

SMART Program:

Stakeholder / Public Engagement, & Program Management
Requirements

New London, CT

December 2017



The Need for a Sole-Source Vendor

- New London will be one of the first CT cities to launch a SMART program in more than two decades.
- The CT Department of Energy and Environmental Protection (DEEP) has provided grant funds to help ensure that new SMART implementations go as smoothly as possible.
- Successful SMART programs require a number of components that must work flawlessly together:
 - Official SMART Bags
 - Bag Inventory Management, Retail Distribution
 - Retailer Relationship Management
 - Funds Collection, Accounting, and Reporting
 - Stakeholder Engagement and Public Education
 - Public and Media Relations
 - Ongoing Program Management / Customer Service
- All of these components must be integrated with one another.
- Only one company in the US offers all of these components in an integrated, turn-key fashion: WasteZero.
- WasteZero has more than 25 years experience in launching and running SMART programs, and currently serves more than 225 bag-based SMART programs.

WasteZero – Selected SMART Team Members

Kristen Brown	Regional VP, Municipal Partnerships	<ul style="list-style-type: none"> • 25+ years experience in waste reduction • Has consulted to the US EPA & numerous states • Designed the EPA’s SMART Benefit Evaluation Tool • Extensive experience in CT
Steve Lisauskas	Regional VP, Municipal Partnerships	<ul style="list-style-type: none"> • Extensive experience in municipal government including Chief of Staff, Budget Director, & Deputy Town Administrator • Led two municipal turnarounds / restructurings • Extensive experience in municipal waste reduction
Courtney Forrester	Program Manager	<ul style="list-style-type: none"> • Primary point of contact for any CT SMART program • Background in municipal gov’t & environmental education • Municipal roles include Recycling Manager, Solid Waste Manager, & Recycling Program Manager • Former Program Officer for ICLEI-Local Governments for Sustainability
Jackie Perkins	Quality Control Manager	<ul style="list-style-type: none"> • 27 years quality control experience • Oversees quality control for all WasteZero SMART bag manufacturing
Natalie Howell	Customer Service Manager	<ul style="list-style-type: none"> • 10 years experience leading customer service for SMART programs
Wendy Morgan	Municipal Accounting Administrator	<ul style="list-style-type: none"> • 9 years experience in providing tracking, accounting, & reporting for municipal SMART programs
Locke Raper	Exec. Dir., Marketing	<ul style="list-style-type: none"> • 24 years experience; Expertise in public & media relations
Craig Dunkley	Senior VP	<ul style="list-style-type: none"> • 22 years experience; Expertise in public & media relations • Consulting experience in waste reduction program design & evaluation
Bob Moylan	Executive Advisor	<ul style="list-style-type: none"> • Public Works Commissioner (retired), Worcester, MA • Pioneered SMART in Worcester in the 1990’s.

Program Launch and Management Support

A Save Money and Reduce Trash (SMART) program requires a range of activities to launch successfully. WasteZero performs these activities through a comprehensive package of “turn-key” services.



Stakeholder Engagement

1. Stakeholder Briefings

Program Implementation

1. Public Communications
2. Program Management
3. Enforcement Support

Program Launch and Management Support

Stakeholder Engagement

1. Stakeholder Briefings

Program Implementation

1. Public Communications
2. Program Management
3. Enforcement Support

OBJECTIVE: Ensure that key community leaders and groups, as well as the local media, understand the program



Key Message Document

Ensure that all Council members and stakeholders are “on the same page” for questions, etc.:

- The Need for Waste Reduction
- Why SMART?
- How SMART Works
- Expected Results
- FAQs



Stakeholder Briefings

Brief community stakeholders on the program, why it’s important, and how to participate:

- City Government
- Community Organizations
- Neighborhood Groups
- Key Community Leaders



Media Briefings

Ensure that the local news media has the information it needs to report on the program accurately:

- Rationale
- How It Works
- Expected Results
- Answers to Common Questions / Concerns

Program Launch and Management Support

Stakeholder Engagement

1. Stakeholder Briefings

Program Implementation

1. **Public Communications**
2. Program Management
3. Enforcement Support

OBJECTIVE: Ensure that residents have all the information and support they need to participate effectively



Program Website

Provide critical, program-related information to residents:

- How it works
- Why it's important
- Where to get bags
- Who to call for questions or customer service



Toll-Free Number

Supplement the website, particularly for residents without Internet access



Launch Announcements

Inform residents of the program's launch date and provide other important information:

- Announcement Mailing (including a free bag)
- Handout (electronic files)

Program Launch and Management Support

Stakeholder Engagement

1. Stakeholder Briefings

Program Implementation

1. **Public Communications** *Continued*
2. Program Management
3. Enforcement Support



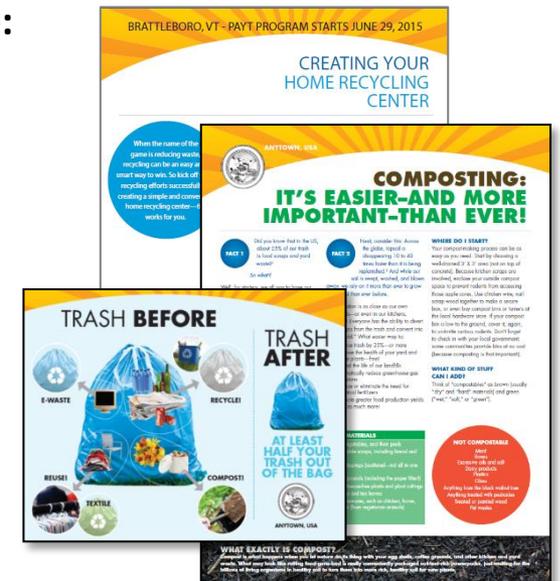
Educational Materials

Provide educational materials for residents in electronic format that can be:

- Customized for New London
- Posted online
- Made into flyers / handouts

Materials can cover things like:

- What can be recycled?
- Setting up a home recycling center
- How to compost
- How to reduce junk mail
- Program results / progress reports
- Other



Program Launch and Management Support

Stakeholder Engagement

1. Stakeholder Briefings

Program Implementation

1. Public Communications
- 2. Program Management**
3. Enforcement Support

OBJECTIVE: Provide all key elements required for the program to run smoothly, and without burden for the City.



Custom Bags & Packaging

- Manufacture custom SMART bags with printed City seal and other information
- Secure bar codes for all bag types
- Develop custom informative package inserts
- Securely store and manage bag inventories (WasteZero assumes all risk)



Retail Store Distribution

- Sign up local retailers
- Ensure bags are stocked on shelves
- Receive orders from retailers
- Process and fulfill retail orders
- Track and manage all orders and retailer invoicing



Accounting & Financial Reporting

- Track all bag sales and City revenue earned
- Ensure City receives all due revenue
- Issue monthly reports to City
- Provide regular results analyses

Program Launch and Management Support

Stakeholder Engagement

1. Stakeholder Briefings

Program Implementation

1. Public Communications
2. Program Management
- 3. Enforcement Support**

OBJECTIVE: Start the program on “the right foot” by providing enforcement assistance for the first critical weeks after launch.

WasteZero can assist with the key elements of compliance:

- 1 Ordinance** Model / sample enforcement ordinances from other communities
- 2 Process** Guidance regarding the enforcement process, based on the City’s collection protocol
- 3 Technology** Guidance on the technology solutions that will make enforcement easier
- 4 Personnel** Personnel to help get the City started in the first 6 weeks & guidance regarding the ongoing staffing requirements (if any)

Sample Compliance Process for Manual Collection Systems

The compliance process for manual collection below is a sample only. Cities have considerable flexibility when it comes to manual collection.

1. Collection workers pick up trash at the curb if it's in official SMART bags.
2. If non-compliant bags are present, the driver uses a mobile app to auto-log the address.
3. Collection workers leave the non-compliant bags at the curb and affix a sticker to each one saying:

This trash was not collected today because it was not in an official City trash bag. Please place this trash in an official City trash bag and leave at the curb within 24 hours for collection

4. 24 hours later, the City Enforcement Team visits the logged addresses:
 - a. If, by that time, the trash is in official City trash bags, then the team simply collects it
 - b. If not, the team collects it and then logs the address for further enforcement action (notice, citation, etc.)

As an alternative, the collection worker can collect the non-compliant trash and signal the driver to log the address for enforcement follow-up.

WasteZero Assistance for Manual Collection Systems

Sample 6-8 week WasteZero compliance assistance program:

WasteZero can:

1. Provide guidance in acquiring the Mobile311 or similar system and in leveraging the data it generates.
2. Follow selected trucks on their routes—or run the routes independently (it is not necessary for the team to follow trucks)—and view bags at the curb:
 - a. WasteZero uses the mobile app to log non-compliant addresses
3. Monitor compliance data and
 - a. Download non-compliant addresses
 - b. Work with third party vendor to mail “reminder notices” to non-compliant addresses
4. Produce weekly compliance reports for the City (can be daily for the first 1-2 weeks)
5. Outline challenges uncovered during start-up, as well as recommend solutions

WasteZero Cost Summary

Stakeholder Engagement

1. **Stakeholder Briefings - \$1,000 - \$6,000** depending on number of meetings / visits.

Program Implementation

1. **Public Communications - \$15,000- \$30,000** depending on number of bags in mailings.
(includes free bag mailing)
2. **Program Management – All services included in the bag cost (depending on the bag sizes)**
3. **Enforcement Support – Up to \$15,000**

This integrated program can be delivered using the grant dollars provided by CT DEEP.