Original Copy







City of Hollywood, FL Recycling Incentive Program Proposal
Rewards for Recycling LLC
1133 S. State Rd., Davison, MI 48423

(810) 653-2325

Ric Rubio – Sales Director April 4, 2016

ACKNOWLEDGMENT AND SIGNATURE PAGE

This form must be completed and submitted by the date and the time of bid opening.
Rewords for Recycling CC Legal Company Name (include d/b/a if applicable): Federal Tax Identification Number:
If Corporation - Date Incorporated/Organized:
State Incorporated/Organized: MIChigan
Company Operating Address: [133 S. State Rd., D-
City Davison State MI Zip Code 48423
Remittance Address (if different from ordering address):
City State Zip Code
Company Contact Person: Rie Rubid Email Address: rrubio ecrcninc com
Phone Number (include area code): 810-653-3325 Fax Number (include area code): 810-654-0204
Company's Internet Web Address: NUW - Rewardsfor reafeling . Com
IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE BIDDER/PROPOSER CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE BIDDER/PROPOSER SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION. BIDDER/PROPOSER FURTHER AGREES THAT PRICES QUOTED WILL REMAIN FIXED FOR THE PERIOD OF TIME STATED IN THE SOLICITATION. Bidder/Proposer's Authorized Representative's Signature:
Type or Print Name: Ricardo Rubio

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS OFFER.

ANY EXCEPTION, CHANGES OR ALTERATIONS TO THE GENERAL TERMS AND CONDITIONS, HOLDHARMLESS/INDEMNITY DOCUMENT OR OTHER REQUIRED FORMS MAY RESULT IN THE BID/PROPOSAL BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FORM THE AWARD PROCESS.

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TAB 1 Letter of Transmittal:

Dear City of Hollywood Representatives,

Rewards for Recycling LLC fully understands that the City of Hollywood, FL is seeking a recycling incentive program that encourages and rewards households and commercial service providers for their recycling participation. The program will include key components, such as, marketing, tracking, website, customer service and local business engagement.

Rewards for Recycling LLC is ready, willing and able to accept the responsibility, if we are the selected vendor, of creating and managing a custom recycling incentive program for the City of Hollywood. We currently provide our custom recycling incentive program to Florida cities with similar size and scope, such as Palm Coast, Lauderhill, The Municipal Services District of Broward County and Coral Springs. Our company provides in-house IT, marketing, operations and CSR professionals, our capabilities are more than adequate to provide The City of Hollywood with the best incentive program available.

TAB 2 Qualifications:

- 1. Rewards for Recycling, LLC was created by collaborating three companies. Crossroads Consulting, Inc., a waste hauling consultant company, Crossroads Marketing, LLC, a full service advertising agency, and Richfield Equities, Inc. a waste and recycling hauler and landfill owner. Rewards for Recycling, LLC is made up of a team of owners and employees with extensive experience in government, waste hauling, curbside recycling, marketing, advertising, sales management, chemical engineering and landfill ownership. R4R also has a team focused on IT, graphics, code writing as well as video and audio production. The current owners and managers of Rewards for Recycling have decades of experience in the fields of Solid Waste Management and Marketing. At its inception in 2008, the program was created to generate frequency and loyalty to the challenge of household recycling. Recycling incentive programs are the sole focus of Rewards for Recycling. To incentivize residents to recycle more and more often to benefit the partner community.
 - a. Rewards for Recycling has been actively providing recycling incentive programs to multiple markets since April of 2009. Currently R4R is partnered with 8 Waste hauling companies and successfully manages the program in over 40 markets across the United States. In Florida the R4R program is active in the municipalities of Palm Coast, Lauderhill, Coral Springs, Crestview, and Unincorporated Broward County.
 - b. Rewards for Recycling prides itself in our ability to meet and exceed all customer deadlines, and project expectations. In the seven years of actively providing recycling incentive programs, the company has never experienced an occasion where contractual expectations were not met.
 - c. In order to confirm our financial capabilities, please review our D & B rating:
 - a. Rewards for Recycling, LLC Dunn & Bradstreet: #00-888-3328
 - d. References: (enclosed)

Chuck Rizzo – Owner Principal, Rizzo Services, Inc.
Dianne Torrino – Manager, Risk & Contracts, City of Palm Coast, Florida
Marshall Labadie – Development Services Director, Township of
West Bloomfield, MI

- 2. Senior and Technical Staff:
 - a) Mr. Daniel J. Garman, CEO, was educated at Michigan State University

- where he graduated with Honors with a Bachelor of Science degree in 1997. After a brief stint playing minor league baseball, he began working as a sales person at WJRT ABC 12 in Flint, MI, and continued to excel in the television sales business for over 6 years.
- b) Ric Rubio, Sales Director, attended Michigan State University and The University of Michigan. Ric has spent the last 7 years working with waste haulers and municipalities from around the United States, implementing a rewards program for their curbside recycling.
- c) Mr. Preston F. Hards, Marketing Director, holds a degree in Advertising and Marketing from Michigan State University and has been a consistent force in the Broadcasting and Advertising field in Mid-Michigan for over 25 years. Preston is responsible for the marketing efforts for our clients.
- d) Kori Garman, Project Manager attended Saginaw Valley University and offers over 8 years of experience in the waste hauling/recycling incentive market recently taking on the Project Management side. Kori is responsible for start-up and launch of all projects and maintaining relationships with each hauler and its municipality.
- e) Jennifer Goyette, Assistant to CEO/Marketing Director, attended U of M, Flint and has over 25 years in office management and marketing experience. Jennifer is responsible for all of the day to day management of the office as well as assisting the CEO, Marketing Director and Sales Director as required.

Tab 3 Project Plan and Method of Approach

- 1. Overview Rewards for Recycling plans to provide The City of Hollywood with a comprehensive recycling incentive program that not only incorporates all of the requirements from RFP #4503-16-RD, and utilizes Rewards for Recycling's vast experience and knowledge of creating, implementing, marketing and managing a turnkey recycling incentive program. Our expertise in this space will be paramount in delivering The City of Hollywood administrative staff and residents an enjoyable and beneficial community program.
- 2. The implementation process is a collaborative effort by skilled personnel in 3 different groups; marketing, IT and merchant relations. We've implemented over 40 recycling incentive programs across the U.S., and we have a full understanding of the importance of a seamless program implementation. Since The City of Hollywood Florida residents have been utilizing a different program, the necessity for newer technology and options can be researched and decided upon, as for what is the best application and method for The City of Hollywood.

	Implementation
Custom Website Construction	R4R will construct a custom incentive program website that is fast, appealing and is user friendly for your residents, while providing lucrative savings offers.
Hollywood Staff Training	Your staff will be fully trained, and provided with detailed user guides to help them understand all functionalities of the website and program.
Pre-Launch Marketing	R4R will design an exciting marketing campaign that will introduce the program to both residents and local businesses utilizing mass media outlets. Once the campaign has been
Direct Mail Launch Kit	R4R will deliver a 4-page mailer to every resident that is listed on the provided database, one week prior to their program launch. This mailer will include documents that explain of how the program works, a letter from the mayor that endorses the program, what they can and cannot recycle diagram and a letter that provides important information about their recycling services. This mailer will also include a new RFID sticker, with instructions on how and where to apply, should an RFID tracking system be selected.
Local Business Solicitations	Although R4R is partnered with America's largest discount network, which currently has over 110 merchant partners within 5 miles of the 33021 zip code, we also invite all local businesses to become a partner of the program. This invitation to partner with the program is delivered to the local businesses during the

RFID Technical Bridge	Although a self-reporting program, where residents log in to their account and report their recycling events, if an RFID system is chosen, it will need to be installed and tested during the first two weeks of the program construction.
Database Delivery and Scrub	The resident database that The City of Hollywood provides to R4R is one of the most important items, as it will contain every resident who is eligible to join the program. R4R will scrub and reformat (if necessary) the database for clean integration purposes.
Website Soft Launch	R4R will conduct a website soft launch internally, which will provide a one-week test period. During this test period, city representatives will be provided with access for website functionality review.

- 3. Performance Measures Although we understand that the specific performance measures will be agreed upon by The City of Hollywood representatives and Rewards for Recycling (R4R) collaboratively, here is a short list of some of the data that can be used to analyze the programs performance.
 - a. Number of offers available
 - b. Number of activated members
 - c. Curbside recycling participation
 - d. Diversion rate
- 4. Future Improvements At Rewards for Recycling LLC we are continually making improvements to our IT products. Many times these improvements are not immediately noticeable. These improvements are typically in security, website speed and mobile enhancements. We also aim that we use the most effective marketing techniques to promote our programs. Our marketing team is very adept in utilizing the newest methods in social media, TV and email blast communications. Another key component to the success of a program is the savings offers that are available. Rewards for Recycling LLC communicates with local businesses regularly, seeking the best new offers that we can get for the program. We feel that it is in the best interest to us and our clients to seek and implement the best practices available to deliver the most advanced recycling incentive program possible.
- 5. Curbside Recycling Event Tracking The current method used for tracking recycling participation in Hollywood, FL is no longer used in most communities. The weighing of materials at every stop isn't efficient, accurate, cost effective and is old "low-frequency" RFID technology. R4R utilizes the most current RFID technology systems, or offers a self-reporting system, where residents report their tracking through the program website.
- 6. Ownership of Material All materials, including logo's, slogans, tag lines, URL's, brand concepts and names that are created for The City of Hollywood will be the property of The City of Hollywood. All member profile information will remain the property of Rewards for Recycling LLC. The information that is collected during account registration is privacy protected and will not be solicited for sale or use

- by any 3rd party, however it will be available for use, through Rewards for Recycling, to the City of Hollywood.
- 7. City of Hollywood Training Rewards for Recycling LLC will provide training to City of Hollywood employees in person, during the week prior to program launch. This training will consist of a comprehensive overview of the programs guidelines and rules, and a full tutorial on the operation of the programs website.

Implementatin Summary

Rewards for Recycling LLC has demonstrated in other Florida communities that our program and methods are a significant factor in increased curbside recycling participation and diversion rates. One reason for the success of our programs is its flexibility. We are able to customize each program to meet the almost any specifications, without delay or high costs. It is understood that each community has its own method for communicating with their residents, and we utilize those methods for success and the best return on investment. Trying to convince a large group of households to change the way they dispose of their waste, from the way they've done it for years, is not an easy task, but the basis for communicating the desired change to the residents is through education. Most of our marketing materials contain educational information that helps those residents, who do not recycle, understand the importance of recycling and how easy it is to do. One of the best places to reinforce the recycling campaign is through the local schools, and our marketing team does a great job of working with local schools to create educational materials for the students. There are only a few rewards programs today that each aim to change a person's behavior in a specific area, in the case of a recycling incentive program we use great discount offers from local and national businesses, mass media marketing, educational materials and an easy to use web portal to encourage households to recycle. Although it seems rather simple, a community based incentive program has many moving parts which must work cohesively for a successful outcome. Because there are so many options and moving parts, it would be irresponsible to provide a timeline of events that is nothing more than a guideline for reference. Most of the programs components will begin simultaneously, and go through their own testing and approval steps as completed. Historically, programs of this size and nature can be completely operational within 45 calendar days.

Communications and Marketing Plan:

The process of increasing recycling at the household level has been a nationwide challenge for several decades. Major improvements have been made to ease the process with single stream collection, availability of bins and carts as well as the collection vehicles improvements and increased number of recycling centers. The education process has been the subject of global campaigns and is a standard subject in American schools. Unfortunately all of these advances have not "moved the needle" to expected levels.

The Rewards for Recycling program breaks down the challenge to the root level from a marketing perspective. The primary reason why American households are not aggressively recycling is because the process or action is not part of our daily routine. Since we were children, we have disposed all household waste into the same place... usually the garbage can under the sink. Now we are being asked to perform additional steps, were being asked to do *more work*. As Americans, we have come to expect that there will be a reward for any extra effort on our part, and we expect that reward to come promptly. We continually ask the question, "What's in it for me?" and "if I am working today, I expect my reward now".

Rewards for Recycling provides an answer to the "what's in it for me" question. We provide the reward on multiple levels. Cash savings into every households pocket, promotional partnerships with local businesses and great rewards for local schools. Equally as important the Rewards for Recycling program delivers nearly instant gratification. Active recyclers can log on to their account and print their rewards immediately after their recycling activity takes place. For those that are consistent recyclers, the rewards will always be available.

The R4R campaign centers on a fully customized website.

HOLLYWOODRecycleRewards.com will be the primary hub for registration, information and the portal for the rewards. The website will be personalized to the area, and for the city of HOLLYWOOD. The site will include hotlinks to MyHOLLYWOOD.com plus any other municipal websites that are desired. The program will also be adaptable by type and location of residency. Residents within the city that have available curbside pick-up as well as residents that live in areas where drop off centers are required to complete the activity. All resident members can report their household recycling activity on the website by utilizing the "I Recycled Today" button in the self-reporting system. Activity

can be periodically audited for authentication by waste hauler counts during specified routs.

Multiple media options will be utilized to promote the program consistently throughout the life of the campaign. The initial program launch period will be bolstered by a direct mail campaign to each and every household within the district. Television and radio will be employed to introduce the program and upcoming startup kit. Follow up campaigns will implemented in flights through the remainder of the year that could include using TV, Radio, Outdoor, E-mail, Newspaper and Digital media.

BRAND CONCEPT

All Campaign concepts, names, images and materials contained within are subject to approval and revision by the City of HOLLYWOOD, Florida. They are submitted as a proposed course of action. Some of the images and materials included are subject to copyright and/or licensing, and appear for purposes of this proposal only. All appropriate licensing and approvals will be acquired prior to implementation of proposal.

HOLLYWOOD Recycle Rewards is the targeted program name that will be branded throughout the program and support campaigns. We want everyone in the county to know they are part of the group effort to increase diversion. The name also brands the activity required to be part of the group. Name and desired activity.

Slogans and tag lines will also be utilized to add impact to the brand as well. "**Do More Blue**" and "**Make it a Habit**" are samples of what may be used as slogans for the program and website. All creative and collateral material will carry the program name plus one or both of the slogans. This includes all web, audio, video and printed materials. The slogans will also be carried over into all educational materials created for the schools campaign.

Tag lines have been a proven marketing concept for many years. "Where's the beef?", "Can you hear me now?" Catchy words and phrases used to build top of mind awareness and instant program recognition will augment the results of the follow up campaigns.

Rewards for Recycling's in-house marketing agency, Crossroads Marketing has employed this technique with tremendous results with other clients. One example is a large Plumbing and HVAC sales and Service company named Goyette Mechanical. Several years ago, Crossroads built into every campaign the slug line "Gotta Get Goyette". Last year the Goyette Company participated at a vendor in a large regional trade show. Goyette Management reported that of the estimated 8,000 persons attending the show nearly 7,000 of them were heard uttering the words "Gotta Get Goyette" as they came by the company display and saw the company logo. That really is *top of mind* awareness. Examples of those campaigns can be found on our materials disc.

Another aspect that differentiates Rewards for Recycling from competing programs is our focus on marketing. Launch marketing, and consistent marketing throughout the life of the program. The greatest opportunity in the world means absolutely nothing if no one knows about it.

The launch promotion consists of two major phases; Pre-Launch introduction, and Direct Mail campaign. During the pre-launch introduction phase, R4R will introduce the program concept and name branding via Television and Radio efforts. Creating each message uniquely based upon the target demographic and making the initial contact with the Schools and Local business community. These efforts will "introduce" the concept of the program and lend more weight to the arrival of phase 2, The Direct mail Campaign.

Despite advances in media opportunities, specifically through the internet, Direct Mail is still the only media that can virtually guarantee that every household within a specific geographic area has been reached. Rewards for Recycling has found considerable success in creating a direct mail piece that resembles *official communication*. We intentionally want the effort to appear important and not to be discarded or ignored. We present the information in a standard #10 envelope with "Important Information about your Community Recycling Program Enclosed" printed on the exterior. In nearly all R4R markets, using this process has generated 10-15% of the entire market to activate member accounts within the first two weeks following the arrival of the mailer. These results are exponentially above national direct mail redemption results.

Within 4 weeks of the mailer drop date, we initiate the follow up marketing efforts which include Radio, TV, Newspaper and e-mail blasts.

Education & Outreach

Our proposed program for the City of HOLLYWOOD will incorporate an existing program option designed specifically to build a strong relationship with local schools. Recruitment of children into the process of recycling at the household level is critical, children are a key demographic target.

A key challenge to household recycling now is that homeowners, parents, do not consider the activity as part of their daily routine. This is a new process for many and not considered as important as it should be. Children are in the process of forming the household habits that will last their lifetime. Developing the knowledge to make recycling a habit, will serve great dividends in the future. Additionally, children carry great persuasive power to influence the actions by the adults within their home. Rewards for Recycling will put that knowledge to great use by rewarding and educating the students of the HOLLYWOOD area.

Rewards for Recycling proposes partnering with local Television stations and/or radio groups to highlight the exciting opportunity for the schools. Friendly competition between school districts and schools of the same age group will be the forum for the awards. Elementary, Middle Schools and High Schools will all have their designated

criteria and quarterly awards available to compete for. The results can be featured on the local news much like coverage of school sporting events. This type of coverage in addition to the standard promotion of the awards will energize local students to keep their eyes on the prize.

In order to implement this exciting part of the program on the local level, Rewards for Recycling proposes to hire our own employee that resides in the greater HOLLYWOOD area. This person will be responsible for reaching out to local school administrators to develop and coordinate the program education. This representative will also work with the local business community in order to enhance the programs value back to the schools. The proposed budget will also include purchase of collateral materials to aid in the schools education and participation. Brochures, Posters, T-Shirts and advertising specialties such as pens, pencils tumblers and Frisbees will be used to build additional emphasis for the program.

All aspects of the education and outreach portion of the Rewards for Recycling proposal, as well as the local representative position will be year round efforts, for the life of the program.

Local Business Engagement:

One of the original components of the R4R program was a focus on the local community and local businesses. This factor clearly differentiates our program from other recycling incentive companies. Local business is the lifeblood of any community and the R4R program features and highlights the offers from locally owned and operated companies. The places where your residents spend their money every day. R4R often joins the local Chamber(s) of Commerce in order to become part of the local business network and invite all local businesses to partner with the community wide program.

Each local business will have the opportunity to partner with R4R and HOLLYWOOD Recycle Rewards in this exciting program. Every business will have the ability to list offers in the program at *no charge*. There are multiple ways local companies can advertise through the system. Email blasts, Featured Rewards, Category Leaders and specials promoting green products or environmental friendly services. The program partners that choose to participate will benefit immensely. The chance for local merchants to promote their businesses through the website can help drive new traffic through their doors, and partnership with the community "*Do More Blue*" program shows their customers a commitment to the community.

Commercial business within the City of Hollywood will not only have the opportunity to participate as an offer provider, but also as a program member. Once a method for tracking a commercial businesses recycling activity, a

Insurance and Certificates:

CERTIFICATE OF	LIABIL	ITY IN	SURA	NCE	0/29/2014	
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMAT CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT C REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE H	ONSTITUTE A C	ID OR ALTE	R THE COV	ERAGE AFFORDED B	Y THE POLICIES	
IMPORTANT: If the certificate holder is an ADDITIONAL INSU the terms and conditions of the policy, certain policies may re- certificate holder in iteu of such endorsement(s).						
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Purchasing & Contract Management Division

September 26, 2014

To Whom It May Concern,

In June of 2012, the City of Palm Coast began working with Waste Pro USA's rewards partner, R4R in an effort to boost recycling participation and to help bring awareness to residents regarding the City's "green" initiatives. The program has been highly successful and I am writing to recommend the Rewards for Recycling program for your community.

In the first week alone we saw an impressive increase in our recycling rates. This popular, environmentally friendly program encourages residents to not only recycle more, but to recycle often. We have been able to give back to our residents through savings coupons to local businesses and random quarterly drawings. As it has grown, it continues to encourage and reward the residents of Palm Coast.

Sincerely,

Dianne E. Torino, RMPE Manager, Risk & Contracts

City of Palm Coast

160 Cypress Point Parkway, Suite B-106

Palm Coast, Florida 32164

Tel: 386.986.2339 Fax: 386.986.3724

www.palmcoastgov.com



Development Services Department Engineering - Environmental - Facilities 248-451-4818

September 24, 2014

To Whom It May Concern:

We are proud to recommend the Rewards for Recycling program to any community.

West Bloomfield Township was one of the first to sign on with the rewards program and the success has been incredible. We not only have increased our recycling rates and diverted tons of material from our local landfill, but since the program started we have literally doubled the amount of people who are recycling.

One of the best features of this rewards program is that it truly embraces local business. Every business is allowed to offer a coupon on the website. Many of our local businesses have taken advantage of this offer and have driven people through their doors, keeping our residents' dollars within their own community.

We have had great success with this program and are very pleased with the product and service that has been provided by the staff at Rewards for Recycling.

Sincerely.

Marshall Labadie,

Development Services Director









888.US.RIZZO Fax 586-795-2740 Rizzo Environmental Services 6200 Elmridge Drive Sterling Heights, MI 48313

September 22, 2014

Regional Recycling & Waste Reduction District Attn: Carol Bevis, Deputy Director 300 Spring Bldg. Suite 200 Little Rock, AR 72201

Dear Ms. Bevis,

I am pleased to recommend Rewards for Recycling, LLC as an incentive program to help your community increase its recycling participation.

We have rolled the rewards program in many of the communities we service and in every single instance, it has not only improved our overall recycling rates, but it has nearly doubled the amount of people who recycle.

We believe that promotion and education of recycling is important to the success of this program and that is really where Rewards for Recycling goes above and beyond. Their customer service during launch and throughout the contract is impeccable.

If you have any questions, or wish to discuss anything further, please do not hesitate to contact

Chick Riz

Since

RIZZO ENVIRONMENTAL SERVICES, INC.

Proposal Summary Outline:

- 1 Rewards for Recycling will provide a customized web based Recycling Incentive Program for the CITY OF HOLLYWOOD.
 - a. R4R will Manage and be responsible for all rewards
 - b. R4R will provide accurate reporting and data
 - c. CITY OF HOLLYWOOD will have input in all aspects of program customization
 - d. Program will be designed to be flexible to include recommended options
 - e. R4R will be responsible for website construction, hosting and maintenance
 - f. CITY OF HOLLYWOOD will have ability to communicate with members through R4R at no cost.
- 2 R4R will initiate extensive Marketing campaigns to build program awareness and membership.
 - a. Launch phase to include Direct Mail to all households in the district
 - b. Post launch marketing to be in flights, but consistent throughout the life of the contract.
- 3 Rewards for Recycling will promote and feature Local Businesses within the rewards program.
 - a. Local businesses will have offer listing availability at no charge
 - b. Local businesses will have ability to advertise within the program.
- 4 Rewards for Recycling will provide a tracking mechanism that will allow for the program to generate quantifiable data that will help in identifying progress and shortfalls.
- **Rewards for Recycling** will create, implement and deliver the described program that is designed to be a turnkey program, that is easy to use, cost effective and provides noticeable increases in recycling participation and volumes.

Program Cost:

Total Price Year 1	\$106,000	This price is for a self-		
Total Price Year 2	\$95,000	reporting program. It does not include RFID		
Total Price Year 3	\$48,850	systems.		
Total Price Year 1	\$157,500	This price includes RFID		

Total Price Year 1	\$157,500	This price includes RFID
Total Price Year 2	\$97,500	systems and a high frequency RFID label for
Total Price Year 3	\$51,500	every household.

^{*}All components, designs and costs are subject to change, based on the final specifications selected by the City of Hollywood representatives.