

Paper and Paperboard Recycling Plan



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1 Step 1: Build a Recycling Team

1-1 Team Members

Recycling teams should consist of employees from all functional areas and levels within the United States Postal Service. The teams formed in each performance cluster should be led by the district environmental compliance coordinator (DECC).¹ The one common thread among all teams should be employee participation since it is a proven team-building technique. With the cooperation of the facility manager and the help of the DECC, the teams can establish a training, monitoring, tracking, and reporting framework that will ensure an effective recycling program. Some performance clusters have established an active committee to help the DECC with recycling activities. To repeat, all teams should have one thing in common: representation and participation by employees at all levels of the organization.

1-2 Team-Building Techniques

When assembling a recycling team, consider including personnel from the following areas of operations:

- Management.
- Transportation/expeditors.
- In-Plant Support and Administrative Services.
- Postal Inspection Service.
- Vehicle maintenance facilities.
- Mail processing.
- Warehouses.
- Maintenance.

In building a team at a delivery unit, the postmaster and local union official(s) should be involved in the process of establishing a team that will function for the complete unit. In addition to personnel from the areas of operations listed above, a performance cluster team may

Policy

Employee participation through teamwork is the building block that will make the Postal Service recycling program productive and innovative.

¹ A performance cluster consists of the performance cluster's retail facilities, vehicle maintenance facilities, and processing and distribution centers.

benefit from participation of the local union presidents or their representatives.

The recycling coordinator for each facility should solicit input from all employees on improving the recycling program. One way to do this is to use a few minutes during occasional meetings to inform members of the facility's progress, to provide any new information from the performance cluster, and to receive ideas on improving the program.

Note

The facility manager and recycling coordinators should promote a “we” program at all times.

1-3 Team Duties

While team composition may vary from cluster to cluster, the team's functions will be the same: to promote paper and cardboard recycling within the guidelines established in this plan. Its specific functions are those listed in Steps 2 through 7 of Handbook AS-550-A, *Paper and Paperboard Recycling Guide*. Each team should have achievable goals and be able to assess progress by monitoring, tracking, and reporting. The facility manager and recycling coordinators should promote a “we” program at all times.

2 Step 2: Identify the Recyclables

2-1 Overview

The waste stream is the flow of material that is no longer reusable. It comes from all postal operations and ends up at the trash receptacle in the postal facility. In this plan, we focus on the three major components of the waste stream: undeliverable standard mail (USM), discarded lobby mail (DLM), and old corrugated cardboard (OCC). In this step, the recycling team should assess the waste stream at each facility in the performance cluster to determine the types, volume, and location of recyclable materials. A walk through the facility by the recycling team can determine the best way to recycle recoverable material. After the waste stream has been assessed, a recycling program can be implemented.

2-2 Monitoring Techniques

One goal of the Postal Service is to reduce the amount paid for waste removal by reducing the quantity of material disposed of as waste. Recycling reduces the waste that will be placed in the Dumpster™, allowing the use of a smaller Dumpster and decreasing the number of pickups. A recycling program should include a trash Dumpster monitoring process. Monitoring is a continuous process of observations to determine whether the program goals are being met and to ensure that all recyclables are included. To monitor trash disposal, take the following steps:

- As more of the Postal Service's materials are recycled, determine whether fewer are being placed in the Dumpster. The recycling team should monitor both the amount of waste going into the Dumpster and the frequency with which the Dumpster is emptied.
- Determine whether the reduced amount of waste disposal provides the basis for using a smaller Dumpster and/or reducing the number of pickups. The team can reduce costs by reducing the number of containers required (even though the recycling program is not completely implemented).
- Establish new contracts for waste removal on a less frequent basis. If you have a waste removal contract that is due to be renewed, you should insert the following clause: "If the Postal Service decides to enter into a recycling program, this contract may be modified to reduce the

Definitions

Paper is a thin sheet of material made of cellulose pulp derived mainly from wood, rags, and grasses.

Paperboard is a thicker paper product, including various paper products such as cardboard, linerboard, and boxboard.

Policy

Maximize your savings by taking full advantage of opportunities to reduce costs for trash collecting.

number of regularly scheduled pickups. The Postal Service also reserves the right to reduce or change the container size.”

3 Step 3: Identify Market Conditions

3-1 Overview

When making decisions about marketing recyclables, you must address the following critical questions that are essential for planning the paper recycling program:

- Is recycling a government requirement that businesses must comply with?
- Is recycling cheaper than disposal in landfills?
- Is backhauling (centralizing at the collection center) cheaper than using the milk run?
- Can recycling be implemented with minimal or no additional labor?
- Can recycling generate revenue opportunities?
- Are paper mills or brokers that utilize mixed paper available?

The answers to these questions will determine how to pursue a mixed-paper recycling program. When planning your recycling program, consider the revenue, cost-reduction opportunities, and potential costs, as discussed below.

3-2 Revenue and Cost-Estimation Techniques

3-2.1 Revenue

The Postal Service should market its USM and DLM under the industry categories “mixed paper” and “office/loose.” Those paper grades require no sorting and include any type of paper normally thrown into a trash can. Paper buyers, however, impose a few restrictions on what they consider acceptable mixed paper or mixed office paper. Some of those restrictions include (but are not limited to) prohibitions on candy wrappers, other foodstuff products, and carbon paper. It is estimated that the average performance cluster can recycle 500 tons of paper a month. That estimate is based on recent waste surveys completed at postal facilities throughout the United States. That estimate is conservative, since it assumes a 50 percent recycling rate in each performance cluster. The formula shown in Exhibit 3-2.1 is used for the revenue estimation.

Policy

When planning your proper recycling program, determine what paper buyers consider acceptable mixed paper.

Exhibit 3-2.1, Revenue Estimation

tons per month x paper price per ton x 12 months per year
= annual revenue

Example: 500 tons per month x \$20.00 (average price per ton) x 12 months = \$120,000 per year

Paper prices will vary; they can be found in the *Recycling Times Magazine* market page, the *Yellow Sheet*, and the *Fibre Market News*. Refer to those publications to find the current paper prices.

3-2.2 Cost Reduction

Postmasters can reduce the cost of collecting waste paper and paperboard by centralizing collection at one or more locations within a performance cluster. They can also reduce the cost of disposing of solid waste by recycling it through a central collection facility and then reducing the size of the Dumpsters collecting it and the frequency with which they are pulled. These two approaches are discussed in the following sections.

Note

Centralizing is cost-effective since the program is the same throughout the performance cluster. The tracking and monitoring program can be more effective.

Centralizing Functions. Centralizing recyclable material operations results in greater cost savings, partly because the recycling program will be the same throughout the performance cluster and a tracking and monitoring program can be more effectively created. While many Postal Service recycling initiatives work well with municipal recycling programs, those municipal approaches nevertheless should be replaced in favor of performance cluster approaches that collect mixed paper at a central location using Postal Service vehicles. While the central collection facility will acquire an additional collection function, cost savings at delivery units should offset any costs associated with the consolidation.

Contract Management. A recycling program managed at the performance cluster level can be managed under one recycling contract, one central tracking system, and one point of contact with the recycling company. Estimates indicate that a performance cluster consisting of 300 offices would save 50 hours a day (10 minutes x 300 offices = 3,000 minutes, or 50 hours). The savings associated with the centralized approach would be more than enough to offset the cost of the additional labor required to store and remove recyclable materials at the central collection facility.

Waste Management. As the volume of recyclables grows, the size of the office container (Dumpster) should shrink. The example in Exhibit 3-2.2 will help you determine the amount of waste being taken from the waste stream (Dumpster).

Exhibit 3-2.2, Waste Reduction at the Dumpster

- Each large hamper (1046) is equivalent to 1 cubic yard.
- If an office has a 6-cubic-yard container that is being emptied 3 times a week, the weekly amount of waste is approximately 18 cubic yards ($6 \times 3 = 18$).
- If the office starts recycling 2 hampers a day, it will divert 12 cubic yards a week from the Dumpster ($2 \times 6 = 12$).

As a result of recycling, pickup will be required only once a week. Depending on the contract, the cost avoidance would be based on the reduction in disposal volume — or else in the number of scheduled pickups — resulting from recycling.

Example: If the contract is based on pickups and each pickup costs the Postal Service \$405, then going from 3 pickups per week to 1 can save \$810 a week.

In the example given, this method will save 12 cubic yards of material from being sent to a landfill weekly and will save the Postal Service money as a result of cancelling pickups. As a rule, most delivery units do not need a container (Dumpster) pickup on the first day of the week (Monday) if it was picked up on a Friday and there has been only one workday over the weekend.

All facilities should monitor the Dumpster to determine whether it is full when picked up. Dumpsters must be visually inspected. Compactors should have a pressure gauge installed to determine when they are full. Compactors with a gauge can be placed on an “on-call” basis, which will reduce cost because of fewer pulls. When a facility determines that it can reduce the number of contracted pickups, it should notify the purchasing and materials service center (PMSC) to have the trash-removal contracts modified to realize the savings achieved through recycling.

3-2.3 Costs

The paper and paperboard recycling program may incur costs for transportation of the collected recyclable materials, equipment needed to implement the program, covers for the recycled material, and — most important — labor at the central collection and generating facilities. The following paragraphs discuss those four costs.

Transportation is currently in place. Outside transportation, which will incur an additional cost, is not needed.

Note

Reductions in disposal costs and revenue opportunities arising from the sale of undeliverable standard mail as mixed paper far outweigh labor costs.

Equipment currently in use in the Postal Service is sufficient and imposes no additional cost. However, as the recycling program grows, it may require additional equipment to meet its needs.

Recycle covers generally cost less than \$10 apiece, and the performance cluster should have at least three for each postal unit Level 18 and above and two for smaller offices. The covers should be made of a durable material such as vinyl so that they can be reused indefinitely.

Post office labor does not currently impose recycling costs. The separation procedures will take place while the verification person is handling the USM. Therefore, no cost is associated with the verification process. In some recycling programs, USM will be separated (envelope and nonenvelope) into its respective containers depending upon the specification of the paper broker or paper mill buying the recycled paper. In other recycling programs, USM is managed as a commingled mixed paper according to the specifications of the paper broker or paper mill. In either case, when the containers are full, routing slips are placed on them and they are pushed to the back dock for transportation to the central location on the empty equipment run. This process does not require additional work hours.

Central collection facilities may require additional work hours to handle all of the material consolidated at the dock. However, as mentioned above, this additional labor cost is compensated for by a reduced labor requirement at each facility generating USM. Moreover, the reductions in trash disposal costs and the revenue opportunities arising from the sale of USM as mixed paper will far outweigh these labor costs.

3-3 Marketing Mixed Paper

As long as local markets exist for recycling mixed paper, recycling will almost always be cheaper than disposal. Whether mixed paper is recycled or disposed of, storage, collection, and transportation will incur costs. Centralizing recyclable materials at one or more facilities increases the opportunities to find a market for the various grades of Postal Service mixed paper. The most appropriate targeted markets for USM and DLM are paper mills manufacturing cardboard products, tissue paper, and newsprint; manufacturers of building materials, insulation, and furniture; and some composting facilities.

The only factors that may raise the cost of recycling above disposal are the following:

- Excessive transportation costs when no local markets exist.
- State or local taxes imposed upon paper recycling brokers.

Note

As long as local markets exist for recycling mixed paper, recycling will almost always be cheaper than disposal.

- Increased labor costs imposed by paper brokers seeking to separate out various grades of marketable paper from USM or DLM.

4 Step 4: Develop Program Goals

4-1 Overview

Part of the planning process is to develop goals and objectives. The long-term objective of the recycling plan is to have every post office recycling its materials on a daily basis within its normal routine. When the plan is fully implemented, 85 percent of the material disposed of will be recycled, reducing disposal costs by 50 percent.

4-2 Strategic Planning Techniques

Once you have researched the market and have assessed your needs for implementing a recycling program, the next step is to set specific strategic planning objectives. The objectives should consider available resources, logistics, operating costs, and markets for the performance cluster's recyclable goods. The recycling team should use these objectives to develop an implementation strategy designed to meet realistic short-term goals with the long-term objective of 100 percent participation in the paper and paperboard recycling program. Design your own long- and short-term strategic plan by developing your own objectives.

4-3 Objectives

Sample objectives that have been used in successful recycling programs are listed below:

- Objective: Identify nearby paper mills and markets.
- Objective: Achieve 100 percent participation in the paper and paperboard recycling program by the year 2000.
- Objective: Reduce Dumpster size and frequency of waste pickups when each post office is brought into the recycling program.
- Objective: Identify central collection facilities to receive USM and DLM.
- Objective: Identify empty equipment runs or space-available opportunities suitable for backhauling USM and DLM from each post office.

Note

On the basis of your performance goals, identify the objectives of your own strategic plan.

5 Step 5: Establish an Implementation Strategy

5-1 Overview

Designing an implementation strategy involves, among other things, making arrangements for logistics and transportation. Implementation strategies vary among performance clusters, depending on the cluster's size, geographic location, and resources. A good strategy is to start with a pilot program to test proposed arrangements before significant commitments are made.

The implementation strategy should also consider the program planning objectives and short- and long-term goals. Long-term strategies, for instance, may require capital investment to build infrastructure that will support a backhaul program. But in the early stage of a recycling program, performance clusters can implement short-term strategies. For example, performance clusters may begin by using a milk-run transportation strategy with a long-term plan of implementing a backhauling program.

While that approach is acceptable, the implementation strategy should maximize the use of the current Postal Service infrastructure whenever possible. By current infrastructure, we mean the transportation, equipment, and personnel currently in place and operating between mail processing centers and operational units within the performance cluster, and the personnel now performing the mail delivery. Suggestions for utilizing Postal Service transportation and equipment are presented below, followed by recycling procedures that have been successful in other programs.

5-2 Transportation Techniques

5-2.1 Centralization

Centralization is the collection of all material at one or more locations within a performance cluster. A performance cluster may have more than one central location, depending on the markets and the logistics of the Postal Service.

When a centralized process is used for collecting recyclables within a performance cluster, the transportation that is in place should be utilized. Each motor vehicle service and highway contract route (HCR) should be used to transport recyclable material to the central location on a space-available basis. Use of the available space and the empty

equipment run are proven methods of returning the recyclables to the central location.

Notes

Do not change the appearance of the equipment by painting it.

Equipment used to collect and transport recyclables should be returned to the empty equipment stream for reuse in the distribution process.

Never use over-the-road containers to transport recyclables.

5-2.2 Milk Run

The option of using a milk run to centralize the material is also available; however, that method is not within the normal routine and requires additional time and labor. The milk-run approach requires an added transportation run dispatched from the central location.

5-2.3 Dock Transfer

A third option is available for facilities that have loading docks. Dock transfer is a backhauling method for a facility that has no storage space for recyclables received. This method is one that supports a centralized collection strategy at a different location. Like centralization, dock transfer uses the existing Postal Service infrastructure to facilitate the collection of large volumes of paper.

5-2.4 Empty Equipment Run

Whenever possible, recyclable material should be transported to a central collection facility on the empty equipment run. When that run is used, the recyclables are received at the central collection facility during a tour that normally does not have a great deal of mail to process. Use of the empty equipment run makes the recyclables less likely to enter the processing stream and become “loop mail.” A facility that does not have an empty equipment run must coordinate the movement of the recyclables with the DECC.

5-2.5 Lobby Waste

Because of the contamination that is thrown into lobby waste containers, we do not recommend that lobby waste be placed with the recyclables. If an office has a lobby recycling program that allows customers to recycle mixed paper, it is permissible to recycle it as long as it is containerized using commercially available leaf bags, is transported as mail with a G-10 penalty label adhering to the bag, and is transported according to the performance cluster plan.

5-3 Equipment Use

Only approved equipment can be used in the Postal Service transportation system. The following are examples of such equipment:

- 1046 — large hamper.
- 1033 — small hamper.

- APC — all-purpose container.

Each large hamper (1046) containing paper that is to be recycled is equal to approximately 1 cubic yard. Three such hampers equate to approximately 1 ton. Small hampers are approximately 1/3 of a yard. Nine small hampers equal 1 ton. Plastic tubs weigh 30 to 50 pounds, depending on the type of paper material they contain. Thirty-three-gallon garbage bags weigh approximately 20 pounds, again depending on the type of paper material they contain.

Policy

Hampers and APCs are approved equipment in the postal transportation system.

5-4 Recycling Procedures

In this section, we describe the specific aspects of the recycling procedures applicable to main post offices, branches, stations, and associate offices, including small and rural post offices, vehicle maintenance facilities, and the central collection facilities. Use these procedures to build a framework that meets the needs of your facilities.

The following sections outline the specific procedural steps that are required for recycling.

5-4.1 Casing

Undeliverable standard mail should be placed at the designated location at or on the letter case.

5-4.2 Undeliverable Standard Mail

Undeliverable standard mail should be treated as follows:

- Bundled.
- Marked as USM.
- Dated.
- Initialed by the carrier.

Bundled USM should be left at a designated location at or on the letter case.

5-4.3 Designated Verification Personnel

A designated verification person verifies USM as follows:

- Check for First-Class Mail and Periodicals Mail.
- Check for words “Address Correction — Return Postage Guaranteed.”

- Check for abbreviation “AC-RPG” (Address Correction — Return Postage Guaranteed).
- Separate recyclable material.

Definition

Envelope mail is mail that has an outside covering that completely encloses it and has glued flaps.

5-4.4 Basic Methods of Sortation

The two basic methods for sortation are source separation and commingling. The appropriate method is determined by market specifications and labor requirements. In the source separation method, be aware of the procedure for separating envelope from nonenvelope mail. In some locations, if you do not separate envelope mail from nonenvelope mail, you may not be making the most of your recycling efforts. A general description of these two methods follows:

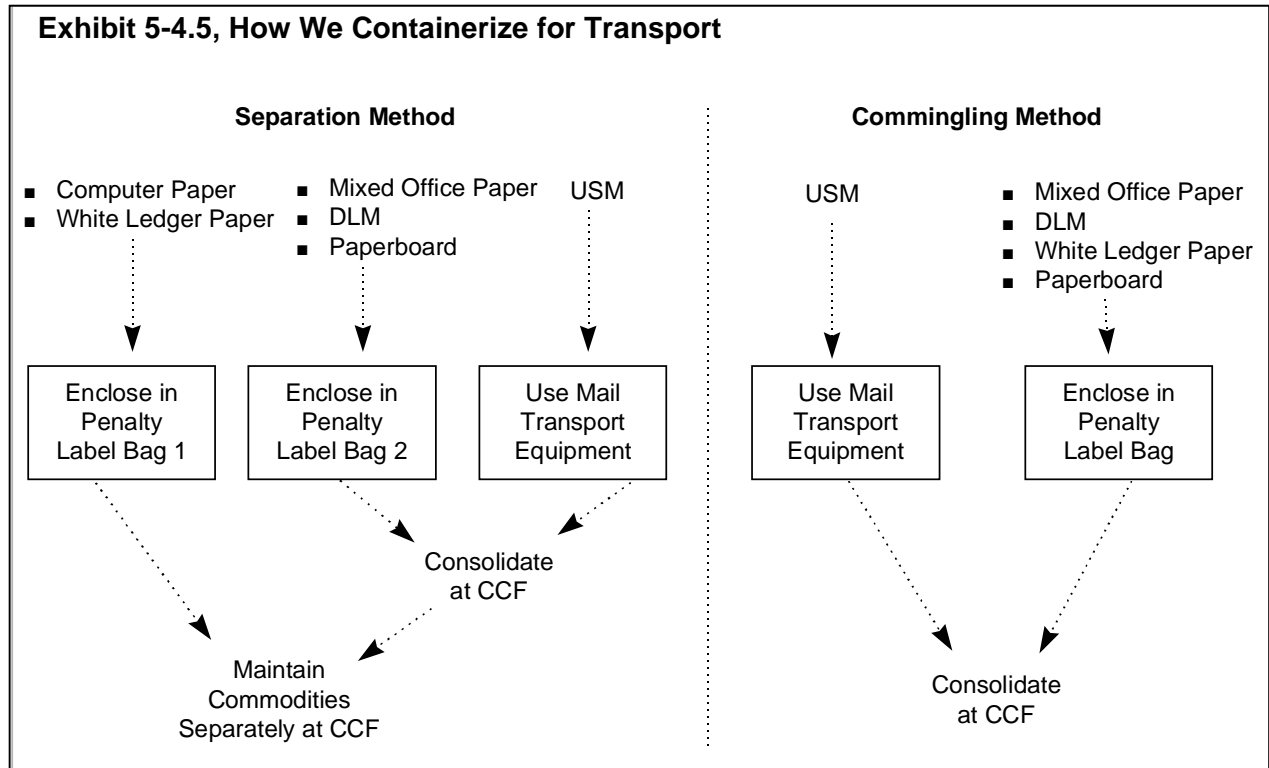
1. Source separation. When you use the source separation method, the following items must be kept separate:
 - All circulars or magazines that are not in envelopes, including any piece of paper that is either stapled or taped in a folded fashion.
 - All envelopes with outside coverings that completely enclose them and that have glued flaps. This rule applies to letter-size and flat-size mail.
2. Commingling. If the procedure for recycling calls for the product to be commingled, everything can be placed together in the designated container for transporting. Commingling is the placing of all material in a mixed status; it is the easiest method of sortation. However, the markets for this type of recycling are often limited.

5-4.5 Types of Recoverable Paper

In a program that implements a source separation strategy, USM, DLM, paperboard, and mixed office paper should all be consolidated at the central collection facility (CCF). However, white paper should be kept separate so that it can be sold at a higher grade. Most delivery units do not generate a large volume of computer paper or white ledger paper, but those that do should collect those two grades separately and transport them in commercially available leaf bags with a G-10 penalty label attached to them. In a program that does not separate, USM can be backhauled and consolidated with DLM and mixed office paper at the same facility. A basic approach for transporting DLM, mixed office paper, and white paper is to backhaul, using the mail-back strategy, in leaf bags with G-10 penalty labels adhering to them (Exhibit 5-4.5). These bags should be transported according to the performance cluster plan.

Note

Each performance cluster recycling team should establish a uniform method of recycling paper from the small and rural offices.



Each performance cluster should establish a uniform system for recycling paper and paperboard and collecting them at the central collection facility.

5-4.6 Undeliverable Standard Mail Containerization Strategy

When the designated container has been filled with USM, the following procedures should be used to prepare it for transport to the central collection facility:

- The container must have the designated recycle cover placed over the contents.
- The container must have a method of returning the recycle cover to the originating office. The method of return is usually with a self-addressed priority box, envelope, or special bag prepared for each office's recycle cover. The return container will be placed directly under the recycle cover.
- Routing slips must be attached in two locations on the recycle container, such as on both ends of a 1033 or 1046 hamper or both sides of an all-purpose container. Routing slips are important for the movement of the recyclables at the central collection facility as well as tracking and

Policy

Under no circumstances should a container of recyclables be transported without a cover or routing slips.

monitoring the office's progress. A sample recycling routing slip may be found in Appendix A.

- Routing slips will initially be provided by the DECC.

5-4.7 DLM and Other Paper Containerization Strategy

Discarded lobby mail and other waste paper can similarly be part of the backhaul process: they can be transported to the central collection facility in commercially available leaf bags with G-10 penalty labels adhering to the bags, and transported according to the performance cluster plan.

5-5 Small and Rural Post Offices

Each performance cluster should establish a means of recycling all paper from small and rural post offices in the performance cluster. The same backhaul system employed by the larger offices can be implemented in the small and rural offices. If backhauling is not feasible, a milk run may be used as an alternative. The central collection facility recycling coordinators must be included in the planning phase since the small and rural offices' recycling programs will affect their operations. Several methods can be used to recycle paper from the small and rural offices.

5-5.1 Computerized Forwarding System Approach

In the computerized forwarding system (CFS) approach, recycled paper is placed in a plastic tub in which deliverable mail is normally received. The plastic cover is turned over so that the green side is not showing, and a routing slip is attached on top; the plastic lid is secured and the container is placed with the mail being sent to the CFS unit for the area of operation. When the plastic tub of recyclables is received at the CFS unit, it is removed and its contents are dumped in with the recyclables for the CFS unit. The routing slip is removed from the tub and the amount of recyclables is logged.

5-5.2 Highway Contract Route Approach

Another method of consolidating the material from smaller offices is for the HCR or Star Route drivers to collect recyclables from the offices they serve and take them to a larger office on the route for consolidation. Once the recyclables are collected at the larger office and a container is filled, the larger office ships them to the central location. The consolidation office logs the recyclable material and accounts for it.

When consolidating recyclable material from several offices, it is best to consolidate the material where it is easiest to handle. Smaller offices can be given a day of the week to recycle by ZIP Code into the central collection facility. Recyclables must be clearly marked (using performance cluster guidelines). The procedures for transporting the consolidated material will be the same for the larger offices as well.

5-5.3 CFS and HCR Combination Approach

In this approach, recyclables are collected and transported using a mail-back system and are considered live mail. A “leaf bag” system is currently being used in a number of performance clusters where commingling of the recyclables has a strong market. The leaf bag system is particularly useful for transportation of discarded lobby mail, since DLM is not considered live mail.

5-5.4 Milk-Run Approach

In the milk-run approach, recyclable materials are picked up at multiple locations. The transportation is normally provided by the contractor, but it can also be provided by the Postal Service using an additional transportation run scheduled from the central collection facility for recyclables. Because a milk run requires increased deployment of vehicles, it is not the preferred transportation option.

5-6 Vehicle Maintenance Facilities

Each vehicle maintenance facility (VMF) manager should designate a person to coordinate paper and paperboard recycling activities within performance cluster guidelines and to participate on the performance cluster’s recycling team. The VMF recycling coordinator should follow all paper and paperboard recycling procedures established by the performance cluster plan.

5-7 Central Collection Facility

The central collection facility is the final destination for all recyclable paper and paperboard in a given area. It should be a facility to which all dispatched trucks return with empty equipment or “raw” mail for processing. It must have a standard operating procedure (SOP) for handling the recyclable material. That SOP should call for the recyclables to be handled in the same manner as live mail, except that they are to be transported to the designated dock for recycling. The cover over the recyclables will be taken off and placed in the box (container) to be returned to the designated office for reuse. The routing slips should be logged in and given to the person at the central

collection facility designated to report on recycling activity. The emptied equipment is placed in the empty equipment stream for reuse.

The container used to store and ship the recyclables to the vendor's processing center is normally provided by the vendor. Each central collection facility, in coordination with the DECC, specifies the type and amount of equipment it needs for its recycling program in its statement of work for the sale of recyclables.

In its SOP, the central collection facility should require the following records:

1. Log of all the offices that are recycling. The log should be made from the routing slips used for shipment from the recycling office. Any office not complying with performance cluster recycling procedures should receive a discrepancy notice to correct any irregularities or deficiencies noted in its recyclables. A sample discrepancy notice is shown as Appendix B.
2. Log of the times the vendor or contractor empties (pulls) a container. This log is shown in Appendix C and should show the following:
 - Date and time the vendor was called when the container was full.
 - Volume or pressure gauge reading (in pounds) when the container was emptied.
 - Signature of person calling the vendor.
3. Log of calls to vendors or contractors. This log will be maintained by the central collection facility personnel and should be given to the designated reporting person at the facility at the end of the day or week. It will be used as a comparison between vendors' monthly reports and the performance cluster's monthly report. A sample log is shown in Appendix C.
4. Reports with attached routing slips. These reports should be kept on file for 3 years.

6 Step 6: Identify Educational Requirements

6-1 Training Responsibilities

The area environmental compliance coordinator should be responsible for training all DECCs. The training will be specific for the performance cluster and take into consideration the types of markets in the performance cluster. The training should include information on markets, transportation methods, centralization points, sortation procedures, and contracting.

DECCs should train their team members on materials to be recycled, methods for recycling the material (source separation or commingling), equipment to be used for collection, methods for preparing recyclable material for transportation, selecting the method of transportation, and reporting requirements.

Recycling coordinators should train each office on performance cluster guidelines for the recycling program. Since training, tracking, monitoring, and reporting will be an ongoing process, central collection facility recycling coordinators should be expected to assist district coordinators and each office recycling coordinator in implementing a performance cluster-wide recycling program.

The central collection facility recycling coordinator will train affected employees on the equipment to be used for collection and storage, on transportation requirements, and on labeling and routing-slip procedures.

6-2 Assistance With Recycling Programs

Facility recycling coordinators should assist postmasters or managers with their recycling programs. The facility recycling coordinators report to internal management and the DECC on progress toward the office goal. They should be responsible for monitoring the waste stream and for reducing the number and size of the waste containers (Dumpsters) used in the trash removal process. Additionally, they should disseminate information on recycling to individuals in the office and maintain and enhance the program.

7 Step 7: Establish a Tracking and Evaluation System to Measure Progress

7-1 Overview

To track the progress of the recycling program and to measure its success, the DECC must periodically report to the area recycling coordinator. Postal personnel must also account for revenue realized by the recycling program, and all contracts entered into must be reviewed. The following sections briefly discuss those areas.

7-2 Reporting and Monitoring Techniques

Recycling coordinators should establish a system to monitor, report, and communicate the results of recycling activities. Responsibilities of recycling coordinators and teams include the following:

- Central collection facility recycling coordinators should log all routing slips into a consolidated report for the DECC on a weekly or monthly basis. DECCs should consolidate all reports from central collection facilities and report to the district manager and the district and area environmental compliance coordinators on a monthly basis.
- If the facility is a processing and distribution center, the DECC should also form a recycling team to provide guidelines for the staging areas for recyclables within the facility. The team should set collection dates for pickup and removal of recyclables. At the central collection facility, the recycling coordinator should assist in training other offices when needed.
- DECCs should review all vendor status reports and keep the PMSC aware of the vendor's performance. They should also promote the performance cluster recycling program and conduct education and training for it, use E-mail to communicate environmental awareness throughout the performance cluster, and collect recycling status reports from participating offices on a monthly basis.
- The DECCs should include the PMSC in all activity reports generated within the performance cluster. The PMSC

Policy

All routing slips in the central collection facilities should be logged into a consolidated report for the DECC on a regular basis.

should have a designated person trained to manage recycling and solid waste removal contracts. Modifications of existing waste removal contracts should be coordinated with the PMSC. Copies of all performance cluster monthly reports should be forwarded to the PMSC.

7-3 Accounting Techniques

Post offices that receive revenue from selling recyclables such as paper, OCC, and other recoverable materials must report such revenue on Form 1412, *Daily Financial Form*, using the following account indicator codes (AICs):

- AIC 149, Sale of Wastepaper, Twine, and Dead Mail. This code should be used for proceeds from the sale of paper and paperboard, including USM, DLM, and OCC.
- AIC 156, Funds Received from Sale of Miscellaneous Items and Equipment. This code should be used for proceeds from the sale of miscellaneous items and equipment and also pallets, plastics, items that are obsolete or cannot be repaired, and aluminum cans and glass.

7-4 Contracting Techniques

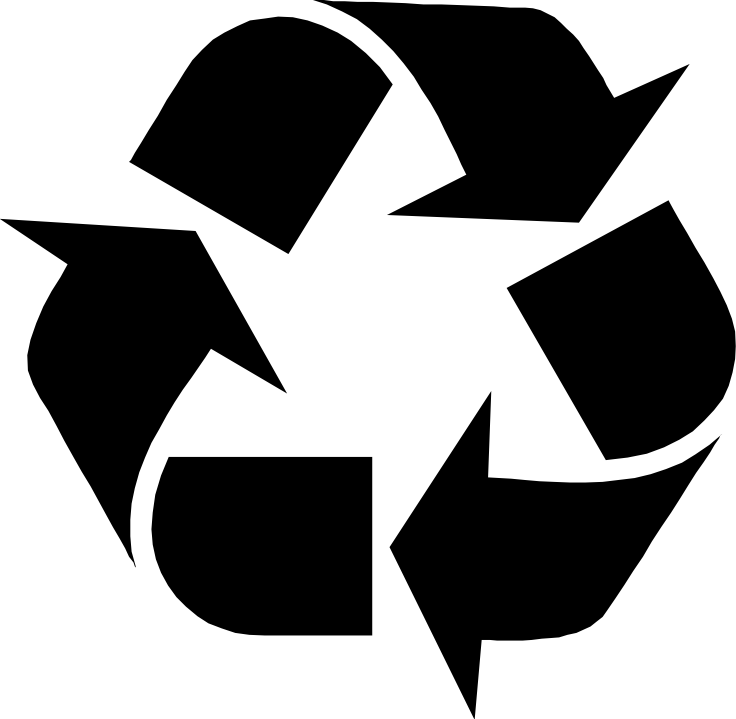
Revising and issuing contracts with vendors is a key component in reducing costs and generating recycling revenue. Observe the following guidelines in the contracting process:

- Contracts issued for the sale of recyclables, including USM, should be reviewed and approved by the DECC, be consistent with the performance cluster recycling plan, and fall within the guidelines issued by the PMSC.
- Contracts should be designed in such a way that they generate revenue whenever possible.
- Performance clusters should utilize the standard statement of work (SOW) issued in accordance with Headquarters purchasing policies. Assistance in customizing an SOW is available from the PMSC and the DECC. Recycling contracts are handled by the PMSC. Appendix D is an example of an SOW.
- Vendors should be required to submit a monthly report to the contracting officer's representative (COR) reporting on the number of times the containers were emptied (pulled), net weight of each load, total net weight of monthly recyclables collected from the central collection facilities,

and net payment to the Postal Service, along with a certificate of destruction, recycling, and remanufacturing.

A Example of a Recycling Routing Slip

Recycling Routing Slip



TO:

FROM:

VOLUME %: 1/4 1/2 3/4 FULL (Circle one)

TIME ARR:

HAMPER / APC (Circle one)

B Example of a Discrepancy Notice

Discrepancy Notice

(Date)

POSTMASTER/STATION MANAGER

SUBJECT: Recyclable Material

The following discrepancies were found in the recyclable material sent to (central location name) from your office:

(Person sending notice please circle applicable category.)

1. Envelopes mixed with nonenvelope material.
2. Plastic-encased USM.
3. Circulars bundled with plastic straps.
4. Plastic straps left in container used for shipping recyclables.
5. Cardboard (OCC) in hamper.
 - a. Cardboard not flattened.
 - b. Cardboard with nonenvelope recyclables.
6. Routing slip not on shipping container.
 - a. No office name on routing slip.
 - b. No ZIP Code on routing slip.
7. No recycle cover over USM.
8. Recyclables sent in improper container.

Please correct the deficiencies noted above and help the (performance cluster/unit name) recycling program continue to be the best in the nation. For information on the program, please contact: (central facility coordinator's name and phone).

D Example of a Statement of Work

Statement of Work

**United States Postal Service
Recycling Statement of Work
for
Mixed Office Paper Including Undeliverable Standard Mail
(formerly known as UBBM)**

1. Scope

The Postal Service is seeking proposals from responsible contractors for the sale and recycling of mixed office paper, including undeliverable standard mail (USM), and old corrugated containers (OCC). The scope of this contract includes a reporting requirement and the removal and transportation of recyclable commodities.

2. Recyclable Commodities

2.1 The following mixed office paper, including USM, and OCC is available in the estimated monthly quantities listed below. The contractor will receive all of the recyclables generated, and at no time will the Postal Service be penalized for overages or underages on the basis of these estimates. The contractor must pick up all recyclable commodities regardless of market conditions.

<u>Recyclable Commodity</u>	<u>Estimated Weight/Month</u>
Mixed office paper, including USM	___ Tons
Corrugated (OCC)	___ Tons

Contractors are cautioned that this is an estimated weight, and as such, the actual weight could vary significantly.

2.2 Mixed office paper, including USM, is generated from daily postal operations. Typically, USM includes catalogs, magazines, newspapers, and flat- and letter-size envelope mail that cannot be forwarded or returned to sender. This represents the bulk of the undeliverable mail to be recycled under this contract.

2.3 The mixed office paper, including USM, and OCC to be collected and recycled under this contract will be presorted to remove nonpaper materials such as plastic, tyvek, and product samples.

3. Contractor Responsibilities

The contractor is responsible for the removal from Postal Service facilities and delivery to a recycling facility (contractor-owned/operated or third-party-owned/operated) the mixed office paper, including USM, and OCC. The contractor is also responsible for compliance with all federal, state, and local laws, including environmental laws and regulations, and meeting Postal Service reporting requirements.

4. Material Handling

4.1 The contractor is responsible for picking up the mixed office paper, including USM, and OCC at the locations specified and in accordance with the pickup schedule contained in paragraph 5.

4.2 The contractor is responsible for providing the specified containers for collection of the recyclable commodities as follows:

<u>Quantity</u>	<u>Item</u>
_____	_____ cubic yard containers

The containers provided by the contractor must be kept clean and functional at all times and must:

- Meet any and all NEPA requirements.
- Be on wheels.
- Be equipped with a cover for outside locations (no tarps, etc.).
- Be clearly marked with contractor’s name so they cannot be construed as U.S. Postal Service property.
- Be marked with the recycling symbol.
- Be marked with identifying numbers.

4.3 The contractor cannot perform any further sortation of the mixed office paper, including USM, and OCC while on Postal Service property. Additionally, any further sortation will be at the contractor’s option and expense.

4.4 The acceptable contamination level of mixed office paper, including USM, is ____%. The acceptable contamination level of OCC is ____%. Contaminants are nonpaper materials such as plastic, tyvek,

and product samples. The mixed office paper, including USM, and OCC to be collected and recycled under this contract will be presorted to remove these products.

4.5 The contractor is responsible for promptly notifying the contracting officer’s representative (COR) if maximum contamination levels are exceeded. The Postal Service will strive to reduce contamination at the source office to an acceptable level without penalty. Any contaminated material that exceeds the contamination level must be set aside for possible viewing by the COR.

4.6 The contractor must provide the names and locations of the final recycling facilities for the mixed office paper, including USM, and OCC. The contractor agrees that no other facilities will be used without obtaining the prior written approval of the contracting officer. This list must be updated by the contractor prior to the exercise of annual contract renewal options. The Postal Service reserves the right to perform an audit on any facility to determine if applicable environmental regulations are being followed.

<i>Name and Address of Facility</i>	<i>Name and Address of Facility</i>
_____	_____
_____	_____
_____	_____
_____	_____

If more space is needed, append an attachment to your offer indicating that it is a continuation of subparagraph 4.6 of the *Statement of Work*.

5. Loading and Removal of Recyclable Commodities

5.1 Normal Pickups

Removal of the mixed office paper, including USM, and OCC will occur on an on-call basis. The contractor will normally be notified by the COR or designated postal representative 4–6 hours in advance of required pickups.

5.2 Pickup Location

Under this contract, the contractor shall pick up mixed office paper, including USM, and OCC at:

United States Postal Service

Dock Location(s): _____

5.3 Good Housekeeping

The contractor is responsible for good housekeeping related to the pick-up of recyclables. This includes the cleaning up of any spillage resulting from the removal of a recycling container on postal property and the prevention of spillage of recyclable materials in transit to the contractor’s facility. Any cleanup costs incurred due to spillage during transit will be at the contractor’s expense.

6. Restriction on Use of Recyclable Commodities

With the exception of contaminants, mixed office paper, including USM, and OCC removed under this contract, must be used or sold as recyclable or remanufactured commodities only. The contractor must not dispose of, use, allow access to, or offer for resale these commodities for any purpose other than recycling or remanufacturing. **All attempts to utilize material in the United States should be made in lieu of export. A Certificate of Destruction using the following language must be presented with each monthly activity report (see paragraph 10).**

“I certify that the mixed office paper, including undeliverable standard mail (USM), picked up under this contract has been destroyed in the recycling process.”

7. Requirements for Destruction

The contractor must promptly destroy or have destroyed by means of the recycling process and take precautions necessary to protect commodities from any use, inspection, or disclosure that has not been specifically authorized by the contracting officer.

8. Certificate of Recycling-Remanufacturing-Destruction

Mixed office paper, including USM, and OCC are considered “address sensitive.” The contractor must include the following certification with each Monthly Recycling Activity Report (see paragraph 10):

“I certify that the mixed office paper, including undeliverable standard mail (USM), picked up under this contract has been destroyed in the recycling process, remanufactured, or accepted for processing at the recycling facilities listed in the contract.”

9. Determination of Net Weight

Under this solicitation, offerors are required to weigh the recyclable commodities picked up from the Postal Service. The net weight is to be determined in accordance with the following calculations:

- Net Weight = Gross weight – Tare weight – Container weight
- Gross Weight = Tare weight + Weight of the truck’s load
- Tare Weight = Empty truck weight
- Container Weight = Weight of the container(s) used to hold the mixed office paper, including USM, and OCC.

10. Monthly Recycling Activity Report

Signed copies of this report must be forwarded to the contracting officer and the COR at the time of each month’s payment. The report must indicate the month covered by the report, the date the report was prepared, the total net weight of the recyclable commodity picked up for the month, and the calculated payment to the Postal Service. Additionally, the following itemized information should be included for each pickup:

- Date, location, net weight, scale ticket, payment per ton, net payment of each pickup.

10.1 Attachments to Monthly Recycling Activity Report

Attachments to the Monthly Recycling Activity Report must include the following:

- Certificate of Recycling-Remanufacturing-Destruction (see paragraph 8), or
- Certificate of Destruction (see paragraph 6), if exported outside U.S.A.
- An acceptable national price index (see 1.2, Payment Amount, in Part 1, the Schedule, of the solicitation).

11. Recyclable Commodities Call Log

The Postal Service will maintain a separate Recyclable Commodities Call Log that will be used by the COR each month to reconcile the Monthly Recycling Activity Report.

12. Required Notifications and Documentation

12.1 Notifications

<u>Notifications</u>	<u>Reference</u>	<u>Frequency</u>
Excess contamination levels	subparagraph 4.5	As required
Pickup schedule	subparagraph 5.1	As required

12.2 Documentation

<u>Documentation</u>	<u>Reference</u>	<u>Frequency</u>
List of Recycling Facilities	subparagraph 4.6	With proposal and annually
Monthly Recycling Activity Report (including attachments)	paragraph 10	Monthly

12.3 Notification/Documentation Addresses and Telephone Numbers

12.3.1 Contracting Officer:

JOHN DOE
PURCHASING & MATERIALS SERVICE CENTER
PO BOX XXXXXX
SMALL TOWN, USA XXXXX-XXXX

PHONE NO. (XXX) XXX-XXXX

12.3.2 Contracting Officer's Representative:

The contracting officer will appoint a contracting officer's representative who will be responsible for the day-to-day, routine administration of the contract. The COR will be named upon award of the contract. A copy of the notice of appointment defining the COR's authority will be furnished to the contractor at that time.

Name

Address

Phone

E Acronyms

AC-RPG	—	Address Correction — Return Postage Guaranteed
AIC	—	account indicator code
APC	—	all-purpose container
CCF	—	central collection facility
CFS	—	computerized forwarding system
COR	—	contracting officer's representative
DECC	—	district environmental compliance coordinator
DLM	—	discarded lobby mail
HCR	—	highway contract route
NEPA	—	National Environmental Policy Act
OCC	—	old corrugated cardboard
PMSC	—	purchasing and materials service center
SOP	—	standard operating procedure
SOW	—	statement of work
USM	—	undeliverable standard mail (formerly known as undeliverable bulk business mail (UBBM))
VMF	—	vehicle maintenance facility