

**STATE OF NEW HAMPSHIRE
DEPARTMENT OF ADMINISTRATIVE SERVICES
STATEWIDE RECYCLING PROGRAM**

**PERFORMANCE AUDIT
MAY 2015**



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To The Fiscal Committee Of The General Court:

We conducted a performance audit of the Department of Health and Human Services, Food Protection Section to address the recommendation made to you by the joint Legislative Performance Audit and Oversight Committee. We conducted the audit in accordance with generally accepted government auditing standards. Those standards require we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions. The evidence we obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The purpose of the audit was to determine how efficient and effective the Food Protection Section was in preventing foodborne illness during State fiscal years 2013 and 2014.

Office of Legislative Budget Assistant

Office Of Legislative Budget Assistant

July 2015

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**STATE OF NEW HAMPSHIRE
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ABBREVIATIONS

Committee	Interagency Recycling And Product Purchase Committee
DAS	Department Of Administrative Services
DES	Department Of Environmental Services
DOT	Department Of Transportation
Fund	State Recycling Fund
Program	Statewide Recycling Program
SFY	State Fiscal Year

**STATE OF NEW HAMPSHIRE
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EXECUTIVE SUMMARY

In general, the Department of Administrative Services (DAS) could improve how effectively it operates the Statewide Recycling Program (Program). Program operations relied on staff who primarily performed other duties within the DAS. The key employee managing the Program was also responsible for managing the State's vehicle fleet while another employee involved with the Program was principally responsible for managing the State's merchant card processing function. Staffing resources led to insufficient oversight and analysis, ineffective coordination with State agencies required to comply with recycling and reporting requirements, and ineffective use of available funding in the State Recycling Fund (Fund).

We found the DAS was not monitoring prices paid to the State for scrap metal and corrugated cardboard transactions. According to the scrap metal contract, the contractor was obligated to provide independent proof of the market price on the day the recyclable materials were picked-up. However, the contractor did not provide this documentation during the audit period, so the DAS could not determine whether the State received a fair price. We also examined rebates given by contractors to offset the pick-up costs of corrugated cardboard. Our analysis showed the State received a rate 50 percent of the agreed upon rate.

Our survey of State agencies indicated 44 percent reported receiving no information or guidance from the DAS regarding the Program during the audit period. Several agencies reported no awareness of the Fund or purchasing materials or supplies with agency funds when the Fund could have been used. However, our survey of State agencies indicated overall compliance with recycling requirements found in statute. All 36 agencies responding to our survey reported recycling. The most commonly recycled material was paper (97 percent), toner cartridges (97 percent), corrugated cardboard (92 percent), plastics (75 percent), electronics (69 percent), and aluminum (64 percent). We received no response from 11 agencies. As noted in our Other Issues And Concerns section, compliance with reporting requirements among State agencies was low. Only 53 percent of State agencies actually submitted a report to the DAS in State fiscal year (SFY) 2013, and only 62 percent reported in SFY 2014. State law also requires each State agency to certify its compliance with each policy provision of RSA 9-C:3, I (minimize solid and hazardous waste, recycle waste materials for which markets are readily available, and purchase products with the highest content of recycled materials). Approximately two-thirds of State agencies certified their compliance with this recycling requirement to the DAS during the audit period.

Given the volume of purchases made from the Fund during the audit period, it did not appear the DAS used the Fund effectively. Although the Program generated significant revenue for the Fund from recyclables, primarily scrap metal, we found relatively few expenditures made from the Fund resulting in a fund balance of approximately \$592,000 at June 30, 2014. Between SFY 2010 and 2013, the Fund spent approximately 22 percent of its earned revenues. State fiscal year 2014 exhibited more balance between revenues earned (\$196,000) and expenditures (\$154,000).

Revenues earned by the Fund may offer opportunities for the State to increase recycling and revenue, decrease recycling costs, and improve agency compliance with the State's recycling law and coordination with the DAS. Annual revenues have historically offered a stable revenue source which could be used to fund a position or consultant to act as the State's coordinator for recycling and solid waste disposal.

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RECOMMENDATION SUMMARY

Observation Number	Page	Legislative Action Required?	Recommendation	Agency Response
1	12	Y	Continue to seek sufficient staffing to operate the Statewide Recycling Program.	Concur In Part
2	13	N	Obtain documentation of scrap metal price from the vendor.	Concur In Part
3	14	N	Review frequency of pick-ups for potential cost-savings.	Concur In Part
4	15	N	Develop policies and procedures, and administrative rules governing agency recycling practices and safeguarding marketable recyclables.	Concur In Part
5	16	N	Consider measurement and reporting alternatives to improve recycling data.	Concur In Part
6	17	N	Evaluate existing contracts to identify better pricing structures for the State.	Concur In Part
7	18	N	Analyze contracts for cost savings.	Concur In Part
8	19	N	Coordinate with the Liquor Commission to establish its own recycling program and explore the revenue sharing potential of recycling cardboard with the warehouse.	Concur (DAS) Concur In Part (Liquor Commission)

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**STATE OF NEW HAMPSHIRE
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BACKGROUND

In 2008, RSA 9-C:1, et seq. established the Statewide Recycling Program (Program) which obligates State agencies to reduce waste, recycle, and purchase recycled products as part of their normal operations. Specifically, every State agency must:

- minimize the solid and hazardous waste it generates;
- recycle generated waste materials for which markets are readily available, with particular attention to non-biodegradable waste; and
- purchase materials, supplies, and products having the highest content of recycled materials and which are recyclable and non-toxic, to the extent feasible, acceptable, and appropriate.

For the purposes of the Program, statute defines “State agency” as “any board, department, bureau, office, commission, hospital, sanitarium, home, library, school, college, prison, or other institution, by whatever name, conducted or operated” by the State. Included in the definition of “State agency” is the Legislative Branch but not the Judicial Branch.

In 2008 the Legislature created the Interagency Recycling and Product Purchase Committee (Committee) to coordinate and support the efforts of State agencies in carrying out the Program. Pursuant to statute, the Committee identified waste materials State agencies should recycle and materials containing recycled content agencies should purchase. The Committee identified the following recyclable materials:

- | | |
|---|---------------------------------|
| • Corrugated cardboard | • Cell phones |
| • Mixed paper | • Fluorescent bulbs and ballast |
| • Shredded paper | • Mercury-added products |
| • Containers (plastic, tin, cans, bottles, glass) | • Tires |
| • Rechargeable batteries | • Scrap steel and other metals |
| • Construction and demolition debris | • Waste oil |
| • E-waste (computers, printers, monitors) | • Toner ink cartridges |
| • Antifreeze | |

The Committee was later dissolved through legislation in 2011. Since then, the Department of Administrative Services (DAS) has not made any modifications to the previously established list of recyclable materials.

Program Administration

The DAS is primarily responsible for administering the Program. There were no full-time employees dedicated solely to the Program. Rather, it was administered by two DAS employees whose primary job duties within the Division of Procurement and Support Services’ Fixed and Mobile Assets group were unrelated to recycling or solid waste management. Many of the duties

and responsibilities formerly assigned to the Committee were reassigned to the DAS after the Committee was repealed. The DAS facilitated statewide contracts for waste disposal and recycling; and purchased materials, supplies, and products containing recycled materials. Additionally, the DAS arranged for the pick-up of recycled materials, where feasible, at those State agencies that purchased through the division. The DAS Bureau of Purchase and Property managed recycling contracts and arranged for recycling containers for corrugated cardboard and single stream recyclables¹. The DAS managed 118 recycling container pick-up locations throughout the State for State agencies. The DAS also administered the State Recycling Fund (Fund) which was designated for and used to support statewide recycling efforts.

Statute also directed the Department of Environmental Services (DES) to help State agencies identify waste reduction and recycling opportunities, as time and resources permit. Our survey of State agencies regarding their recycling practices indicated only 28 percent of respondents reported DES provided them with assistance during the audit period.

State agencies must annually certify to the DAS they minimize waste, recycle waste materials, and purchase supplies made from recycled materials or explain reasons for non-compliance. The DAS published a *Certification of Compliance* reporting template available to State agencies on its website for State agency use to report compliance. The DAS also asked State agencies to annually complete and provide the DAS with a *Recycling And Waste Report* found on its website. This document was used to record the type and amount of materials the reporting agency recycled during the prior State fiscal year (SFY) upon which the DAS based its annual report.

The DAS must provide a report, detailing State agency compliance with the annual certification provision by November 1 of each year to the Governor, Legislature, the DES, and the State Library. The report also provided detailed and summary information on the waste materials recycled and purchases of materials with recycled content made by State agencies. The report also included the certifications of each State agency and any recommended changes to law or policy that would advance statewide recycling efforts.

State Recycling Fund

The nonlapsing Fund was established in 2008, to pay for DAS costs related to administering statewide recycling, provide State agencies with needed recycling equipment or supplies, and offset recycling pick-up service costs. According to statute, revenues supporting the Fund were derived from the sale of recycled materials by all State agencies, with the exception of the Liquor Commission's sale of corrugated cardboard boxes. Table 1 shows during the past five SFYs revenues consistently outpaced expenditures causing the Fund balance to grow by 659 percent. Consequently, at the end of SFY 2014, the Fund had a balance of roughly \$592,000.

¹ Single Stream is a method of recycling that allows one to place all recycling materials into a single container. The materials are later shipped to and separated at a recycling facility.

Table 1

**State Recycling Fund
SFYs 2010 – 2014**

	2010	2011	2012	2013	2014
Beginning Balance	\$15,322	\$ 78,011	\$221,117	\$422,046	\$549,465
Expenditures	(7,965)	(35,544)	(27,808)	(80,530)	(153,978)
Revenues	70,654	178,650	228,737	207,949	196,420
Ending Balance	\$78,011	\$221,117	\$422,046	\$549,465	\$591,907

Note: Revenues excludes any rebates given.

Source: LBA analysis of Statements of Appropriations for the *State Recycling Fund*.

The Fixed and Mobile Assets group within the DAS received all recycling invoices. Once invoices for purchases or container pick-ups were approved and processed, they were forwarded to the DAS Bureau of Shared Services for payment. The DAS Business Office received payments from contracted vendors for such things as e-waste and scrap metal, which was deposited into the Fund.

We analyzed the Fund database the DAS used to identify agencies earning revenue or rebates from recycling. Revenues were typically generated from recycling scrap metal, oil, and electronic waste, while rebates were detailed on the invoice by the recycling contractor as an offset to the pick-up cost for cardboard and mixed paper and were not counted as revenue in the State's accounting records. During the audit period, the State earned \$404,369 in revenue from recycling, while receiving \$21,334 in rebates. Tables 2 and 3 show revenues and rebates earned by recycling material. Our analysis of recycling revenues indicated during the past five SFYs, 91 percent of the revenues supporting the Fund came from the sale of scrap metal (Table 2).

Table 2

**Revenues By Recycling Material
SFYs 2013 And 2014**

Material	Revenues	Percent of Total
Scrap Metal	\$368,696	91.2%
Electronic Waste	21,620	5.3
Cardboard	8,293	2.1
Batteries	5,040	1.2
Oil	720	0.2
Total	\$404,369	100.0%

Source: LBA analysis of statewide recycling database revenues.

Table 3 shows cardboard made up nearly 70 percent of all rebates during SFYs 2013 and 2014. Mixed paper accounted for approximately 30 percent of the rebates.

Table 3

**Rebates By Recycling Material
SFYs 2013 And 2014**

Material	Rebates	Percent of Total
Cardboard	\$14,903	69.9
Mixed Paper	6,431	30.1
Total	\$21,334	100.0%

Source: LBA analysis of statewide recycling database rebates.

Table 4 shows the Department of Transportation (DOT) earned the most revenue from recycling during SFYs 2013 and 2014. Nearly 57 percent of all recycling revenue during the audit period was generated by the DOT. Information contained in the database was insufficient to identify the agencies who earned 31 percent of recycling revenue (\$127,301). Other agencies contributed 11.7 percent of revenue to the Fund.

Table 4

**Revenues By Agency
SFYs 2013 And 2014**

Agency	Revenues	Percent of Total
Transportation	\$229,919	56.9%
Unknown	127,301	31.4
Administrative Services	22,681	5.6
Police Standards and Training	9,922	2.5
Safety	7,441	1.8
Health and Human Services	3,465	0.9
Corrections	2,422	0.6
Other	1,218	0.3
Total	\$404,369	100.0%

Source: LBA analysis of statewide recycling database revenues.

The DAS accounted for approximately 44 percent of the \$21,334 in rebates for SFYs 2013 and 2014, while the Liquor Commission generated 30 percent of all rebates during the audit period (Table 5). Due to DAS custodial functions, some unknown amount of recyclables were generated by other State agencies and merely handled by the DAS. The DAS did not account for these recyclables separately. All other agencies accounted for approximately 26 percent of all rebates, or \$5,425.

Table 5

**Rebates By Agency
SFYs 2013 And 2014**

Agency	Rebates	Percent of Total
Administrative Services	\$9,478	44.4
Liquor	6,431	30.1
Corrections	3,851	18.1
Transportation	1,538	7.2
Adjutant General	31	0.2
Banking	5	0.0
Total	\$21,334	100%

Source: LBA analysis of statewide recycling database rebates.

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STATEWIDE RECYCLING PROGRAM

Did the Department of Administrative Services administer the Statewide Recycling Program effectively?

Due to insufficient staffing, we found the Department of Administrative Services (DAS) was unable to administer the Statewide Recycling Program (Program) effectively. Instead of dedicated staff, the Program relied on staff performing other primary duties. The key employee responsible for managing the Program was responsible for managing the State's vehicle fleet, while another employee involved with the Program was principally responsible for managing the State's merchant card processing function. The State's Fleet Management Administrator reported devoting approximately ten percent of her time to administering the Program and reported her duties included ensuring reports were submitted timely; invoices were properly paid; and updating the database with weights and volumes of recycled materials, and costs. In addition, the Fleet Management Administrator purchased supplies for agencies such as containers needed for recycling. The Merchant Card Processing Administrator at the Division of Procurement And Support Services, Fixed And Mobile Assets was primarily responsible for the financial aspects of the Program; handling annual statements, and reconciling the Program's database to the State's financial management system. The Deputy Commissioner oversaw the Program and reportedly spent one percent of his time on the Program.

No positions were funded when the Program was established by legislation in 2008. The Interagency Recycling and Product Purchase Committee was created by RSA 9-C in 2008 to "coordinate and support the efforts of" State agencies to comply with RSA 9-C. However, this provision was repealed in 2011, effectively assigning the entire function to the DAS.

We found State agencies generally followed the recycling requirements of RSA 9-C. Surveys with State agencies indicated all 36 respondents to our survey reported recycling. The most commonly recycled material was paper (97 percent), toner cartridges (97 percent), corrugated cardboard (92 percent), plastics (75 percent), electronics (69 percent), and aluminum (64 percent). Although State agencies reported recycling these items, not all items were recycled for revenue. For example although 92 percent of the agencies responding to our survey reported recycling corrugated cardboard, we found only three agencies recycled corrugated cardboard for revenue or rebates totaling \$13,894 (Liquor Commission, Transportation, and the Police Standards and Training Commission). This means there may be additional opportunities to earn revenue from increased recycling. Likewise, 97 percent of the State agencies responding to our survey reported recycling paper, but only five agencies recycled it for rebates earning approximately \$15,000 over the two-year audit period. The State saw no revenue from single stream recyclables such as plastics, glass, or aluminum cans. These may represent an opportunity to increase the recycling rate for additional revenues.

We also found the DAS could potentially improve revenues to the program by better monitoring prices paid by contractors to the State for its recycling materials, and potentially reduce costs by

evaluating its contracts, ensuring the proper container size and pick-up frequency, and considering alternative structures of its existing contracts.

We found expenditures made from the State Recycling Fund (Fund) complied with statutory intent, that is, to purchase equipment and supplies, and to pay for pick-up services. However, given the volume of purchases made from the Fund during the audit period, it did not appear the DAS used the Fund effectively. Although the Program generated significant revenue from recyclables, we found relatively fewer expenditures made from the Fund resulting in a Fund balance of approximately \$592,000 at June 30, 2014. Between State fiscal years (SFY) 2010 and 2013, the State Recycling Fund spent approximately 22 percent of its earned revenues. State fiscal year 2014 was a little more balanced between revenues earned (\$196,000) and expenditures (\$154,000). Several agencies reported no awareness of the Fund or purchasing materials or supplies with agency funds when the Fund could have been used.

Observation No. 1

Sufficient Staffing Needed

The DAS lacked sufficient staff to ensure the Program was efficiently and effectively operated. The program was chiefly operated by the State's Fleet Management Administrator as an adjunct to that position and assisted by the Administrator of Merchant Card Processing Services. The Program was overseen by the DAS Deputy Commissioner.

The observations that follow identify deficiencies and inefficiencies we believe can be resolved with appropriate staffing, potentially increasing revenues, reducing expenditures, and strengthening controls.

In Observation No. 2, we discuss how the DAS did not receive documentation of the market price paid for scrap metal on the days when pick-ups occurred, despite a contract requiring such reports from the recycling contractor. With sufficient staffing, the DAS could ensure timely receipt and audit these reports on a daily basis to ensure the State received the market rate for its recyclable assets.

Observation No. 3 discusses single stream and cardboard container pick-ups may be too frequent in some locations. With sufficient staffing, the DAS could better manage the frequency of pick-ups for its recycling containers to ensure full or nearly full containers at the time of pick-up.

In Observation No. 4, we note the DAS lacked policies, procedures, and administrative rules regarding safeguarding, handling, and disposition of the State's recycling assets. The DAS reported it attempted to draft a revision to the *Manual of Procedures*, but time and resources did not allow for completion or escalation for review.

In Observation No. 6 and No. 7, we discuss the State's recycling contracts and recommend evaluating the contracts for potential cost savings and to consider restructuring them to enhance revenues and reduce expenditures for recycling.

Observation No. 5 and No. 8 discuss deficiencies which can be alleviated with sufficient staffing.

The DAS had requested a recycling coordinator several times since the Program was introduced in 2008, but the position was not approved. The U.S. Government Accountability Office suggests organizations have the appropriate number of employees, particularly in managerial positions, to ensure adequate internal control.

It appears the Fund may be able to support sufficient staffing given its annual revenues and expenditures. In SFY 2014, the Fund earned \$196,420 while spending \$153,978, while in SFY 2013, the Fund earned \$207,949 and spent \$80,530. As noted above, the Fund could increase revenues and reduce expenditures with sufficient staffing.

Recommendation:

We recommend the DAS continue to seek sufficient personnel to improve the efficiency and effectiveness of the Statewide Recycling Program.

Auditee Response:

We concur in part.

When the legislation to establish a statewide recycling program was heard by the general court DAS testified that a full time recycling coordinator was required to oversee this new program. A full time recycling coordinator was also requested in the FY 10-11 operating budget to no avail. Additionally, the Department of Environmental Services (DES) originally was tasked to provide a recycling position to assist DAS with the program duties. That position was repealed by the legislature in 2011. DAS has requested that 1 part-time position be added to the fiscal year 2016-2017 budget which would be funded through the recycling fund. This position, if approved, would manage the reports, invoices, contracts and agency outreach. While DAS will try to address every observation identified, it must be understood that this one part-time position will not be able to implement and manage all of the observations reported in this audit. It could only supplement the requirements. There are no plans for a full time position at this time.

Observation No. 2

Documentation Of Scrap Metal Sale Price Needed

The DAS did not receive documentation of the market price paid for scrap metal on the day of pick-up. The terms of the contract with the scrap metal recycling contractor specified the vendor submit a “rebate package” containing weigh slips, rebate check, and a copy of the American Metal Market Boston Index Postings effective for the date of pick-up to support the transaction value. Although the contractor took ownership of the scrap at the time of pick-up, the contractor could choose to hold the scrap until the market price rises higher, but this risk was borne solely by the contractor.

Without documentation of the market price for the day of pick-up, the DAS could not determine whether it was receiving the agreed-upon market price for its scrap metal.

Recommendation:

We recommend DAS management ensure the contractor supplies all specified pricing documentation to validate the price paid on the day of pick-up and ensure sufficient staff are available to review and verify prices paid.

Auditee Response:

We concur in part.

DAS will move to ensure that the scrap metal contractor supplies required documentation according to the contract. However, consistent tracking, proper review, and analysis will depend upon the successful implementation of the additional staff requirement in Observation #1.

Observation No. 3

Pick-up Frequency Should Be Examined

Single stream and cardboard container pick-ups may have occurred too frequently in some locations. For one week in January 2015, we observed the volume of recyclables within the State's recycling containers located at several different locations around the City of Concord. Of the 18 recycling containers scheduled for weekly pick-up, 12 (67 percent) appeared less than full, including some that were likely only one-quarter full when picked-up. For example, the ten cubic yard container located at 115 Pleasant Street was scheduled for weekly pick-up service. We observed the container was empty on Monday, Wednesday, and Friday of the week, leading us to conclude the container did not require weekly pick-up service. The DAS reported agencies supplied the container size and pick-up frequency information based on their historical use in preparation for contracting.

Given the average cost of \$17.66 per pick-up in the City of Concord, recycling containers should be picked-up only when full or nearly full to minimize annual pick-up costs.

Recommendation:

We recommend regularly reviewing cost-effective pick-up frequencies for State recycling containers.

Auditee Response:

We concur in part.

DAS will need the cooperation and support of all agencies to manage the pickup frequencies in order to get the most cost effective schedule. Pickup locations are spread throughout the state and DAS does not have the available staff to audit the volume in containers at pickup. DAS will enlist the support of agency Green Teams (and agency staff where no Green Team exists) to better manage this effort.

Observation No. 4

Internal Controls Needed For Marketable Recycling Assets

The DAS lacked policies, procedures, and administrative rules regarding safeguarding, handling, and disposition of the State's recycling assets. Revenues from scrap metal totaled approximately \$404,000 during the audit period while rebates from paper and cardboard totaled approximately \$21,000. However, we observed at one location scrap metal was left unsecured beside a building. Likewise, we observed State agencies with unsecured recycling containers, allowing for possible unauthorized dumping of household waste or theft of recyclables, but also noted some agencies with locks on their containers. We also observed some single stream containers that appeared to contain trash. The contracts for single stream recycling and cardboard required the contractor to provide locks for containers at no charge upon request from the agency.

Policies and procedures are standard control activities designed to guide and enforce management's directives. Policies and procedures are also critical tools to help ensure actions are taken to address risks. These tools are integral to an entity's stewardship of government resources and achieving effectiveness.

The DAS reported it attempted to draft a revision to the *Manual of Procedures*, but time and resources did not allow for completion or escalation for review. Without written policies and procedures along with a control environment that recognizes the value of scrap metal and other recyclables, recyclable assets may not be recognized or misappropriated.

Recommendation:

We recommend DAS management develop and adopt written policies, procedures, and administrative rules governing recycling and safeguarding of scrap materials and develop procedures to ensure trash does not get dumped in recycling containers.

Auditee Response:

We concur in part.

DAS agrees with the importance of procedures, policies, and administrative rules. However, the necessary staff for writing and implementing stronger written controls will exceed even the additional position requested. Our current Policy and Procedures team is already fully engaged in drafting other necessary and required sections of the manual of procedures and updates to the department's Administrative Rules. Any updates to the Recycling Program will need to wait until

those resources are available. In the meantime, agencies are able to access guidance and recommendations on the Recycling website maintained by DAS, and DAS will meet quarterly with representatives from various agencies to encourage recycling.

Observation No. 5

Reporting Should Be Improved

Recycling data provided by State agencies were inaccurate due to issues with the reporting form. Since 2009, the DAS has been required to prepare and submit a recycling report to the Governor, the Legislature, the Department of Environmental Services, and the State Library. According to statute, the report was to contain detailed and summarized information on waste materials recycled or otherwise disposed of during the prior fiscal year for each state agency.

Marketable recyclables such as cardboard and scrap metal were weighed by the recycling contractors. According to industry practices single stream recyclables, such as plastic, glass, and mixed paper are not weighed. State agencies *estimated* the volume of each individual recyclable and calculated the weight based on standardized volume-to-weight conversion factors provided by the DAS.

State agencies submitted an *Annual Recycling and Waste Report for State Agencies* form which calculated the amount of material recycled as a percentage of an agency's municipal solid waste. The form requested recyclables be recorded in tons, pounds, gallons, and units which were ultimately summed to one number, the total tons recycled. However, the form produced erroneous results because of the various units of measure used. For example, tons of scrap metal and tons of tires were added to units of toner ink cartridges and divided by total tons of municipal solid waste to arrive at a recycling rate. The form did not convert the recycled materials to a standard unit of measure (for example, units of toner ink cartridges to tons) *before* recording the weight on the form, nor were there instructions on how to do so on the form itself.

Since the State did not receive any revenue from single stream recycling, it may not be necessary to record the weight of each type of recycled material. It may be more effective if State agencies estimated the aggregate contents of single stream recycling containers and reported the total weight as "single stream" rather than attempting to quantify the weight of glass, for example, inside the container. Without accurate reporting, effective management decisions regarding the Statewide Recycling Program may be difficult.

Recommendation:

We recommend DAS management consider modifying its reporting form for measuring and reporting recycling output with attention to cost and accuracy.

Auditee Response:

We concur in part.

If the position described in Observation #1 is approved we would be able to modify the annual report template to require standard reporting units (tons) and provide direct access from the report to the conversion documentation on the website. Additionally we will be able to work with agencies to ensure they follow correct procedures.

Observation No. 6

Contracts Should Be Evaluated For Terms More Favorable To The State

The DAS and the State Liquor Commission may have opportunities to restructure the terms of some of their contracts to reduce costs and increase revenue to the State.

During the audit period, the State's contracts for single stream and cardboard recycling contained a price listing for services provided under the contracts. The contracts established a fixed cost per pick-up for each container location. For single stream service, the cost ranged from \$7.73 to haul a six cubic yard container located at the Pease Air National Guard Base in Newington to \$150 to haul a 30 cubic yard container located at the New Hampshire Veteran's Home in Tilton. Under the contracts, the State paid a fixed price to have the containers picked-up but received no rebates for the recyclables within the container, allowing the recycling contractor to retain the value of the recyclable plastic, glass, tin, and paper. The State also generally did not pay a rental fee for the container. The State's Fleet Management Administrator, who administered the State's recycling program, reported having no role in planning the recycling contract.

One New Hampshire municipality negotiated a single stream contract with revenue sharing between the recycling contractor and the municipality, when the market price of recyclables exceeded \$55 per ton, and eliminated pick-up fees entirely. When the recyclable price was below \$55 the municipality received no revenue and no bill. When the recyclable price was greater than \$55, the municipality was entitled to a 50 percent rebate of the amount exceeding \$55.

Cardboard recycling generally was handled in one of two ways. In locations generating substantial cardboard, the pick-up fee ranged between \$170 and \$185. For these locations, with containers ranging in size from 30 cubic yards to 42 cubic yards, revenue from selling the cardboard was split evenly between the contractor and the State. The State received payment in the form of a rebate applied against the pick-up fee on the invoice. In locations with smaller containers ranging in size from two cubic yards to ten cubic yards, the State paid only the pick-up fee ranging between \$13 and \$59.78, and received no revenue from selling the cardboard. Two State liquor stores located on I-93, however, received no rebate from the cardboard contained in two 42 cubic yard containers and paid a \$75 per month container rental fee for each container and \$130 for each haul.

Without a thorough evaluation of alternative pricing structures, the State had no assurance it was getting the best deal possible.

Recommendation:

We recommend DAS management evaluate the pricing structure of its contracts prior to renewal.

Auditee Response:

We concur in part.

DAS is currently in the process of issuing a request for bid (RFB) for recycling services. We will continue with the RFB as it currently is, however, reduce the contract to 12-18 months instead of the previous contract lengths of 36 months. This will provide DAS appropriate time to research the most cost effective and efficient pickup options, (for example, aggregating the volumes of larger locations) while still ensuring proper recycling coverage. This should also allow DAS the time to run an RFI (request for information), if deemed necessary, and to research how other similarly-positioned states handle, in order to find the optimal pickup cycle/methods. DAS will also work internally to highlight the importance of recycling to maintenance personnel and make a conscious effort to monitor the volumes of the dumpsters during the course of their duties.

Observation No. 7

The DAS Should Evaluate Its Contracts For Cost Savings

There may be cost savings opportunities using the State’s recycling contracts. Within the City of Concord, the State had contracts with three different contractors for recycling services during the audit period. Our analysis of recycling contracts indicated one contractor provided most of the recycling containers within Concord despite it being the most expensive. For example, Contractor A charged an average of \$17.17 for an eight cubic yard recycling container while Contractor C charged only \$10 for an eight yard recycling container (Table 1). The analysis also showed cost savings may be realized by using larger recycling containers and delaying the pick-up frequency.

Table 6

Recycling Contractors Operating Within Concord

Contractor	4 cu. yard	6 cu. yard	8 cu. yard
A	\$14.50	\$15.75	\$17.17
B	\$15.00	\$15.00	N/A
C	N/A	N/A	\$10.00

Source: LBA analysis of state recycling contracts.

Each contract had a specific location for the container. For example, Contractor A had a contract with the State to supply and pick-up a recycling container at 33 Hazen Drive, while Contractor C

had a contract to supply the same service for 41 Hazen Drive, even though they are for the same department and located adjacent to each other.

Recommendation:

We recommend DAS management evaluate its contracts to determine whether better pricing can be obtained by changing pick-up schedules, container sizes, and using the most competitive vendor.

Auditee Response:

We concur in part.

When we initially established this program we went out to bid for services by district/region, and some agencies conducted their own bid processes. We had entire regions of the state where vendors did not bid or bids were inflated because it was not cost effective for them to pick up in those remote locations and/or they knew they were the only vendor that could provide the service. Regional bidding resulted in smaller companies not being able to compete against their larger counterparts, and the state lost the advantage provided by a competitive bid process. The current process is that each location is competitively bid and the lowest bidder, for a given location, is awarded a contract. In situations where two vendors are servicing nearby locations, it is possible that Contractor A chose not to bid on an adjacent location (possibly because of an already full truck, for example) which resulted in two contractors providing services in close proximity to each other. The price differential can also be attributed to the bid timeframe for each location. Vendors base their pricing on the then-current recycling market. The market is very dynamic, and other then-current operating costs and fuel prices play a large part in the cost as well. DAS will continue to explore bidding and contracting options to determine if there is another way to obtain the best services and pricing. This too is dependent upon sufficient staffing as detailed in Observation #1.

Observation No. 8

The Liquor Commission Should Manage Its Own Recycling Program

The New Hampshire Liquor Commission did not pay for its corrugated cardboard recycling program as intended by statute. Although the Liquor Commission recycled its corrugated cardboard during the audit period, using DAS-negotiated contracts, the recycling services were paid directly by the Fund rather than the Liquor Commission. Revenues were also paid directly into the Fund. According to Liquor Commission personnel, the Commission saw no revenue produced by the sale of corrugated cardboard.

According to RSA 9-C:7, II, revenues earned by the Liquor Commission from the sale of corrugated cardboard boxes were exempt from requirements for State agencies to pay into the Fund. Statute required the Liquor Commission report quarterly to the DAS, Director of the Division of Procurement and Support Services, on the use of its recycling revenues and to pay

excess funds generated by its recycling program, and not used by June 30 of each year, to lapse to the Fund.

Both DAS and Liquor Commission personnel interpreted statute as requiring the DAS to pay for the recycling services of the Liquor Commission.

We examined 14 invoices containing rebates for corrugated cardboard originating at Liquor Commission locations. The State received a rebate of \$643 for 26.1 tons of corrugated cardboard or an average of \$24.63 per ton. When we evaluated the average monthly price the State *could* have obtained if it received the market rate less the 50 percent discount required by the contract, we found the State could have earned \$1,356 for these 14 transactions for an average price per ton of \$51.95.

During our audit we learned of a practice that may prove more lucrative for the State Liquor Commission. When a distributor in the retail industry delivered products to a store, the distributor took corrugated cardboard from the previous delivery on the return trip to its warehouse for recycling and shared the revenue with the store. This practice eliminated separate contracts for cardboard recycling for the retailer. However, the retailer must store the corrugated cardboard until the next delivery by the distributor, which will require ensuring adequate storage space during the interims between product delivery.

As a result of the expenditures and revenues directly paid from/to the Fund, the Liquor Commission did not have the benefit of monitoring its expenses or revenues related to its recycling program. There may also have been less of an incentive for the Liquor Commission to efficiently recycle its corrugated cardboard if the revenue and expenses were handled by DAS. In addition, no excess funds were deposited into the Fund at the close of the fiscal year by the Liquor Commission as intended by statute.

Recommendations:

We recommend the Liquor Commission coordinate with the DAS to:

- **ensure recycling contractors send invoices for payment and remit revenues directly to the Liquor Commission,**
- **have the Liquor Commission establish accounting procedures to track recycling-related revenues and expenditures, and**
- **ensure the Liquor Commission pay excess recycling funds to the DAS by June 30 of each year.**

We also recommend the Liquor Commission explore contracting with the warehouse and delivery contractor for recycling cardboard and revenue sharing.

Auditee Response:

DAS: We concur.

DAS and the Liquor Commission did not interpret RSA 9: C— 7 II to mean that Liquor is required to manage and pay for its own recycling program, rather than have them handled by DAS and paid for by the recycling fund. We will work with the Liquor Commission to transition management of their recycling program to them. The Liquor Commission will be responsible to manage their recycling program and provide quarterly reports on the use of their recycling revenues to DAS. They will also be required to pay any excess funds from their recycling program to the state recycling fund.

Liquor Commission: *We concur in part.*

Regarding the recommendation that recycling contractors invoice the Liquor Commission and that the Liquor Commission establish accounting procedures to track recycling revenues and expenses, the Commission does not agree with this approach. The current system of invoices being paid by the recycling fund directly and the fund directly receiving revenues from our recycling is working quite well. Why include a middleman when none is required? If this procedure conflicts with the current law as written, the law should be changed to allow this procedure to continue.

As a point of information, we have not budgeted for these recycling costs and therefore, they are not in our Fy16-17 budget. This will have a negative impact to Liquor revenues to the General Fund.

Regarding the recommendation that the Commission explore contracting with our private warehouse and transportation company to recycle cardboard and share revenue, we have contacted Exel regarding this opportunity. They have indicated they would be willing to research the feasibility of establishing such a program. The Commission would have to be satisfied that such a program would not interfere with timely deliveries to our stores and that a fair agreement could be reached with Exel regarding the sharing of recycling revenue.

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**STATE OF NEW HAMPSHIRE
DEPARTMENT OF ADMINISTRATIVE SERVICES
STATEWIDE RECYCLING PROGRAM**

OTHER ISSUES AND CONCERNS

In this section, we present an issue we consider noteworthy but not developed into a formal observation. The Department of Administrative Services (DAS) and the Legislature may wish to consider whether this issue and concern deserves further study or action.

Agencies Should Comply With Reporting Requirements

Since 2009, the DAS has been required to prepare and submit a State agency recycling report to the Governor, Legislature, Department of Environmental Services, and the State Library. RSA 9-C:10, required each agency to report on “agency success in complying with” the requirements of RSA 9-C. The form used for agency reporting, created by the DAS, was designed to capture detailed information on waste materials recycled or otherwise disposed of during the previous fiscal year. However, only 53 percent of the required agencies actually submitted a report to the DAS in State fiscal year (SFY) 2013, and only 62 percent reported in SFY 2014.

Statute also requires each State agency to certify its compliance with each policy provision of RSA 9-C:3, I (minimize solid and hazardous waste, recycle waste materials for which markets are readily available, and purchase products with the highest content of recycled materials). Approximately two-thirds of the required agencies certified their compliance with this recycling requirement to the DAS during the audit period.

Some State entities may not agree they are required to comply with these reporting requirements. Although RSA 9-C:2, V defined a State agency as “any board, department, bureau, office, commission, hospital, sanitarium, home, library, school, college, prison, or other institution, by whatever name, conducted or operated by the State of New Hampshire,” we found during our survey of State agencies that several independent authorities, and colleges did not view themselves as subject to the requirements of RSA 9-C.

Without the cooperation of all State agencies required to report their compliance with recycling requirements, the Governor, Legislature and the public cannot be assured the State is recycling all materials the law intends.

The Legislature may wish to consider clarifying RSA 9-C to specifically include independent authorities, the University System of New Hampshire, and the Community College System of New Hampshire, if that is the intent of the chapter.

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**STATE OF NEW HAMPSHIRE
DEPARTMENT OF ADMINISTRATIVE SERVICES
STATEWIDE RECYCLING PROGRAM**

**APPENDIX A
OBJECTIVES, SCOPE, AND METHODOLOGY**

Objective And Scope

In January 2014, the Fiscal Committee of the General Court adopted a joint Legislative Performance Audit and Oversight Committee recommendation to conduct a performance audit of the Department of Administrative Services (DAS) Statewide Recycling Program (Program). We held an entrance conference with DAS management in October 2014. Our detailed audit work focused on State fiscal years 2013 and 2014 and answered the following question:

Did the Department of Administrative Services administer the Statewide Recycling Program effectively?

To answer this question we sought to determine the following:

1. whether State agencies complied with RSA 9-C,
2. whether DAS practices ensured the State received the best price for marketable recyclables, and
3. whether the DAS used the *State Recycling Fund* effectively.

Methodology

The methodology describes the nature and extent of audit procedures for gathering and analyzing evidence to address the audit objectives. To gain a general understanding of the Program, we interviewed non-profit recycling professionals, DAS, Department of Environmental Services (DES), and other State agency personnel. We also reviewed:

- relevant State statutes, administrative rules, proposed Legislative bills, and Executive Orders;
- Interagency Recycling and Product Purchase Committee annual reports and DAS waste reduction, recycling, and purchase annual reports;
- memorandums of agreement between the DAS and the Department of Health and Human Services, and recycling and solid waste disposal contracts;
- the DAS recycling website, the DES website, and reviewed industry literature regarding recycling practices;
- supplemental job descriptions, statements of appropriations, and operating budgets;
- recycling reports;
- State agency certifications of compliance; and
- audits and evaluations from other states and the federal government.

To determine the effectiveness of the Program, we:

- conducted recycling container observations around the City of Concord during the first week of January 2015 to assess whether the pick-up frequency seemed appropriate given the volume of recyclables in the container;
- reviewed State revenues to determine the volume of recycling by agency and type of recyclable;
- reviewed a judgmental random sample of expenditures from the State Recycling Fund for compliance with RSA 9-C;
- obtained recyclable materials pricing information for the audit period and compared with the price the State received;
- analyzed recycling market trends to identify marketable materials;
- compared DAS and other State agency practices to applicable statutes; and
- evaluated controls over State recycling assets.

We sent surveys to all independent State boards, departments, commissions, authorities, and other institutions. Surveys were sent to administrative heads of each agency with instructions to forward the survey to knowledgeable staff within their agency. Administratively attached boards were assumed to follow the same recycling practices as its assigned agency. We sent out 47 surveys and received 36 responses, for a 77 percent response rate. We believe the results are generalizable to the larger population. See Appendix C for survey results.

**STATE OF NEW HAMPSHIRE
DEPARTMENT OF ADMINISTRATIVE SERVICES
STATEWIDE RECYCLING PROGRAM**

**APPENDIX B
AGENCY RESPONSE**



LINDA M. HODGDON
Commissioner
(603) 271-3201

State of New Hampshire
DEPARTMENT OF ADMINISTRATIVE SERVICES
OFFICE OF THE COMMISSIONER
25 Capitol Street – Room 120
Concord, New Hampshire 03301

JOSEPH B. BOUCHARD
Assistant Commissioner
(603) 271-3204

March 17, 2015

John Clinch
Senior Audit Manager
Office of the Legislative Budget Assistant
State House Room 102
107 North Main Street
Concord, NH 03301

Dear Mr. Clinch:

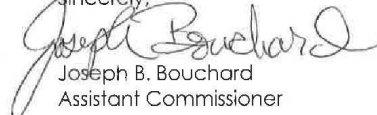
We thank you for the opportunity to comment on the statewide recycling program performance audit report.

Administrative Services (DAS) generally concurs with the audit's main finding that we could improve our management of the statewide recycling program. Our ability to improve management of the recycling program is contingent on obtaining a full time coordinator to oversee the program. We made this known to the general court several times when the proposed legislation (HB 877) was being considered.

We feel that obtaining a full time recycling coordinator will require legislative approval. We have requested a part time position in the FY 16-17 budget. If we are able to obtain the part time position we will be able to dedicate that individual to this specific program.

We look forward to working with the Legislature and other state agencies to identify and develop methods to improve recycling within the state.

Sincerely,


Joseph B. Bouchard
Assistant Commissioner

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**STATE OF NEW HAMPSHIRE
DEPARTMENT OF ADMINISTRATIVE SERVICES
STATEWIDE RECYCLING PROGRAM**

**APPENDIX C
STATE AGENCY RECYCLING
SURVEY RESULTS**

We sent surveys to all independent State boards, departments, commissions, authorities, and other institutions. Surveys were sent to administrative heads of each agency with instructions to forward the survey to knowledgeable staff within their agency. Administratively attached boards were assumed to follow the same recycling practices as its assigned agency. We sent out 47 surveys and received 36 responses, for a 77 percent response rate. We combined and simplified similar answers to open-ended questions and present them in topic categories; multipart responses are counted in multiple categories where applicable. Some totals in the following tables may not add up to 100 percent due to rounding or where respondents could respond multiple times to the same question.

Q1. What is the name of your organization? (Please do not include "the" at the beginning of your response.)		
Answer Options	Response Count	Response Percent
<i>answered question</i>	36	100
<i>skipped question</i>	0	0

Q2. Does your agency recycle any of the following waste materials?(Please indicate yes or no for all materials.)				
Answer Options	Yes, we recycle this waste material	No, but we produce this waste material	No, we do not produce this waste material	Rating Count
Aluminum	23 (64%)	0 (0%)	13 (36%)	36
Antifreeze	9 (25%)	2 (6%)	25 (69%)	36
Automotive batteries	11 (31%)	1 (3%)	24 (67%)	36
Cell phones	13 (36%)	0 (0%)	23 (64%)	36
Construction and demolition debris	9 (25%)	1 (3%)	26 (72%)	36
Copper	7 (19%)	0 (0%)	29 (81%)	36
Corrugated cardboard	33 (92%)	1 (3%)	2 (6%)	36
Dry cell batteries	10 (28%)	4 (11%)	22 (61%)	36
Electronics (e.g., computers, printers, monitors)	25 (69%)	1 (3%)	10 (28%)	36
Fluorescent lights/ballasts	18 (50%)	5 (14%)	13 (36%)	36
Glass	22 (61%)	1 (3%)	13 (36%)	36
Light bulbs	15 (42%)	5 (14%)	16 (44%)	36
Mercury products	9 (25%)	0 (0%)	27 (75%)	36
Paper (shredded)	35 (97%)	0 (0%)	1 (3%)	36
Paper (whole)	34 (94%)	1 (3%)	1 (3%)	36

Plastics	27 (75%)	2 (6%)	7 (19%)	36
Polystyrene foam (Styrofoam)	14 (39%)	6 (17%)	16 (44%)	36
Rechargeable batteries	10 (28%)	0 (0%)	26 (72%)	36
Scrap metal	9 (25%)	1 (3%)	26 (72%)	36
Tin	14 (39%)	0 (0%)	22 (61%)	36
Tires	11 (31%)	2 (6%)	23 (64%)	36
Toner cartridges	35 (97%)	0 (0%)	1 (3%)	36
Waste oil	9 (25%)	3 (8%)	24 (67%)	36
Other	8 (22%)	0 (0%)	28 (78%)	36

answered question 36
skipped question 0

Q2 Comments. Other (please specify)	
Food Scraps recycled to local farmers	2
Books, office supplies	2
1) Tyvex Envelopes; 2) Transparencies; 3) Floppy Discs, VHS tapes, DVDs, CDs; 4) Old Sneakers; 5) Binders and other used office supplies are re-used. We have more information available for all the materials/wastes indicated as recycled above. Also, for many of the wastes/materials that we generate but don't DIRECTLY recycle, the facilities we go to typically recycle them (like tires, antifreeze, and used motor oil)	1
Security related items	1
Road and bridge materials	1
We recycle certain items via Admin Services as we are in a state building	1

Q3. Did your agency purchase any supplies or materials containing recycled content during State fiscal years 2013 or 2014?		
Answer Options	Response Count	Response Percent
Yes	34	94
No	2	6

answered question 36
skipped question 0

Q4. Please identify all supplies and materials containing recycled content your agency purchased during State fiscal years 2013 and 2014. (Check all that apply.)		
Answer Options	Response Count	Response Percent
Binders	11	32
Envelopes	25	74
Furniture	5	15
Lumber	2	6
Paper (e.g., printer, notepads)	33	97

Paper towels	20	59
Pens or pencils	7	21
Plastic	7	21
Recycled Batteries	3	9
Steel, aluminum	2	6
Tires	2	6
Toilet paper	12	35
Toner (ink cartridge)	23	68
Other	3	9

answered question 34

skipped question 2

Q4 Comments. Other (please specify)	
Many of these purchased items (like the paper products) are controlled by DAS and State contracts. Most of the paper products (we believe) do contain recycled content. Most other items (particularly office supplies) are offered through a contract with WB Mason or accounts with local vendors. The purchase of recycled content products is possible and such products are available. This is not a centralized process and therefore, there is great variability.	1
Printers from the White Farm	1
Recycled supplies are more expensive and therefore not purchased	1

Q5. Does your agency minimize the amount of solid and hazardous waste it generates?		
Answer Options	Response Count	Response Percent
Yes	31	86
No	5	14

answered question 36

skipped question 0

Q6. Please describe how your agency ensures it minimizes the amount of solid and hazardous waste it generates?	
We do not produce any hazardous waste	12
Recycle everything we can before we dispose of the trash/Department wide recycling	11
We try to use digital/electronic means when possible/Reduce printing	6
Use non-hazardous products when practicable/Green products	2
Use double sided copies	2
Have a "green team" to guide and direct staff/recycling campaign	1
Purchases are made in bulk to reduce packaging	1
We try to use specific fonts and sizes to reduce amount of toner used	1
Best management practices	1
Review processes/activities for efficiency	1

Burn waste oil to heat garage space	1
We use only what we need	1
Hazardous waste is handled by licensed contractors	1
<i>answered question</i>	31
<i>skipped question</i>	5

Q7. Does your agency recycle waste materials?		
Answer Options	Response Count	Response Percent
Yes	28	78
No	8	22
<i>answered question</i>	36	
<i>skipped question</i>	0	

Q8. Please describe how your agency ensures it recycles waste materials.	
Recycle bins are placed throughout the building/office	16
Through contracts	9
Procedures in place to reuse items throughout the office	2
All staff are required to recycle	2
Have a “green team” to guide and direct staff	1
Burn waste oil to heat garage space	1
Environmental/maintenance staff enforce recycling and monitor all facilities	1
Use a city recycling bin located in proximity to our building	1
<i>answered question</i>	28
<i>skipped question</i>	8

Q9. Does your agency purchase materials, supplies, and products that have the highest content of recycled materials?		
Answer Options	Response Count	Response Percent
Yes	21	58
No	15	42
<i>answered question</i>	36	
<i>skipped question</i>	0	

Q10. Please describe how your agency ensures it purchases products made of the highest content of recycled materials and which are recyclable and non-toxic.	
We purchase off the State contract where applicable	15
Review content when items are purchased	5
May not be the highest content but does have recycled content	1
<i>answered question</i>	21
<i>skipped question</i>	15

Q11. Is your agency subject to the requirements of the statewide recycling program, defined under RSA 9-C:1 et seq., requiring “state agencies” to minimize and recycle waste and purchase products made of recycled content?		
Answer Options	Response Count	Response Percent
Yes	33	92
No	3	8
	<i>answered question</i>	36
	<i>skipped question</i>	0

Q12. Please explain why your agency is not subject to the requirements of the statewide recycling program as defined in RSA 9-C:1 et seq.	
Independent agency	3
Not sure	1
	<i>answered question</i>
	4
	<i>skipped question</i>
	31

Q13. Did the Department of Environmental Services provide assistance to your agency to help identify waste reduction or recycling opportunities during State fiscal years 2013 and 2014?		
Answer Options	Response Count	Response Percent
Yes	10	28
No	26	72
	<i>answered question</i>	36
	<i>skipped question</i>	0

Q14. Please describe the type of assistance the Department of Environmental Services provided your agency.	
Help identifying who can recycle cardboard, plastic, cans, glass recycling	1
Communications	1
Staff training	1
Not sure	1
DES was involved in placing recycle bins around the agency	1
DES assisted with the waste oil program and waste oil generation certification	1
Verbal guidance at Recycling Committee meetings	1
Arranged for a recycling dumpster to be moved to our new location	1
Assisted in putting together the conservation plan , which incorporated recycling	1
Annual reporting	1
	<i>answered question</i>
	10
	<i>skipped question</i>
	26

Q15. Did the Department of Administrative Services provide your agency information or guidance on the statewide recycling program during State fiscal years 2013 or 2014?		
Answer Options	Response Count	Response Percent
Yes	20	56
No	16	44
	<i>answered question</i>	36
	<i>skipped question</i>	0

Q16. Please describe the information or guidance on the statewide recycling program the Department of Administrative Services provided to your agency during State fiscal years 2013 or 2014.		
Guidance regarding recycling	11	
Annual recycling report guidelines and training	3	
Provided recycling containers	2	
Contracts	2	
We receive electronic information details from DAS	1	
DAS notified the agency of authorized vendors	1	
Emails went out to encourage recycling	1	
Not sure	1	
	<i>answered question</i>	22
	<i>skipped question</i>	14

Q17. Does your agency utilize contracts managed by the Department of Administrative Services to recycle waste materials?		
Answer Options	Response Count	Response Percent
Yes	28	78
No	8	22
	<i>answered question</i>	36
	<i>skipped question</i>	0

Q18. Please identify the waste materials your agency recycles through contracts managed by the Department of Administrative Services. (Check all that apply.)		
Answer Options	Response Count	Response Percent
Aluminum (cans)	17	47
Antifreeze	6	17
Cardboard	21	58
Commingled	13	36
Dry cell batteries	4	11
E-Waste	4	11
Fluorescent lights/ballasts	11	31
Glass (bottles)	16	44

Mercury products	5	14
Paper	24	67
Scrap tire	6	17
Single stream	5	14
Waste oil	4	11
Other	3	8
	<i>answered question</i>	36
	<i>skipped question</i>	0

Q18 Comments. Other (please specify)	
Ink Cartridges/Toner	2
Plastics	1
We think the recycling dumpster is paid for (we think) through the DAS	1

Q19. Does your agency autonomously manage contracts for recycling outside of the contracts managed by the Department of Administrative Services?		
Answer Options	Response Count	Response Percent
Yes	4	11
No	32	89
	<i>answered question</i>	36
	<i>skipped question</i>	0

Q20. Please describe the recycling contract(s) your agency autonomously manages.		
Food scraps are recycled to local farmers for feed	1	
Fluorescent light bulbs	1	
Defense Reutilization and Market Office	1	
Contracts is a strong term. "Green Team" members have, through their own initiative, found "outlets" for items such as recycled toner cartridges, Tyvek envelopes, used sneakers, "Techno Trash," Etc.	1	
	<i>answered question</i>	4
	<i>skipped question</i>	32

Q21. Did your agency use the State Recycling Fund to pay for any recycling equipment or supplies or recycled materials pick-up services during State fiscal years 2013 or 2014?		
Answer Options	Response Count	Response Percent
Yes	10	28
No, we did not purchase recycling materials or services	20	56
No, but we purchased these materials or services with agency funds.	6	17
	<i>answered question</i>	36
	<i>skipped question</i>	0

Q22. What goods or services did your agency purchase with State Recycling Fund moneys during State fiscal years 2013 or 2014? (Check all that apply.)		
Answer Options	Response Count	Response Percent
Recycling bins	5	50
Dumpsters	5	50
Balers	0	0
Recycled materials pick-up services	7	70
Other	0	0
	<i>answered question</i>	10
	<i>skipped question</i>	26

Q23. Why did your agency not use the State Recycling Fund?(Check all that apply.)		
Answer Options	Response Count	Response Percent
Not aware the fund existed.	8	31
Not aware money in the fund could be used to support organization's recycling efforts.	8	31
No need to purchase equipment for recycling.	7	27
No need to pay for recycling services.	8	31
Other	6	23
	<i>answered question</i>	26
	<i>skipped question</i>	10

Q23 Comments. Other (please specify)	
Only covers costs for the single stream dumpster	2
Not sure	1
We use a service to confidentially shred our documents and pay for the service out of agency funds	1
The building we are housed in provides the equipment needed	1

Q24. Did your agency generate revenues through the sale of recyclable materials during State fiscal years 2013 and 2014?		
Answer Options	Response Count	Response Percent
Yes	1	3
No	25	69
The Department of Administrative Services manages the agency's recycling activities	10	28
	<i>answered question</i>	36
	<i>skipped question</i>	0

Q25. Please identify the recyclable materials your agency sold to generate revenues. (Check all that apply.)		
Answer Options	Response Count	Response Percent
Aluminum (cans)	1	100
Antifreeze	1	100
Automotive batteries	1	100
Bulbs or ballasts	1	100
Cell phones	1	100
Cardboard	1	100
Construction and demolition debris	1	100
Copper (wire)	1	100
Corrugated cardboard	1	100
Electronics (computers, printers, monitors)	1	100
Fluorescent lights/ballasts	1	100
Glass (bottles)	1	100
Mercury products (CFL bulbs)	1	100
Paper (shredded)	1	100
Paper (whole)	1	100
Plastics (water bottles)	1	100
Polystyrene foam (Styrofoam)	1	100
Rechargeable batteries	1	100
Scrap metal	1	100
Tin (cans)	1	100
Tires	1	100
Toner cartridges	1	100
Waste oil	1	100
Other	1	100

answered question 1
skipped question 35

Q26. Did your agency deposit revenues, derived from the sale of recycled materials, into the State Recycling Fund during State fiscal years 2013 or 2014?		
Answer Options	Response Count	Response Percent
Yes	1	100
No	0	0

answered question 1
skipped question 35

Q27. How did your agency spend the revenues, derived from the sale of recyclable materials?	
<i>answered question</i>	0
<i>skipped question</i>	36

Q28. How much money did your agency generate through the sale of recyclable materials during State fiscal years 2013 and 2014?(If this information is not readily available, please provide an estimate.)

answered question 0
skipped question 36

Q29. Please indicate how much money your agency deposited into the State Recycling Fund during State fiscal years 2013 and 2014. (If this information is not readily available, please provide an estimate.)

\$10,000	1
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answered question 1
skipped question 35

Q30. Are you aware of any fraud or abuse regarding recyclable materials that occurred during State fiscal years 2013 or 2014?

Answer Options	Response Count	Response Percent
Yes	0	0
No	36	100

answered question 36
skipped question 0

Q31. Is there anything else you would like to share with us regarding the statewide recycling program?

Answer Options	Response Count	Response Percent
Yes	13	36
No	23	64

answered question 13
skipped question 23

Q31 Comments. Other (please specify)

Great initiative for all State agencies to be involved in	1
Our "green team" has been trying to "walk the talk" since 1995. Voluntary efforts, in conjunction with the purchase of recycled content copy paper and other paper products, along with some state recycling contracts has taken us far. However, there is room for so much more improvement. The mandated minimum recycled paper content (30%) is very much below what is available and achievable via bulk purchases. We can do better. This is probably the same with other paper products. In terms of recycled content products -- this is an area where agencies fall well behind what's possible. There is little knowledge of (and communication around) the statewide recycling program. It is certainly a marginal program and could do MUCH more. DES is listed as a resource agency for other agencies. This is yet another written	1

<p>requirement with no resources associated with it. There is no staff associated with the statewide recycling program. There is a fund, but I do not know much about it and what is an eligible purchase. There once was a state-wide Green Team, but I don't believe it still exists. If the State of NH wants to "get serious" about recycling with and amongst the agencies, it needs to provide resources in the form of a program manager within DAS, a staff assistant, and a reasonable budget. A statewide committee (led by this program manager) needs to be reestablished and representatives from small and large agencies requested/required to help serve on the team. The law, rules, and any grants/funds available need to be clearly and regularly communicated via a dedicated webpage. Goals and objectives need to be established and associated metrics need to be created, monitored, and reported regularly. And this is about more than just recycling. There is environmentally-preferred procurement, toxics reduction, and recycled content products. In short, we really should mimic what has been done with energy efficiency. This seems to be a model that works - staff, leadership, funding, agency interaction/commitment, measurement, etc.</p>	
<p>It would be good to have advance-notice of proposed Recycling, Collection, and Removal service contracts in order to propose the inclusion of facilities located in the contract service area.</p>	1
<p>Would love to at least add cardboard recycling but when we contacted the company that provides that service through the State contract, were informed that they don't come this far North.</p>	1
<p>Because we deal with confidential information. We have all been very careful how we handle patient records, x-rays and disc with confidential information.</p>	1
<p>We would like to see more effort in the area of employee awareness related to single stream recycling</p>	1
<p>DAS does the recycling of things like fluorescent bulbs, building maintenance type items</p>	1
<p>It is confusing to be told one must keep costs down, contract purchases with state vendors and purchase recycled paper and other office supplies which cost more, and learn that there is an expectation that agencies do so despite these conflicting directives and considerations.</p>	1
<p>There is not a lot of correspondence that goes out to agencies.</p>	1