓
Sumter County	2006	Enhancing Markets for Disaster Debris	\$200,000	✓	✓
Alachua County	2005	Commercial & Institutional Electronics Recovery	\$200,000	✓	✓
City of Tampa	2005	Greening of Events & Venues	\$200,000	✓	✓
Hillsborough County	2004	Greening Property Managers	\$150,000	✓	✓
Pinellas County	2004	Beach Recycling Pilot Program	\$112,870	✓	✓
Sarasota County	2004	Green Business Certification	\$150,000	✓	✓
Sumter County	2004	100% Concrete Recovery	\$150,000	✓	✓
City of Tallahassee	2004	Municipal Green Building Certification	\$150,000	✓	✓
Manatee County	2003	Green Building Strategies: Hospital Construction	\$200,000	✓	✓
	2002	State grant program suspended			
Gadsden County	2001	Manufacturing Tile from Recovered Materials	\$280,500	✓	
Leon County	2001	Commercial & Residential Waste Diversion	\$380,000	✓	✓
Palm Beach County	2001	Prison Waste Reduction Program	\$308,000	✓	✓
Seminole County	2001	Solid Waste Decision-Support Tool	\$219,500	✓	✓
Sumter County	2001	BMPs for Treated & Untreated Wood	\$270,000	✓	✓
Pinellas County	2000	Advanced Waste Composition Model	\$210,000	✓	✓
Sumter County	2000	Vermicomposting Institutional Organics	\$49,600	✓	✓
Sumter County	2000	Processing Mixed Cullet for Alternative Markets	\$179,000	✓	✓
Alachua County	1999	Composting Institutional Organics & Biosolids	\$187,500	✓	✓
Alachua County	1999	Reuse & Recycling C&D Waste	\$84,947	✓	✓
Palm Beach County	1999	Florida Atlantic University Recycling Program	\$86,950	✓	✓
Duval County	1998	Polystyrene Recycling in Schools	\$300,000		✓
Palm Beach County	1998	Optical Sorting System to Recover Mixed Cullet	\$213,050	✓	
Sumter County	1998	Composting Undeliverable Mail	\$299,600	✓	✓
<b>Total Innovative Grants Funded – \$6,624,798</b>			<b>Total Grant Funds Pending Approval – \$2,117,750</b>		

## Examples of Recently Completed Deliverables

To more directly demonstrate the quality and types of deliverables that Kessler Consulting produces for our clients, the following pages provide sample deliverables that are most on point with the Master Plan elements outlined by the City. All of these examples were completed within the last four years. Due to the length of the reports and documents, we provide only the covers and tables of contents or fact sheet. The following sample deliverables are included:

- *The Greening of Florida: A Solid Waste Management Roadmap*, prepared for FDEP and the City of Tallahassee, Florida, December 2009.
- *Solid Waste Management Strategic Planning*, prepared for the City of Sarasota, Florida, May 2008.
- *Green for Green Solid Waste Management Project, Phase I Report*, prepared for Charleston County, South Carolina, June 2009.
- *Materials Recovery Facility Feasibility Study*, prepared for Pinellas County, Florida, September 2009.
- *Participation Barriers to Commercial and Residential Recycling in an Urban Environment*, prepared for FDEP and the City of Tampa, Florida, January 2010.
- *Green Business Partnership Fact Sheet*, prepared for Sarasota County, Florida, July 2007.
- *Waste Reduction and Recycling Manual: An Informative Guide for Greening Property Managers in Hillsborough County*, prepared for Hillsborough County, Florida, 2007.
- *The Municipal Green Building Certification Voyage*, prepared for FDEP and the City of Tallahassee, Florida, September 2007.
- *Building a Cost Effective Commercial and Institutional Electronics Recovery Program*, prepared for FDEP and Alachua County, Florida, July 2008.
- *Florida Composting Regulatory Report*, prepared for the Florida Organics Recycling Center for Excellence (FORCE), August 2006.



# THE GREENING OF FLORIDA: A SOLID WASTE MANAGEMENT ROADMAP

December 2009

*Innovative Recycling and  
Waste Reduction Grant IG8-18*

Prepared for:

**City of Tallahassee**  
Environmental Policy  
and Energy Resources  
300 South Adams Street Box A-36  
Tallahassee, FL 32301-4317



Prepared by:

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



# The Greening of Florida: A Solid Waste Management Roadmap

## December 2009

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# SOLID WASTE MANAGEMENT STRATEGIC PLANNING

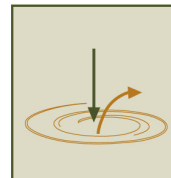
May 2008

Prepared for:

**City of Sarasota**  
**Public Works Department**  
1761 12<sup>th</sup> Street  
Sarasota, FL 34236

Submitted by:

**Kessler Consulting, Inc.**  
*innovative waste solutions*  
14620 N. Nebraska Ave., Bldg. D  
Tampa, FL 33613  
813-971-8333



**CITY OF SARASOTA, FLORIDA**  
**SOLID WASTE MANAGEMENT STRATEGIC PLANNING**  
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**GREEN FOR GREEN  
SOLID WASTE MANAGEMENT PROJECT  
PHASE I REPORT**

**June 2009**



Prepared for:

**Charleston County, SC**  
4045 Bridge View Dr.  
North Charleston, SC 29405

Submitted by:



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

# Charleston County Phase I Report

June 2009

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**INNOVATIVE WASTE REDUCTION & RECYCLING GRANT IG8-06  
MRFing Our Way to Diversion: Capturing the Commercial Waste Stream**

**MATERIALS RECOVERY FACILITY  
FEASIBILITY STUDY**

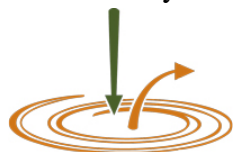
**September 2009**



Prepared for:

**Pinellas County**  
**Department of Solid Waste Operations**  
**3095 114th Avenue North**  
**St. Petersburg, FL 33716**

Submitted by:



**Kessler Consulting, Inc.**  
*innovative waste solutions*  
14620 N. Nebraska Ave., Bldg. D  
Tampa, FL 33613  
813-971-8333

**PINELLAS COUNTY, FLORIDA**  
**INNOVATIVE WASTE REDUCTION & RECYCLING GRANT IG8-06**  
**MRFing Our Way to Diversion: Capturing the Commercial Waste Stream**

**MATERIALS RECOVERY FACILITY**  
**FEASIBILITY STUDY**

**September 2009**

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**Innovative Recycling and Waste Reduction Grant  
IG07-05**

**FINAL REPORT  
January 31, 2010**

***Participation Barriers to Commercial and Residential Recycling in an  
Urban Environment***



Prepared for:



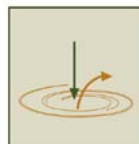
**Florida Department of Environmental Protection**  
Bureau of Solid and Hazardous Waste  
2600 Blair Stone Road  
Tallahassee, FL 32399-2400

Prepared by:



**City of Tampa Solid Waste and Environmental  
Program Management**  
Bureau of Solid and Hazardous Waste  
2600 Blair Stone Road  
Tallahassee, FL 32399-2400

and



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

**City of Tampa**  
**Innovative Recycling and Waste Reduction Grant 07-05**  
**Final Report**  
**Participation Barriers to Commercial and Residential Recycling in an Urban Environment**

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## GREEN BUSINESS CERTIFICATION PROGRAM

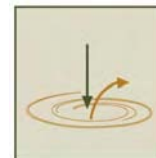
### FACT SHEET & CASE STUDY

July 2007



Prepared for: **Sarasota County Environmental Services**  
Solid Waste  
2817 Cattlemen Road  
Sarasota, FL 34232

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





# Fact sheet

Encouraging resource conservation and recognizing businesses that operate in an environmentally responsible manner.

## About the program

The Green Business Partnership is a collaborative effort of businesses, business organizations and county government. It was initiated through an innovative grant awarded by the Florida Department of Environmental Protection to Sarasota County.

The program is open to all businesses in Sarasota County, regardless of type or size, that implement resource conservation measures and demonstrate a culture of environmental awareness in their business practices. An on-site certification assessment will be conducted to verify the performance of applicant businesses to the Green Business Partnership standards. Certification is valid for three years, after which a recertification process will be required. Certification may be revoked if a later site assessment or other circumstance reveals that a business no longer meets the certification standards or the spirit of being a Green Business Partner.

## Becoming a green partner

To become a certified Green Business Partner, your company must:

- Commit to the program by agreeing to display the program seal and adopting the following Green Business Pledge:

[Name of business] believes that a successful business is dependent upon a healthy environment. We pledge to demonstrate our environmental stewardship by reducing waste and conserving natural resources, and by operating an environmentally responsible business.

- Implement the required environmental standards, as indicated on the application and checklist.
- Participate in an on-site visit to verify that your business meets the required standards.

Then enjoy the environmental and business benefits of being a Green Business Partner.

## How can your business benefit?

### Cost savings

Implementing the program's waste reduction and water and energy conservation measures can save you money!

### Market exposure

The Green Business Partnership will be promoted through a marketing plan that includes advertisements and news releases in the local media.

### Increased sales

Businesses with a green ethic can use this distinction to achieve a marketing edge over the competition by offering customers more environmentally sound alternatives.

### Green Business Partnership directory

Certified businesses will be listed in an online directory that will give consumers the opportunity to patronize businesses demonstrating their commitment to the environment.

### Healthy work environment

Implementing many of the program standards will create a safer, healthier working environment.



# *Waste Reduction and Recycling Manual*



An informative guide for  
Greening Property Managers  
in Hillsborough County



# Waste Reduction And Recycling Manual For Greening Property Managers In Hillsborough County

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**Innovative Recycling and Waste Reduction Grant  
IG05-07**

**FINAL REPORT  
SEPTEMBER 2007**

*The Municipal Green Building Certification Voyage*



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

Prepared by: **City of Tallahassee**  
**Solid Waste Services**  
2727 Municipal Way  
Tallahassee, FL 32304



And

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



**City of Tallahassee IG05-07  
Final Report  
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**INNOVATIVE WASTE REDUCTION AND RECYCLING GRANT 06-04  
FINAL REPORT**

**BUILDING A COST EFFECTIVE COMMERCIAL AND INSTITUTIONAL  
ELECTRONICS RECOVERY PROGRAM**

**July 15, 2008**



Prepared for:

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

Prepared by:

**Alachua County**  
**Waste Alternatives Division and**  
**Hazardous Waste Program**  
P.O. Box 1188  
Gainesville, FL 32602



And

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



**Alachua County IG-06-04  
Final Report  
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Appendix H	Employee Education Materials
Appendix I	Electronics Manager Marketing Kit



**FORCE**  
**FLORIDA COMPOSTING REGULATORY REPORT**

**August 2006**



Prepared for: **FORCE**  
**825 CR 529**  
**Lake Panasoffkee, FL 33538**

Submitted by:



**Kessler Consulting, Inc.**  
*innovative waste solutions*  
14620 N. Nebraska Ave., Bldg. D  
Tampa, FL 33613  
813-971-8333

**FORCE**  
**FLORIDA COMPOSTING REGULATORY REPORT**

**August 2006**

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## Section 6

# Representative Solid Waste Consulting Services Projects and Client References

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### Similar Project Experience

Kessler Consulting understands the needs of the City and is confident that our project team can fully complete the work outlined for the Solid Waste Master Plan, and meet or exceed the overall goals of the project. In our company's 22-year history, Kessler Consulting has conducted more than 300 solid waste related projects for clients in Florida and throughout the nation, successfully providing and managing similar services to those outlined in this RFQ. This section provides examples of our extensive solid waste experience with similar projects and client references.

Brief descriptions are provided below for projects that are on-point with the services sought by the City. Our clients are the best way for us to demonstrate our qualifications and experience, and we encourage you to contact any of the individuals listed. The projects described in the following pages were all conducted within the previous five years, and all of the clients are current clients with ongoing work.

### Sarasota, Florida

Contact: *Doug Jeffcoat, Public Services General Manager, (941) 329-6101*

---



#### *Solid Waste Management Strategic Planning*

Period of Work: 2007 – 2008

Key Personnel: Mitch Kessler, Robin Mitchell, Peter Engel

Kessler Consulting evaluated the City's overall solid waste management system to identify opportunities to increase efficiency and cost-effectiveness. Project activities included an operational analysis of city-provided collection services, comparative analysis of contracted services and rates with those in other Florida jurisdictions, and evaluation of recycling program improvements. The resulting report and recommendations were presented to the City Council.

#### *Strategic Plan Implementation*

Period of Work: 2009 – Ongoing

Key Personnel: Mitch Kessler, Robin Mitchell

Kessler Consulting is currently assisting the City with implementing the key recommendations of the strategic plan discussed above. Project activities will include a competitive procurement for contracted services, assisting the City with converting to weekly solid waste collection, developing outreach materials to educate customers about system changes, and assisting with recycling program improvements.

## **Fort Lauderdale, Florida**

*Contact: Greg Slagle, Superintendent, Public Works, (954) 828-5341*

---



### ***Evaluation of Resource Recovery System Benefits and Options***

Period of Work: 2008 – Ongoing  
Key Personnel: Mitch Kessler, Don Ross

The City entered into an inter-local agreement with Broward County, which expires in 2011, to participate in a Resource Recovery System (RRS) for solid waste disposal and recyclables processing services. Kessler Consulting is assisting with analyzing the services and benefits the City receives from the RRS and the costs associated with these services, as well as evaluating options available to the City in lieu of renewing the inter-local agreement. Preliminary findings have been presented to senior City staff, and a final report is currently being prepared outlining long-term disposal recommendations. The objective is to assist the City in making solid waste decisions that are in the best long-term interest of the City and its citizens.

### ***Recycling in Recreational Areas (Innovative Grant)***

Period of Work: 2008 – Ongoing  
Key Personnel: Robin Mitchell, Shane Barrett

Kessler Consulting is currently assisting the City with a state-funded project to establish recycling along public beaches, in parks and marinas, and in beachside businesses. In addition to developing the beach recycling program plan, we are providing technical assistance during program start-up, assisting with outreach materials, conducting a recycling audit to evaluate recovery and contamination rates, conducting a beachgoer survey to evaluate participation, and preparing required reports to FDEP.

### ***Rate Analysis***

Period of Work: 2006  
Key Personnel: Robin Mitchell, Peter Engel

Kessler Consulting assisted in determining an appropriate rate structure to establish a hurricane reserve. Following the 2004 and 2005 hurricane seasons, the City wanted to establish a reserve account to pay for future hurricane-related expenses not covered by FEMA. Project tasks included reviewing operational, contractual, and financial information; developing a financial projection model to evaluate several rate scenarios; and preparing a recommended rate structure.

### ***RFPs for Disaster Debris Management and Disaster Debris Monitoring***

Period of Work: 2006 – 2007  
Key Personnel: Mitch Kessler, Robin Mitchell

Kessler Consulting assisted the City in developing RFPs for both disaster debris management and monitoring. Project activities included working with City staff to identify priority issues related to these RFPs, communicating with FEMA personnel for clarification on reimbursement requirements, preparing the technical specifications for both RFPs, and identifying potential vendors. Vendors were selected for both services and contracts awarded.

## **Charleston County, South Carolina**

*Contact: Joe Dawson, County Attorney, (843) 860-0934*

---



### ***Solid Waste Strategic Planning – Green Ribbon Program***

Period of Work: 2008 – Ongoing

Key Personnel: Mitch Kessler, Peter Engel, Miriam Zimms, Maureen Schaefer

Kessler Consulting is working with Charleston County to “green” its solid waste management system. This project entails two phases of work. In Phase I, we conducted a broad-based review of the County’s options, including an independent audit of existing collection, processing, and disposal systems; assessment of emerging technologies; analysis of the remaining landfill life; and a professional opinion regarding the County’s waste-to-energy facility. In Phase II, we are evaluating waste recycling and composting options, developing a Green for Green Plan for the County, renegotiating processing and disposal contracts, and updating the County’s 20-year solid waste management plan.

## **Pinellas County, Florida**

*Contact: Bob Hauser, Solid Waste Director, (727) 464-7541*

*Deb Bush, Solid Waste Operations Supervisor, (727) 464-7803*

---



### ***Materials Recovery Facility (MRF) Evaluation and Feasibility Study***

Period of Work: 2008 – 2009

Key Personnel: Mitch Kessler, Robin Mitchell, Shane Barrett, Maureen Schaefer

Kessler Consulting assisted with this FDEP-funded innovative grant project to evaluate existing processing capacity in the Tampa Bay area and the need for additional capacity. A MRF technology review was developed based on research of state-of-the-art MRFs, interviews with industry experts, and site visits. MRF site visits included eight fully integrated state-of-the-art facilities in California that utilize some combination of dual stream, single stream, and/or mixed waste processing, as well as organics and C&D debris recovery operations. The needs assessment for the Tampa Bay area was incorporated into a preliminary MRF feasibility study.

### ***Development and Implementation of Curbside Recycling Program***

Period of Work: 2008 – Ongoing

Key Personnel: Mitch Kessler, Robin Mitchell, Shane Barrett

Kessler Consulting developed a plan for the first curbside recycling program in unincorporated Pinellas County. Following approval by the County Commission, Kessler Consulting is now assisting with implementation of the plan. Project activities include working with County staff to identify participating cities; defining the program details, such as number of service areas, level of service, and processing options; and developing the technical specifications for the collection and processing bid.

### ***Establishment of Solid Waste Collection Franchise and MSBU***

Period of Work: 2005 – 2007

Key Personnel: Mitch Kessler, Robin Mitchell

Kessler Consulting assisted in establishing Pinellas County’s first solid collection franchise in a low-income area of the County. Project activities included participating in community meetings, assisting with preparation of a County Ordinance to create the MSBU, developing contract and bid specifications, assisting with the procurement process, calculating an assessment rate, reviewing the tax roll, developing educational materials for residents, and providing technical support during program transition.

*“I want to commend your staff and Kessler Consulting on a well organized program last night on Lealman collection issues. It was evident your team left no stone unturned in development of an optimized solution.”* **Chris Staubus, Assistant Director, Pinellas County Utilities**

### ***Beach Recycling Pilot Program (Innovative Grant)***

Period of Work: 2006; 2008 – 2009

Key Personnel: Robin Mitchell, Shane Barrett

Kessler Consulting initially assisted with a four-month pilot beach recycling program. Activities included coordinating the participation of three County departments and three cities, acquiring collection containers, conducting waste composition studies prior to and during the pilot, and conducting a survey of beachgoers. The pilot resulted in an estimated 40 percent waste diversion rate. Kessler Consulting then developed a plan for countywide implementation of a beach recycling program. Activities included identifying participating cities, coordinating with the County Parks Department, identifying appropriate container types and locations, and developing bid specifications.



### ***Comprehensive Countywide Waste Composition Study***

Period of Work: 2006 – 2007

Key Personnel: Robin Mitchell, Shane Barrett

Kessler Consulting conducted a two-season, four-week, countywide waste composition study. The study included seven generator sectors: single-family residential with curbside recycling, single-family residential without curbside recycling, multi-family residential, commercial, and three commercial subsectors (schools, office parks, and county offices). Kessler Consulting was responsible for coordinating with haulers, sample selection and sorting, data analysis, and report preparation. Samples from more than 160 loads of waste were pulled and sorted.





## Hillsborough County, Florida

Contact: Barry Boldissar, Director, Solid Waste Management,  
(813) 276-2900

---



### *Pay-As-You-Throw (PAYT) Collection Pilot Program*

Period of Work: 2006 – 2009

Key Personnel: Mitch Kessler, Don Ross, Jessica DelGrosso

Kessler Consulting developed an innovative grant proposal to evaluate the feasibility of implementing a PAYT program in Hillsborough County in order to increase recycling participation. We initially researched PAYT in various communities across the nation and in Florida to determine why PAYT is not widespread in Florida, and reported these findings. Kessler Consulting then developed a detailed plan for a Pilot PAYT Program, and negotiated the cooperation of cart suppliers and the County's franchise service providers. After County management decided not to implement the pilot program, we instead gauged community support through a series of focus groups and a residential survey.

### *Take the Green Lead Seminar*

Period of Work: 2008

Key Personnel: Miriam Zimms, Jessica DelGrosso

Kessler Consulting developed and executed a green seminar for business owners and government managers in Hillsborough County. The seminar taught 80 participants how to implement a commercial recycling program and make environmentally preferable purchasing decisions. It also provided information about electronics recycling, third-party green building certifications, waste exchanges, and becoming green leaders in their business operations. Concurrent to the seminar, vendors showcased their environmental business products and services. Each participant received an information folder that included a list of internet links, LEED® Existing Building checklist, and list of local recycling contacts.

### *Getting to the Heart of Commercial Recycling - Greening Property Managers*

Period of Work: 2005 – 2008

Key Personnel: Miriam Zimms, Jessica DelGrosso

Kessler Consulting provided project management support and implementation assistance. This project specifically targeted commercial property managers (PMs) and their tenants to increase their awareness of and interest in becoming green. Work activities included survey preparation and results analysis; development of educational and outreach materials, such as a waste reduction BMP and Green Housekeeping Guide and Green PM Kit; and conducting a certification workshop for PMs.



## **Tallahassee, Florida**

**Contact:** *Rick Fernandez, Assistant County Manager, (850) 891-8580*

*Reginald Ofuani, Solid Waste Director, (850) 891-5450*

*Cynthia Barber, Environmental Policy and Energy Services Director, (850) 891-8363*

---

**City of Tallahassee**  
Your Own Utilities™



### ***Greening the Government, One Building at a Time***

Period of Work: 2006 – 2009

Key Personnel: Miriam Zimms, Jessica DelGrosso

Kessler Consulting assisted with a state-funded project to “green” the city’s operations. Project work included conducting assessments and benchmarking existing activities at city government buildings, convening committees of project participants, and developing goals and policies that would result in the city achieving Green City Silver certification. We also assessed the city’s procurement practices, developed a comprehensive Environmental Preferable Purchasing Program, and prepared educational and promotional materials.

### ***Municipal Green Building Certification Project (Innovative Grant)***

Period of Work: 2005 – 2007

Key Personnel: Miriam Zimms, Peter Engel

With a U.S. Green Building Council LEED® accredited staff member, Kessler Consulting coordinated LEED® certification activities during renovation of the Solid Waste Services administration building. Project work included providing technical support and conducting a cost-benefit analysis for solid waste demolition, waste reduction activities, and environmentally preferable purchasing.

### ***Collection Procurement, Contract Negotiation and Service Transition***

Period of Work: 2004 – 2006

Key Personnel: Mitch Kessler, Robin Mitchell

Kessler Consulting developed technical specifications and draft contract for an ITB. At the City Commission’s direction, Kessler Consulting negotiated lower rates than initially bid with the sole bidder by identifying key factors that would enable the vendor to lower the rate. We also assisted prior to and during the transition period during which service changed from twice per week backdoor service to once per week curbside. The transition occurred with minimal complaints from the public.

### ***Solid Waste Rate Review***

Period of Work: 2007

Key Personnel: Mitch Kessler, Peter Engel

Kessler Consulting reviewed and analyzed the solid waste user fees and 2008 anticipated cost of service. The analysis projected a \$2.2 million revenue shortfall. The residential service generated a revenue shortfall while commercial service generated a surplus. A combined strategy of cost reductions and rate increases were recommended in order to balance the solid waste fund while maintaining current levels of service.

## **Tampa, Florida**

*Contact: Tonja Brickhouse, Solid Waste Director, (813) 348-1148*

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### ***Participation Barriers to Commercial and Residential Recycling in an Urban Environment***

Period of Work: 2007 – 2010

Key Personnel: Miriam Zimms, Don Ross, Jessica DelGrosso

Kessler Consulting developed a community-based pilot marketing plan to overcome the barriers to recycling participation in two select urban neighborhoods, with the goal of increasing recycling participation rates by 25 percent. Project activities included benchmarking current recycling rates in the pilot neighborhoods, conducting focus groups and a comprehensive telephone survey, developing a targeted outreach and education program, conducting incentive based pilot programs in targeted neighborhoods, and tracking progress.

### ***Race to Recycle: Recycling at Outdoor Road Races, Walks, Concerts, and Special Events (Innovative Grant)***

Period of Work: 2007 – 2009

Key Personnel: Miriam Zimms, Jessica DelGrosso

This project aimed to capture recyclables from a variety of outdoor events, such as road races, walks, concerts, and special events, and divert them from the waste stream. Event managers were surveyed to establish baseline data regarding current waste management practices. Data gathered was used to develop a community based marketing plan. We also assisted the city with developing and implementing a recycling plan at the 2008 Gasparilla Distance Classic, in conjunction with a waste stream composition analysis to evaluate the results. The first-time recycling program recovered 76 percent of the cardboard and 84 percent of the plastic bottles discarded, which totaled an overall 38 percent recycling rate.

### ***The Greening of Commercial & Institutional Events and Venues (Innovative Grant)***

Period of Work: 2006 – 2008

Key Personnel: Miriam Zimms, Jessica DelGrosso

This project entailed assessing the waste handling practices and developing a waste reduction and recycling plan for the four largest events/venues in the city: Gasparilla Festival and Parade, Raymond James Stadium, St. Petersburg Times Forum, and Tampa Convention Center. Work activities included distribution and analysis of a survey; preparation of educational and outreach material and a Best Management Practices Guide; and conducting an educational training workshop.

## Alachua County, Florida

Contact: Kurt Seaburg, Hazardous Waste Coordinator, (352) 334-0440

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### **Cost-Effective Commercial/Institutional Electronics Recovery Program**

Period of Work: 2007 – 2008

Key Personnel: Miriam Zimms, Shane Barrett

Kessler Consulted assisted with a full-scale review of the County's electronics (e-scrap) recycling program and developed a marketing program to increase commercial and institutional collection. The project included planning and attending waste generator and end-user meetings; executing a countywide business survey; and developing an E-scrap BMP guide, Donation Center/Thrift Store Marketing Kit, and E-manager Marketing Kit. Additionally, a two-day e-scrap collection event was developed and executed to promote the e-scrap program.

*"KCI successfully developed the synergy necessary to complete this project on time and with an outcome that exceeded our expectations."  
Kurt Seaburg, Hazardous Waste Coordinator,  
Alachua County  
Department of  
Environmental Protection*

## Okaloosa County, Florida

Contact: Cindy Halsey, Environmental Services Manager, (850) 609-6165

Jim Reece, Recycling Coordinator, (850) 609-6168

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### **Collection, Processing and Disposal Service Contracts**

Period of Work: 2010 – 2011

Key Personnel: Mitch Kessler, Robin Mitchell

Kessler Consulting is currently assisting the County to develop a strategy for obtaining collection, recyclables processing, and disposal services when existing contracts expire in 2011. Initial work involves reviewing the options and understanding the implications and long-term impacts of these various options. Depending upon the final strategy that is selected, Kessler Consulting will assist with a competitive procurement for these services and/or with negotiating contract extensions.

### **The Calm Before the Storm: End-Markets for Storm Debris**

Period of Work: 2008 – Ongoing

Key Personnel: Miriam Zimms, Peter Engel, Jessica DelGrosso

Kessler Consulting is currently assisting with this state-funded project to enhance the beneficial use and marketability of ground yard waste and storm debris by removing plastic bags from this organic material. We researched, evaluated, and assisted with a public demonstration of equipment that separates contaminants, such as plastic bags, from ground yard waste and storm debris. Based on the overall research and evaluation results, a specific processing system has been leased and is being operated on a trial basis. Once a quality product has been created, a full market analysis will be conducted to identify potential beneficial use markets, including the local end-market with GeoHay, a local manufacturer of erosion and sediment control products.

## Jacksonville, Florida

Contact: Fred Forbes, Operations Manager, (904) 387-8922

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### Collection Rate Analysis, Contract Negotiations, and Procurement

Period of Work: 1996, 1999, 2004, 2006

Key Personnel: Mitch Kessler, Robin Mitchell

Kessler Consulting assisted with three rate reviews and two rate negotiations for three residential solid waste and recycling collection contracts. Project activities included a cost-of-service evaluation and rate comparison between publicly and privately provided collection services within the city, comparative analysis of service contracts and rates in other Florida jurisdictions, and development of pro forma rates and rate justifications. The first rate negotiations in which Kessler Consulting assisted resulted in annual savings of \$1.9 million. The most recent activities also included providing technical assistance during a procurement process for one of the service districts.

*"It was a pleasure working with Mr. Kessler because of what we accomplished for the City and because Mr. Kessler was knowledgeable, well prepared, professional and competent."* **Robert O. Johnson, Special Assistant to the Mayor, Jacksonville**

### Landfill Contract Analysis and Renegotiation

Period of Work: 2004 – 2005; 2008

Key Personnel: Robin Mitchell, Peter Engel

Kessler Consulting conducted a comparative review of the City's landfill operations agreement. Project activities included a review of rates, rate structures, and contract requirements and provisions in other publicly owned and privately operated landfills in Florida. In addition, costs and operations at several publicly owned and operated landfills were reviewed for comparison purposes. The findings were used by the City in its contract renegotiations with the landfill operator.

### Procurement of Recyclables Processing Services

Period of Work: 2004 – 2005

Key Personnel: Mitch Kessler, Robin Mitchell

Kessler Consulting initially assisted the City with an emergency bid for processing services because the City's existing contract was about to expire. This was a short-term contract that then enabled the City to conduct a normal competitive procurement. Project activities included developing technical specifications for a market index and technical review of the bid document and addendum. The end result was an increase in net revenue to the City of more than **100 percent**.

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**Result:** Base level net revenue of \$48.61 per ton.

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## **Seminole County, Florida**

Contact: William "Johnny" Edwards, Solid Waste Manager,  
(407) 665-2022

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### **Strategic Planning for Solid Waste Management System**

Period of Work: 2001 – 2002, 2006 – 2007; 2008 – 2009

Key Personnel: Mitch Kessler, Robin Mitchell

Kessler Consulting has provided strategic planning assistance to Seminole County over the past decade. We initially evaluated the county-owned and operated materials recovery facility (MRF) to determine whether greater operating efficiencies or cost savings could be achieved. Most recently project activities involved evaluating various contractual, financial, and programmatic options for ensuring an adequate flow of waste to county-owned facilities.

*"Large jobs or small, I have always experienced the same attention to detail from your firm." **David Gregory, Former Solid Waste Manager, Seminole County***

### **Collection Analysis, Franchise Agreements, Rate Negotiations, and Service Procurement**

Period of Work: 1999; 2002 – 2005; 2009

Key Personnel: Mitch Kessler, Robin Mitchell

Kessler Consulting has assisted Seminole County with several residential collection contract negotiations and procurements. Most recently, we assisted with a collection procurement for two service areas when negotiations with the then-current service providers could not be resolved. We also helped develop a nonexclusive commercial franchise agreement. Other project activities have included conducting rate comparisons, evaluating monthly reports submitted by commercial haulers, and monitoring recent developments in collection systems and procurements.

### **Procurement of Recyclables Processing Services**

Period of Work: 2001 – 2002; 2008

Key Personnel: Mitch Kessler, Robin Mitchell

Kessler Consulting assisted with an RFP for recyclables processing that resulted in a contract that has netted the County up to \$70 per ton of recyclables. Project activities included developing the contract and technical specifications for the RFP, and providing technical assistance during proposal review, vendor meetings, and contract negotiations. Kessler Consulting subsequently assisted with extending the contract and providing technical assistance during a recent recyclable materials composition study conducted by the contractor.

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**Result:** Net recycling revenue of up to \$70/ton.

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## **Hendry County, Florida**

*Contact: Terri Grillo-Cross, Special Districts Director, (863) 675-5252*

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### ***Strategic Planning and Procurement Services***

Period of Work: 2010

Key Personnel: Robin Mitchell, Peter Engel, Shane Barrett

Kessler Consulting is currently evaluating Hendry County's recyclables processing options and assisting with collection service procurement. Processing options include continuing to operate a county-owned recycling center or contracting with a public or privately owned MRF. Kessler Consulting is developing the technical specifications for the collection RFP, which will include expansion of curbside recycling countywide. Project activities also include assisting with proposal review and contract negotiations.

## **Manatee County, Florida**

*Contact: Dan Gray, Director, Utility Services, (941) 792-3460*

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### ***Collection Service Procurement and Transition***

Period of Work: 2007 – 2008

Key Personnel: Mitch Kessler, Don Ross, Robin Mitchell

Kessler Consulting assisted with an RFP for residential and commercial collection of solid waste, yard waste, recyclables, and bulk waste. Project activities included recommending contract revisions, participating in contract negotiation meetings, and assisting County staff during the transition from one service provider to two. The goal was to preemptively identify transition issues and develop action plans to prevent their occurrence.

### ***Comprehensive Commercial Recycling Program***

Period of Work: 2004 – 2006

Key Personnel: Miriam Zimms, Peter Engel, Shane Barrett

Kessler Consulting developed a comprehensive commercial recycling strategy for the County. Project activities included executing a business recycling survey, conducting a commercial recycling pilot program for small and medium-sized generators, preparing education and outreach materials, and developing a business waste assessment program for County staff use.

### ***Green Building Strategies: Hospital Construction (Innovative Grant)***

Period of Work: 2003 – 2006

Key Personnel: Miriam Zimms, Shane Barrett

Kessler Consulting assisted Blake Medical Center in implementing Green Building strategies in the design and construction of its new \$40 million surgical suite. Project activities included convening an expert green building task force to aid in the building design, providing C&D debris waste reduction and recycling assistance, conducting a P2 assessment, providing waste reduction assistance, and developing a green building materials guide and case study report on the project's results.

## References

Provided below are three client references, including the names, contacts and phone numbers, for whom Kessler Consulting is currently conducting solid waste and recycling consulting services. We firmly believe that it is not what we say, but what *our clients say* that really matters, so we encourage you to contact any of the project contacts listed on the preceding pages. Provided at the end of this section are letters of references from several of our clients.

### **City of Fort Lauderdale, Florida**

*Greg Slagle*

Superintendent, Public Works

(954) 828-5341

### **City of Sarasota, Florida**

*Doug Jeffcoat*

General Manager, Public Services

(941) 329-6101

### **Charleston County, South Carolina**

*Joe Dawson*

County Attorney

(843) 860-0934



## Client Awards

An indication of the success our clients experience is the acknowledgement they receive from industry peers. Provided below is a summary of recognition and awards our clients have received in the last three years.

Year	Source	Recipient	Type of Award
2007	RFT	JV Environmental/FDOT	Outstanding Partnership Award
2007	RFT	Tallahassee	Outstanding Waste Reduction Award
2007	RFT	Tampa	Outstanding County/City Program (urban)
2007	SWANA	Kissimmee	Excellence in Collection Award
2007	SWANA	Tallahassee	Excellence in Marketing Award
2007	SWANA	Sarasota County	Excellence in Public Education Award
2007	SWANA	Sarasota County	Excellence in Special Waste Gold Award
2008	RFT	St. Pete Times Forum	Outstanding Institution/Business
2008	RFT	Jackson County	Outstanding County/City Program (Rural)
2008	RFT	Tallahassee	Outstanding Partnership Award
2008	RFT	Tallahassee	Outstanding Waste Reduction Award
2008	SWANA	Pinellas County	Excellence in Communications Award
2008	SWANA	Pinellas County	Excellence in Public Education Award
2008	Earth Charter US	Tampa	Sustainable Business Award
2008	NAHMMA	Alachua County	Best Education/Public Outreach Program Award
2009	APEX Awards	Pinellas County	Award of Excellence
2009	AMCP	Pinellas County	Hermes Creative Gold Award
2009	FGBC	Tallahassee	Green City Gold Certification
2009	RFT	Tampa	Outstanding Partnership

RFT – Recycle Florida Today

SWANA – Solid Waste Association of North America

NAHMMA – North American Hazardous Materials Management Association

APEX – Awards for Publication Excellence

AMCP – Association of Marketing and Communication Professionals

FGBC – Florida Green Building Coalition

## Client Feedback

Kessler Consulting is known for our ability to think strategically and to develop practical solutions to critical and key solid waste issues. Our clients are the *best* demonstration of the quality and value of our services. In an anonymous survey, we requested our clients to rate our knowledge and skills and the client services we provide, using the following descriptions: *Excellent, Very Good, Good, Fair, or Poor*. The tables below summarize the results of this survey. As you will see, **100 percent** of our clients rated our knowledge and skills as either *Excellent* or *Very Good*.

<b>Knowledge &amp; Skills of KCI Staff</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Knowledge of the Solid Waste Industry:	<b>94% (30)</b>	6% (2)	0% (0)	0% (0)	0% (0)
Problem solving capabilities:	<b>69% (22)</b>	31% (10)	0% (0)	0% (0)	0% (0)
Presentation skills (Public Speaking, Presentations, Communication, etc.):	<b>71% (22)</b>	29% (9)	0% (0)	0% (0)	0% (0)
Clarity and Conciseness of Deliverables:	<b>69% (22)</b>	31% (10)	0% (0)	0% (0)	0% (0)
Project Managers' skills and performance:	<b>84% (27)</b>	16% (5)	0% (0)	0% (0)	0% (0)

<b>Client Services</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Ability to listen to our clients and understand their objectives:	<b>62% (20)</b>	38% (12)	0% (0)	0% (0)	0% (0)
Responsiveness to our clients:	<b>78% (25)</b>	22% (7)	0% (0)	0% (0)	0% (0)
Professionalism of your KCI Project Team:	<b>88% (28)</b>	12% (4)	0% (0)	0% (0)	0% (0)
Integrity of KCI's staff:	<b>88% (28)</b>	12% (4)	0% (0)	0% (0)	0% (0)
Overall opinion of KCI's client service:	<b>81% (26)</b>	19% (6)	0% (0)	0% (0)	0% (0)



# MANATEE COUNTY FLORIDA

April 14, 2008

Mr. Mitch Kessler  
Kessler Consulting, Inc.  
14620 N. Nebraska Ave., Bldg. D  
Tampa, FL 33613

Dear Mr. Kessler:

Please accept our sincere thanks for the tremendous effort that you and your staff put into the Manatee County solid waste hauler contract negotiations. The insight and experience that you brought to this process was invaluable. Equally important was your professionalism. You successfully developed the synergy necessary to complete this project on time and with an outcome that exceeded our expectations.

The results of this negotiation process speak for themselves. The waste hauler contracts will provide Manatee County with reliable service at a much lower cost than could have been achieved without your efforts. On behalf of our citizens and solid waste customers, please accept our sincere thanks.

We look forward to working with you in the future.

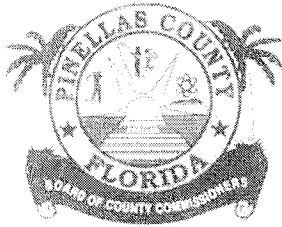
Sincerely,

A handwritten signature in black ink, appearing to be "Ed Hunzeker", written over a horizontal line.

Ed Hunzeker  
County Administrator

Copy to Board of County Commissioners  
Dan Gray, Director, Utilities Department

County Administrator's Office  
Mailing Address: P.O. BOX 1000, Bradenton, FL 34206-1000 \* Street Address: 1112 Manatee Ave W., Bradenton, FL 34205  
PHONE: 941.745.3717 \* FAX: 941.745.3790  
[www.mymanatee.org](http://www.mymanatee.org)



BOARD OF COUNTY COMMISSIONERS  
PINELLAS COUNTY, FLORIDA

PINELLAS COUNTY UTILITIES  
SOLID WASTE OPERATIONS

3095 - 114<sup>TH</sup> AVENUE NORTH  
ST. PETERSBURG, FLORIDA 33716  
PHONE (727) 484-7505  
FAX (727) 404-7713

"Serving You Every Day"

COMMISSIONERS:

BARBARA SHEEN TODD - CHAIRMAN  
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JOHN MORRONI  
ROBERT B. STEWART  
KENNETH T. WELCH

January 7, 2003

Re: Letter of Reference for Kessler Consulting, Inc.

To Whom It May Concern:

Kessler Consulting, Inc., has provided solid waste planning and consulting assistance to the Pinellas County Department of Solid Waste Operations since 1999. In addition, I have known the firm for a number of years prior to that. The firm's extensive knowledge of solid waste issues and programs in Florida, their ability to think creatively, and their direct approach in making recommendations make them unique in solid waste consulting firms.

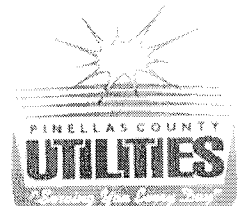
Kessler Consulting has provided assistance with a wide range of issues and have specifically assisted Pinellas County in the following areas:

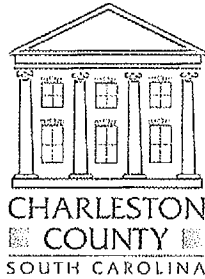
- Conducted a two-season waste composition study and developed Florida's first computerized waste composition model, which is currently available on the Department of Environmental Protection (DEP) website (<http://www.dep.state.fl.us/wastecleanup/>)
- Evaluated a full range of solid waste collection options, including franchising, licensing, and County-provided services, and developed draft licensing standards
- Provided technical assistance with a public/private Solid Waste Collection Task Force and participated in meetings with County Commissioners
- Conducted an analysis of the County's recycling drop-off centers and assisted with improving our service agreement, which will reduce service costs and increase revenue share
- Assisted with development of two Innovative Recycling Grants, one which was funded in 2000 and the other which ranked 4<sup>th</sup> and is likely to be funded in the 2003 funding cycle
- Currently assisting the County with evaluating and improving our commercial recycling program and County office recycling contract.

I have a great deal of respect for the staff of Kessler Consulting and highly recommend them to other government or private sector entities seeking consulting expertise in solid waste management. If you would like additional information regarding the work Kessler Consulting has conducted for Pinellas County, please feel free to contact me.

Sincerely,

Warren N. Smith  
Solid Waste Director  
Pinellas County Utilities





JOSEPH DAWSON, III  
COUNTY ATTORNEY

Telephone: 843.958.4010  
Facsimile: 843.958.4017  
jdawson@charlestoncounty.org  
Lonnie Hamilton III, Public Services Building  
4045 Bridge View Drive  
North Charleston, South Carolina 29405-7464

March 1, 2010

Mitch Kessler  
Kessler Consulting, Inc  
14620 N. Nebraska Ave. Bldg. D  
Tampa FL 33613

Re: Letter of Recommendation

Dear Mitch:

I write this letter to recommend the services of Kessler Consulting Inc., to potential clients. Charleston County hired Kessler Consulting Inc., ("KCI") in October of 2008 to perform a comprehensive analysis of its solid waste program with the goal of increasing the County's recycling rate and to establish the premier solid waste program in the Southeast. KCI has been meticulous and insightful in identifying the strengths and weaknesses of the County's program. To that end, the County chose to further its relationship with KCI by tasking it with developing a strategic plan to create and assist the County with implementing an innovative, cutting-edge solid waste program for the County. KCI has performed most of this work under my direct supervision.

KCI's focus at the County is aimed at maximizing recycling and minimizing the need for the landfill as the primary disposal option. KCI successfully recommended innovative approaches for system-wide changes to the County's solid waste program that immediately increased operational efficiencies and resulted in significant cost savings to the County. KCI has been invaluable in assisting my office with reviewing and negotiating contract terms and provisions with prospective vendors that have limited the County's liability and created efficient public/private partnerships within our community.

KCI is a premier solid waste consulting firm. I find KCI's work to be superior, timely, and extremely thorough. The KCI staff is professional, knowledgeable, efficient, and KCI has demonstrated a dedication to helping Charleston County beyond a consultant/client relationship. I am particularly impressed with KCI's ability to communicate complex ideas and concepts simply and plainly. KCI has done a great job communicating with all levels of local government to include the media and the public. Based upon KCI's standards of excellence, I would highly recommend your company to any organization looking to redesign or enhance its solid waste program.

Sincerely,

Joseph Dawson, III  
Charleston County Attorney



September 16, 2008

Mitch Kessler, President  
Kessler Consulting, Incorporated  
14620 North Nebraska Avenue, Building D  
Tampa, Florida 33613

Dear Mr. Kessler;

I have had the distinct pleasure of working with Miriam Zimms of Kessler Consulting, Inc. throughout the building process, "concept to concrete", of the City's Solid Waste Administration Building Addition and Renovation. This project was the City's first attempt at achieving certification by the Leadership in Energy and Environmental Design (LEED) Green Building rating system. Not only did we achieve certification but also the next level up which is silver.

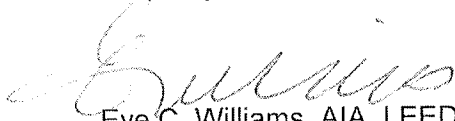
Miriam was part of the LEED team and instrumental in managing the recycling effort. She showed a high degree of leadership and became a source of information for the whole team. Her rapid responses were both accurate and concise.

I was impressed with her knowledge of the solid waste and recycling industries and her responsibility and sensitivity as to how it relates to the City of Tallahassee's own objectives toward a more environmentally responsible infrastructure.

I am also working with Miriam as part of the Greening the Government and Three Building Assessment projects. She has been and continues to be the proactive force in both of these endeavors. Her resourcefulness and skills have helped our City of Tallahassee obtain the Florida Green Building Councils Green City silver certification, making us the second city in the state to achieve this distinction. She is presently leading our City to becoming Platinum certified.

The results of Miriam's work are nothing short of exceptional. She was fun to work with, intelligent and forthcoming. I look forward to working with her again and I would highly recommend her for any project of this type.

Sincerely,



Eve C. Williams, AIA, LEED AP  
Program Architect  
Facilities Management  
City of Tallahassee



August 13, 2008

Mitch Kessler, President  
Kessler Consulting, Inc. (KCI)

Dear Mr. Kessler:

Please accept our sincere thanks for the tremendous effort that Miriam Zimms and your staff put into developing the City of Tallahassee's first Environmentally Preferable Purchasing (EPP) Workshop. Your firm's knowledge, experience and familiarity with EPP was presented by your staff in a fun and informational way and proved to be invaluable.

This workshop was created to educate the purchasing staff on the different attributes of EPP and to clearly communicate their role in the City's initiative to "Green" City owned improved properties one building at a time. The workshop was also used as the platform to encourage the staff to identify and continuously focus on ways to promote EPP.

As a result of the heightened interest created by the workshop, several contracts are currently being evaluated for their "green" potential. We feel confident that the City's purchasing professionals can now adequately evaluate products and services, while making the connection between the environmental benefits and the City's purchasing goals. We could not have achieved these results without KCI's efforts.

In addition to the workshop, we appreciate your firm's technical support on the development of our department's draft EPP policy, draft Green Vendor Request for Information (RFI), recycled-content paper bid/contract, and incorporating EPP slides into our general procurement presentation.

We highly recommend your firm for any EPP training workshop or sustainable consulting services and look forward to continuing this great working relationship in the future.

Sincerely,

Cathy R. Davis, CPPO, CPM, FCN  
Procurement Services Manager  
City of Tallahassee - Procurement Services

CITY HALL  
300 South Adams Street  
Tallahassee, FL 32309-1733  
904.644.0000  
TDD: 904.644.0000

JOHN E. MARKS III  
Mayor

ANITA F. THOMPSON  
City Manager

ALLAN E. KATZ  
Mayor Pro Tem

JAMES R. LONGENE  
City Attorney

ANDREW GILLEM  
Commissioner

GARY HERNDON  
City Treasurer/Chief

DEBBIE BRADNEY  
Commissioner

SAMUEL McCALL  
City Auditor

MARK MURPHY  
Commissioner

# Alachua County Environmental Protection Department

Chris Bird, Director

August 19, 2008

Mr. Mitch Kessler  
Kessler Consulting, Inc.  
14620 N. Nebraska Ave., Bldg. D  
Tampa, FL 33613

To Whom It May Concern:

Please accept our sincere thanks for the tremendous effort that you and your staff put into the Alachua County Recycling and Education Grant awarded by the Florida DEP. KCI successfully developed the synergy necessary to complete this project on time and with an outcome that exceeded our expectations.

The grant, entitled "Building a Cost Effective Commercial and Institutional Electronics Recovery Program" was designed to develop and implement a sustainable and cost-effective operational and marketing program to reduce the costs of disposal, increase material recovery and provide a wide variety of marketing and educational materials for business E-scrap management.

I want to particularly mention Miriam Zimms, Adam Schlachter and Shane Barrett for their relentless pursuit of excellence, their strong research skills, and their firm grasp of the subject matter. The vast insight and experience in managing such a large project that your staff demonstrated during the course of the grant was invaluable to the County. The attention to detail, the interpersonal and technical skills demonstrated and the ability to focus and deliver a high-quality, usable product is a testament to your staff.

Thank you for developing or executing the final products: an informal focus group, BMPs for both donation centers and recycling/hazardous waste managers, employee and owner education materials, demanufacturing program analysis, and a business e-scrap collection event. All items have been very favorably received by the staff of the FDEP, our department, by other county governmental agencies and by the target audience: the businesses and institutions throughout our County. Additionally, Alachua County was recently selected by the North American Hazardous Materials Management Association as the recipient of the 2008 Best Education/Public Outreach Program. The award was due in part to the outstanding contribution made by the Kessler Consulting staff in developing the educational materials and brochures as part the E-scrap grant.

I would highly recommend Kessler Consulting, Inc. to other governmental agencies or businesses seeking the services of a consulting company to develop a comprehensive electronics recycling program within the confines of the solid waste and recycling industry.

Sincerely,



Kurt Seaburg  
Hazardous Waste Coordinator  
Alachua County Environmental Protection Department





## Board of County Commissioners

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State of Florida

August 31, 2007

Miriam,

Just a note to say thanks for all of the hard work that you and others have put into getting the proposals prepared for submission to DEP. There is no way that we could have ever put together a package like you did. I really feel fortunate to have you and Kessler Consulting representing us in this endeavor. I look forward to working with you all as the process progresses.

Best wishes,

ENVIRONMENTAL SERVICES DEPARTMENT  
SOLID WASTE MANAGEMENT DIVISION



January 9, 2003

Mitch Kessler, President  
Kessler Consulting, Inc.  
4620 N. Nebraska Ave., Building D  
Tampa, FL 33613

Subject: Letter of Recommendation

Dear Mr. Kessler:

With this letter I would like to express my appreciation for the good work your firm has performed for Seminole County's Solid Waste Management Division, and to state my positive recommendation for Kessler Consulting to other interested parties.

I have worked with Kessler Consulting on numerous projects during my tenure with Seminole County. In the past three and one-half years, projects executed by your firm included assistance with strategic planning, waste composition and generation studies, developing outsourcing strategies and requests for proposals, and general support of division activities.

I have found Kessler Consulting's staff to be knowledgeable, responsive, and pleasant to work with. Work performed by your firm is completed on-time, on-budget, and you provide the work product expected. I place a high premium on dependability from a consulting firm, and your company delivers.

Seminole County has a small solid waste management staff with limited resources. What I most enjoy about working with Kessler Consulting is that I feel I can utilize your firm's resources to serve as an extension of County staff. Large jobs or small, I have always experienced the same attention to detail from your firm.

If I may provide any information on this matter, please contact me at 407-665-2022.

Sincerely,

David Gregory  
Solid Waste Manager



319 E Anderson Avenue  
Bushnell, Fl 33513-6152  
(352) 793-0240  
(352) 793-0247 Fax

# Sumter County Public Works

**Re:** Letter of Reference for Kessler Consulting, Inc.

To Whom It May Concern:

Sumter County has retained Kessler Consulting, Inc. (KCI) as our solid waste consultants continuously since 1989. During this time, KCI has provided the County with expert consulting services, particularly in connection with the design, construction, and operation of the County's state-of-the-art Materials Recovery Facility and compost digester system; recycling program design and operational assistance regarding the collection, processing, and marketing of the County's recyclables; and preparation of annual recycling and education grant applications.

In addition, KCI has played a key role in the County's successful efforts to secure several important grant projects, including an EPA waste diversion study (1998), an EPA compost study (1998), DEP Innovative Recycling Program Grants (1997, 1998 and 2000), and appropriations from the Florida Legislature (1997, 1998 and 2000). For all of these projects, KCI assumed lead responsibility for preparation of funding applications and provided excellent project management services throughout implementation of the projects.

Sumter County continues to retain KCI as our solid waste consultants for several reasons. As Director of Public Works, I don't always have the time to focus solely on solid waste issues. KCI provides a valuable service because they know what to do and how to add value with little direct guidance. They know the Florida solid waste industry from equipment to end markets and have excellent working relationships with both private and public sectors.

The basis of our longstanding relationship with KCI is trust. This trust has been built on years of consistently excellent service from a company of the highest integrity. KCI sincerely cares about their clients and is committed to providing quality consulting services. Without reservation, I highly recommend KCI for any recycling, composting, and solid waste management services.

If you would like additional information or would like to discuss KCI qualifications with me personally, please contact me.

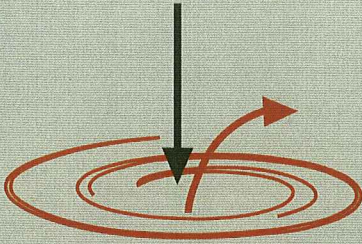
Sincerely,

Garry Breeden, Director  
Sumter County Public Works

GB/lis

*Garry Breeden, Director*  
*Tommy Hurst, Assistant Director*

kessler consulting inc.



innovative waste solutions

# innovative times

a newsletter for clients and friends of kessler consulting, inc.

August 2009  
Volume 12/Issue 34

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The Green Capital City

Kessler Consulting, Inc.  
Innovative Waste Solutions

14620 N. Nebraska Ave.  
Building D  
Tampa, FL 33613

Telephone (813) 971-8333  
Fax (813) 971-8582

www.kesconsult.com

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## Westward Ho! Evolving MRF Technologies

**W**hen KCI set out to visit several of the more technologically advanced material recovery facilities (MRFs) in the U.S., most roads led to California, which has a 50% waste diversion mandate. Therefore, in early May, Mitch Kessler and Robin Mitchell spent a busy four days visiting ten MRFs throughout the state. These site visits were prompted by a state innovative grant to Pinellas County to look at recent developments in MRF technology. KCI was accompanied by Jennifer Miller and Joe Dawson of Charleston County, SC, who are also investigating options to maximize recycling.

The types of facilities visited included single stream MRFs, mixed waste MRFs, C&D processing, and organics composting. Most of the operations were truly integrated, encompassing not only recovery of fiber and containers, but also some combination of C&D, organics, and other wastes such as

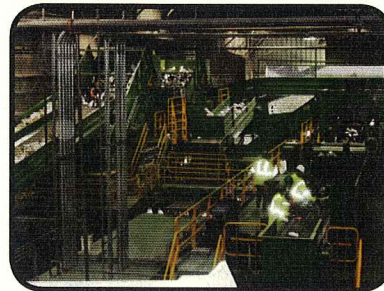
electronics, tires, HHW, and even mattresses. With local waste diversion goals of 75% and higher, facility operators are seeking innovative approaches to recover any and all materials possible.

The single stream MRFs were producing clean recyclables and operators indicated strong markets for these materials. Reported residue levels ranged from 12-17%.

Mixed waste MRFs are also playing an important role in some communities. Formerly known as "dirty" MRFs, the newest generation of mixed waste facilities is equipped with improved technology that achieves higher recovery rates. We visited mixed waste MRFs ranging in size from a few hundred to a few thousand tons per day (TPD). The

largest one processes about 2,400 TPD, with the capacity to increase to 5,000 TPD.

Recovery rates at the mixed waste



*Combined Single Stream and Mixed Waste MRF in San Jose*



*Mixed waste MRF in Western Placer*

Continued on page 3

# Client Updates

The **Florida Organics Recycling Center for Excellence, FORCE**, hosted by **Sumter County**, recently signed a contract with DEP that provides additional funding for two years of specific work. KCI will serve as the technical consultant and is responsible for program management and implementation. This year's activities will include updating the website, organics research and demonstration projects, education and compost training, and marketing outreach. For more information, visit [www.floridaforce.org](http://www.floridaforce.org).

On June 24, 2009, **Okaloosa County**, with technical assistance from KCI, hosted a public demonstration and evaluation event showcasing innovative equipment that separates plastic bags from yard waste. Over 40 industry professionals from both the public and private sector attended. Three pieces of equipment were featured, including Airlift Separator, Redox, and Doppstadt. Evaluation data results are currently being compiled and analyzed. Stay tuned for a future article featuring the equipment evaluation results in an upcoming innovative times.



Airlift Separator



Redox



Doppstadt

KCI is conducting a two-season waste composition study for **Miami-Dade County**. The study will help the County identify additional opportunities for recycling and waste reduction, as well as provide current information for annual reporting to the state.

KCI is part of the team that recently completed a collection system study for the **City of Lakeland**.

The study included a review of the City's solid waste operation, including curbside garbage, alley, and rolloff collection systems. The team identified the opportunity for significant cost savings in a conversion from rear-end load to a fully automated cart program; the health and safety benefits of improving alley collection; and the options available to the City to achieve disposal savings in their rolloff system.

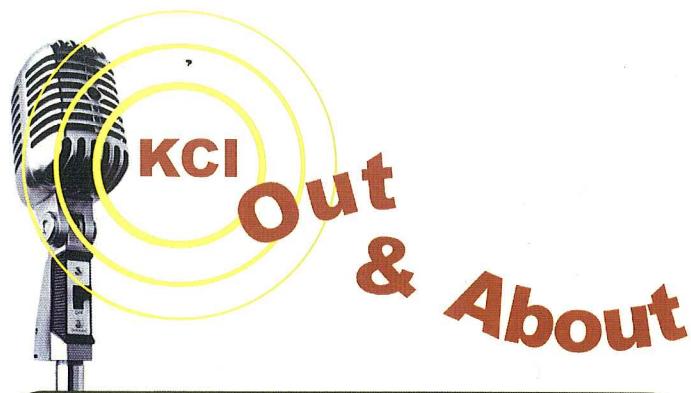
**Pinellas County**, with technical assistance from KCI, is developing a bid to establish countywide curbside recycling. The County expects to initiate service in early 2010 to nearly 200,000 households.

The **City of Dunedin** recently enlisted KCI to assist in analyzing the City's collection operations. Highlights of the analysis include a review of their solid waste plan, evaluating a possible change to once weekly garbage pickup, and the automation of yard waste collection, all with the 75% diversion goal in mind.

KCI is pleased to be providing program development assistance to **Manatee County** for its business recycling program, as well as refining its annual full-cost of solid waste accounting process.

## News Briefs

- **SWANA FL Sunshine Chapter** held its summer conference in beautiful Naples in July. Mitch Kessler and Don Ross taught the new **SWANA "Manager of Recycling Systems Training"** to a class of approximately 20 students. The reviews of the course were excellent. While there, Mitch also presented the "Roadmap for Maximizing Recycling in Florida" and Don presented the "C&D Recycling Incentive Programs."
- Miriam Zimms celebrated her **10-year anniversary** with KCI in July. Congratulations Miriam! We are proud of your contributions to the company, our clients, leadership roles in state and national associations, promoting conservation to the public, and developing innovative and award-winning sustainability programs in Florida and across the nation for over 17 years!
- KCI was awarded a new contract with the **City of Ft. Lauderdale**. Project work will focus on collection route balancing, real estate feasibility studies, code revisions, RFP development and negotiations, rate studies, inter-local agreements, beach recycling efforts, and other technical services. KCI is excited to continue its work with the City!



- Mitch Kessler and Don Ross attended the **RFT Conference** in Cape Canaveral, FL in June. Mitch made presentations on the "Roadmap for Maximizing Recycling in Florida" and "Food-waste Composting in Florida."
- In June, Miriam Zimms attended the **FGBC** annual **GreenTrends conference** in St. Petersburg, FL. Approximately 350 attendees from around the state were in attendance for the speaker sessions and exhibit hall full of innovative green building products. For more information about the FGBC, please visit <http://www.floridagreenbuilding.org/db/>.
- In honor of the 40th Anniversary of Woodstock in August, the KCI gang spent a fun-filled evening listening to Crosby, Stills & Nash at Ruth Eckerd Hall. Peace, Love and...garbage. ☺



Continued from page 1

## Westward Ho!

MRFs were impressive, ranging from 25% to as high as 75% (50% to composting and 25% recyclables). Some communities utilize single stream processing for curbside recyclables, but have added mixed waste facilities to recover recyclables from waste streams that can be more difficult to tap into, such as multi-family waste. C&D processing facilities were achieving diversion rates as high as 80%.

Several of the facility operators

are planning to make equipment upgrades in the near future to further increase material recovery. A few of the facilities also sported green building features, such as solar or landfill gas powered systems, skylights for natural lighting, use of reclaimed water, recycled content materials, and climate control systems.

The impressiveness of the facilities was best summed up by Joe Dawson, Charleston County Attorney, who is spearheading the

initiative to divert an additional 30% of waste from disposal, when he said, "To see tons of waste piled on a tip floor, and then, sorted, usable materials come out the other end, was eye-opening. It told me that Charleston County has some very viable options to evaluate."

New and evolving MRF technologies will undoubtedly have an important role to play in Florida to achieve the proposed 75% recycling goal.



# The Green Capital City

The **City of Tallahassee** completed its Green the Government Innovative Grant project in August 2009. Although the grant is over, the City will continue to expand and develop new programs that have made it Florida's first Green Gold Certified City. With technical assistance from KCI, the City:

- formed a Green Government Committee of various department representatives that met to share sustainable ideas, environmental information, develop Green policies, and provide departmental updates;
- became the first local government under the FL Green Building Coalition's (FGBC) local government program to move from Silver to Gold certification in less than one year;
- implemented an Environmentally Preferable Purchasing (EPP) training program for procurement managers and developed a draft EPP policy and checklist;
- initiated a Start Thinking About Recycling (STAR) program in City Hall that includes "saddlebag" garbage bins that attach to deskside recycling containers to encourage recycling and reduce waste generation;
- performed a LEED® Existing Building assessment for its three largest buildings and developed a Green Building Marketing Plan.

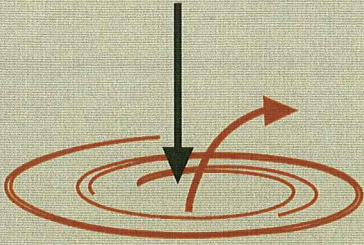


Congratulations to City leaders and staff for their award-winning leadership role in environmental sustainability in Florida.



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Tampa, FL 33613

kessler consulting inc.



innovative waste solutions

# innovative times

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Holiday Greetings

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## Developing A Recycling Roadmap

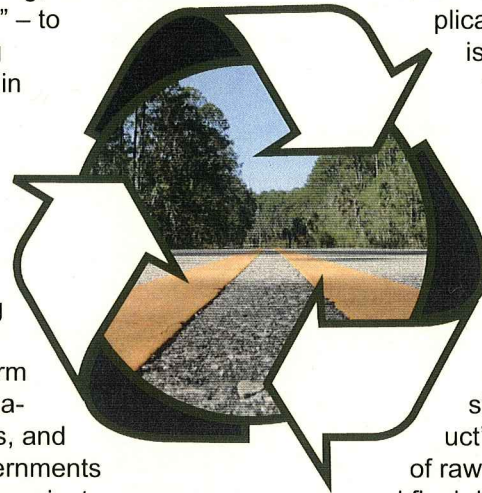
**R**ecycling in Florida is at a crossroads. Since passage of the 1988 SWM Act, significant investment has been made in the state's recycling infrastructure. However, Florida has hit a plateau and has not been able to achieve the 30% recycling goal on a consistent basis. For this reason, the City of Tallahassee requested a grant from DEP to develop, with assistance from Kessler Consulting, a new vision – a "Roadmap" – to re-energize recycling and waste reduction in Florida.

### Barriers to Recycling

Economic, technological and policy barriers to increasing recycling exist. The availability of long-term disposal capacity, relatively low tipping fees, and reliance of local governments on disposal revenue are just some of the economic barriers. Florida is lagging behind many other states in developing state-of-the-art collection and processing systems, such as single stream or mixed waste processing. An overarching problem is the absence of a long-term vision or plan for maximizing recycling. Other policy barriers include overly restrictive composting regulations (which are being revised), a reluctance to mandate or enforce recycling requirements, and the limited responsibility placed on product manufacturers.

### Lessons from Other States

The Roadmap identifies the laws, policies and programs in various states that have achieved higher recycling rates. These include meaningful goals, disposal bans, long-term planning, extensive C&D recycling, organics processing (not just yard waste mulching), bottle bills, recycling market development, product stewardship, in-depth technical assistance, and funding. The applicability of each to Florida is considered to develop a final set of recommendations.



### Good for the Environment and Good for the Economy

Recycling provides a range of environmental benefits at every stage of a consumer product's life cycle, from mining of raw materials through use and final disposal. These benefits include less pollution than caused by manufacturing products from virgin materials; conservation of natural resources such as timber, water, and minerals; energy savings; and reduction in greenhouse gas emissions.

Recycling is also an engine for economic growth. With \$236 billion in revenues in 2007, recycling industries represent more than 2% of the nation's gross domestic product. The recycling industry also outpaces the waste management and disposal industry in job

Continued on page 3



# Client Updates

The **City of Tampa**, with technical assistance from KCI, kicked off its residential and commercial recycling pilots based on social-marketing research. The pilot is using local eco incentives to increase residential recycling rates in two low participation areas. Commercial businesses are also being offered technical assistance such as waste assessments, waste reduction educational materials, and recycling containers.



With technical support from KCI, two builders successfully completed C&D recycling programs as part of **Sarasota County's** "Building Block" pilot. John Cannon Construction's commercial project recycled 68% of its C&D debris. John Cannon Homes' residential project recycled 9%.

The **City of Sarasota** recently released an RFP for collection and processing of recyclables and yard waste, as well as solid waste transfer services. KCI assisted in developing the technical specifications for the RFP and draft service agreement. Services under the new agreement are expected to begin in August 2010.



The **City of Fort Lauderdale** has officially launched its beach recycling program! The City installed recycling containers along the beach promenade and purchased split-body trucks to service recycling and garbage containers on the same route. KCI is providing technical assistance.



KCI conducted a series of focus groups for **Sarasota County** to gauge residents' opinions on how to address the issue of plastics in processed yard waste. Options ranged from education to debagging at the curb to banning the use of plastic bags for collecting yard waste. Approximately 82% of participants favored a ban.

**Fort Lauderdale's** City Commission recently authorized KCI to assist the City in negotiations with the County's Resource Recovery Board for long-term disposal services. Negotiations should result in favorable terms for the City in a new interlocal agreement that will provide disposal, recyclable processing and other core solid waste services to residents and businesses.

KCI completed the first sorting event of a two-season waste composition study for **Charleston County, SC**. This study will assist the County in making program modifications as the staff works to implement council's 40% Recycling goal.



Charleston County Waste Comp Team

**Seminole County** completed an RFP process for two of its three collection service areas. Veolia and Waste Pro were selected from ten respondents; service under the new contracts will begin April 2010.

KCI completed the first phase of optimizing collection operations for **Charleston County, SC**. New collection vehicles are in service and data collection processes are in place to assist staff in the next steps towards system improvements. A wise fellow once said, "You can't manage it if you don't measure it!"




KCI recently completed a 25,000 piece survey by mail along with a number of focus groups to gauge resident feedback on variable rates, automated collection, and single stream recycling as part of **Hillsborough County's** Pay-As-You-Throw (PAYT) grant project. The project, slated for completion in the spring, will help to understand why PAYT is underutilized in Florida.



Results have been compiled by KCI staff from the **Okaloosa County** demonstration on equipment that separates plastic bags from yard waste. Some good data regarding aged versus fresh yard waste was gathered using various systems for removal. If you would like technical support regarding how the results of the study could apply to your jurisdiction' please contact Jessica DelGrosso at [jdelgrosso@kesconsult.com](mailto:jdelgrosso@kesconsult.com).

## News Briefs

- Peter Engel, KCI Senior Consultant, provided testimony during the **Environmental Regulatory Commission hearings** on the revised composting and biosolids rules. The composting rule passed and will allow registered yard trash facilities to accept certain types of vegetative food waste. Approval of the biosolids rule was postponed to address stakeholder comments. KCI coordinated a stakeholder response letter to DEP requesting that biosolids compost be exempt from fertilizer registration and licensing fees.
- **Hendry County** has selected KCI to assist with a competitive procurement for residential and commercial solid waste collection services. The county's existing collection contract expires in October 2010. 
- Mark your calendars: For the first time, **Recycle Florida Today (RFT)** and **SWANA's Sunshine Chapter** will be co-locating their winter conference events January 27, 2010 in Orlando. Each group will cover a variety of topics in the morning, while the entire afternoon will be devoted to a plenary session on the Energy Bill, HB 7135. Contact RFT or SWANA for information.
- **Florida residents** will be eligible for a rebate if they purchase certain Energy Star® appliances during the time period from April 16 through April 25, 2010 under a new Cash for Appliances program. Visit the **Florida Energy & Climate Change Commission** website for more information.

Continued from page 1

## Roadmap for Florida

creation. According to an NRC 2001 study, for every job in collecting recyclables, 26 are created in processing the materials and manufacturing them into new products.

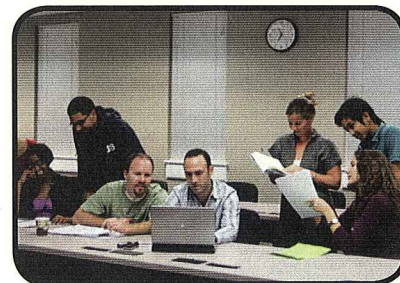
### A New Direction for Florida

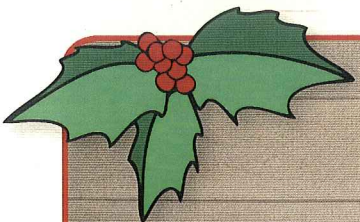
Increasing the state's recycling rate to even 50% (let alone the new state goal of 75%) will require a fundamental shift in how "waste" is viewed and managed – a shift from "waste management" to "resource management." It will require bold new initiatives and substantial investments by the public and private sector in new infrastructure, technology and education.

Slated for completion by year end, the Roadmap is intended to provide a comprehensive, forward-thinking, implementable recycling strategy. It can be a guide to help Florida navigate through the existing barriers to recycling to once again become a national leader.



- **Mitch Kessler** presented the "The Greening of Florida: A Solid Waste Roadmap" at the AIF — Associated Industries of Florida Environmental Sustainability Council Meeting in December.
- **Miriam Zimms** presented on the 2010 FORCE work plan at the SWIX/FL DEP Food and Yard Waste Organics Workshop in December. Along with **Peter Engel**, she also coordinated an informal Focus Group to determine Florida's education and training based on the new and revised Compost Rule.
- **Robin Mitchell** attended the **Florida SWANA Waste-to-Energy (WTE) Division** meeting to discuss how WTE fits in with new state goals. **Mitch Kessler** and **Robin Mitchell** also participated in DEP's final stakeholder meeting in November regarding the 75% recycling goal.
- **Miriam Zimms** presented "Technical Ways to Save: Knowing, Managing and Reducing Your Waste" at the Green Lodging and Hospitality Conference in December.
- In August, **Maureen Schaefer** attended a one day course "Greenhouse Gas (GHG)" Accounting offered by the TREEO Center at the University of Florida. The course focused on GHG inventories and the rules, regulations, and protocols surrounding them.
- **Miriam Zimms** presented "Choosing a Green Profession" to Professor Jan Roberts University of Tampa's MBA students, during their "Sustainability: The Triple Bottom Line" class.





**As we journey into 2010, we wish you health, happiness and peace. Happy Holidays from all of us at Kessler Consulting, Inc.**



Back Row: Ben Larochelle, Liz Miles, Maureen Schaefer, Mitch Kessler, Nikki McNew, Jessica DelGrosso, Don Ross  
Front Row: Shane Barrett, Miriam Zimms, Robin Mitchell, Peter Engel



**We would like to thank each of our clients with whom we've had the opportunity to work with this year. Thank you all, and here's to a year in which your goals and hopes are met!  
From your friends at Kessler Consulting, Inc. Happy Holidays!**

Charleston County, SC  
City of Denver, CO  
City of Dunedin  
City of Fort Lauderdale  
City of Jacksonville  
City of Lakeland  
City of Sarasota  
City of Tallahassee

City of Tampa  
Denver International Airport  
Florida Organics Recycling  
Center for Excellence  
Harvest Quest International, RI  
Hillsborough County  
Jackson County  
Manatee County

Marion County  
Miami-Dade County  
Okaloosa County  
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