



Breaking Down Mattresses Building UP Lives

**4120 Brighton Blvd. Unit A-46
Denver, Colorado 80216
720-515-1328**

Spring Back Colorado

Grant Funding 2013-2014

Christopher C. Conway

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I. ORGANIZATION INFORMATION (the information in this section should be presented on the report's cover sheet, which must be on your organization's letterhead)

1. **Organization Name**
2. **Project Title**
3. **Name of Project Coordinator**
4. **Project Coordinator e-mail address and phone number**
5. **Name of person(s) completing this report**
6. **E-mail address and phone number of person(s) completing this report**

II. WORK PLAN

Please use the format provided in the table below for your goals and objectives as listed in your Scope of Work. Deliverables have been pre-populated for your convenience. Completion dates for deliverables are included based on previous reports and correspondence. For deliverables still outstanding, indicate the date it was completed or briefly describe why the deliverable was not completed.

Deliverable	Due Date	Date Completed	Comments (if deliverable <u>was not completed</u>, please explain why or what progress has been made)
Repair and upgrade forklift	7/31/2013	7/15/2013	Maintained forklift until new one purchased 10/15/2013
Rent new warehouse space	7/31/2013	7/15/2013	Rent 1,000 sq ft from Le Mouton Business Park
Purchase and install forklift extensions	7/31/2013	7/12/2013	New fork lift extensions purchased from FMH
Purchase trucks and trailer	7/31/2013	7/31/2013	2005 Mitsubishi truck purchased. 2008 Chevy pick up purchased 12" Big Tex trailer purchased
Acquire license and insurance	8/9/2013	8/1/2013	Both vehicles purchased, licensed and insured,
Purchase and install baler	8/15/2013	8/1/2013	72" steel baler purchased and installed in warehouse
Purchase and install new racking, scale, tubs, and ventilation fans	8/30/2013	7/15/2013	All purchases made and installed into the warehouse
Move inventory to new warehouse space	8/30/2013	8/16/2013	All warehouse expansions complete
Hire driver	8/31/2013	7/30/2013	Blake hired 7/30/2013

Process and recycle 100 tons in quarter 1	9/30/2013	9/30/2013	100 Tons processed
Provide first forklift and other training to staff	10/18/2013	10/15/2013	Purchased new fork lift from FMH
Process and recycle 150 tons in quarter 2	12/31/2013	12/31/2013	150 Tons recycled
Process and recycle 200 tons in quarter 3	3/31/2014	3/31/2013	200 Tons processed
Identify and negotiate contracts with new purchasing partners for cotton and shoddy cloth	3/31/2014		Applegate Insulation \$.06 per pound
Hire additional warehouse staff	3/31/2014	3/03/2013	Hired fourth and fifth man for warehouse break down team.
Process and recycle 200 tons in quarter 4	6/30/2014	6/30/2013	200 Tons processed
Identify five 'spoke' collection sites along the Front Range	6/30/2014	6/30/2013	Bedder World Mattress recycling-Longmont Urban Mattress Boulder Verlo Mattress Recycling Eco Cycle Boulder Product Stewardship Initiative
Present business model to trade groups such as the Colorado Association for Recycling, Colorado Municipal League, and Solid Waste Association of North America	6/30/2014	06/10/2013	Provided a social and environmental presentation for CAFR Provide information to The National Recycling Coalition

III. PROJECT SUMMARY

1. Executive Summary

Provide a brief summary of the entire project including goals, challenges, successes, results, and environmental/economic benefits.

2. Project Description & Overview of Work Completed

State your project goals and describe the steps taken to meet those goals. Explain why the project was important for recycling in your community and for Colorado in general.

3. Summary of Findings & Results

Based on the work completed, what were the results? Include both the technical data and the response from members of the community.

4. Summary of Unanticipated Outcomes or Roadblocks

Explain any unanticipated outcomes or roadblocks and how they impacted the project. How did you overcome any roadblocks?

5. Communication of Project Findings

How will you communicate the results of your project to your community and to Colorado in general?

6. Future Impact of the Project

How will this project impact future waste diversion in your area and in Colorado? Is there potential for transferring technology or process knowledge to others?

7. Financial Summary

Using the project budget table provided below, indicate how funds were spent during the project, including a breakdown of actual in-kind/matching funds and total expenditures by cost category. Expenditures based on past invoices are included for your convenience.

Description	Grant Funds Spent	Matching/In Kind Amount (if any)	Total Amount
Personal Services	\$0.00	\$26,255.00	\$26,255.00
Materials/Supplies/Equipment (under \$5000)	\$3,677.12	\$3,677.12	\$7,354.24
Equipment Purchases (over \$5000)	\$56,087.55	\$0.00	\$56,087.55
Operating Costs	\$0.00	\$89,975.40	\$89,975.40
Travel Costs	\$0.00	\$0.00	
Contractors/Subcontractors	\$0.00	\$63,008.00	\$63,008.00
Permitting Review Costs/Consultants	\$0.00	\$0.00	
Other Direct Costs	\$17,434.73	\$1,330.66	\$18,765.39
Indirect Costs	\$0.00	\$0.00	
Total Project Cost:	\$77,199.40	\$184,246.18	\$261,445.58
Total Award:	\$77,200.00		

8. Conclusion

Include any final thoughts on the project and on the RREO grant program.

9. Appendix

a. Grant Metrics Table

i. *Be sure the Grant Metrics Table is complete.* See Excel spreadsheet.

b. Community Leader Contact Information

i. Include the name, title, phone number & e-mail address of at least three community leaders who are familiar with your project. They may be contacted by the committee for input on the project.

c. Manuals, Brochures, Print Advertisements, Pictures, Educational Materials, etc.

i. It is preferred that these items be attached to the report electronically. If this is not possible, you may send hard copies to the mailing address listed above.

- 1) Our RREO funded grant was requested to create some working capital for our operation to address some of our needs that our mattress recycling operation was going to require on our path to sustainability. Spring Back Colorado had been in operation for ten months we were awarded the RREO grant in the amount of \$77,200.00 in July of 2013. In our grant request we identified several operational areas that we felt were critical to acquire or upgrade so that we would have a genuine opportunity to fully understand our capabilities as a mattress and box spring recycling facility. The areas of need were as follows;
 - We needed to maintain the function of our exiting forklift that had 21,000 hours on it.
 - We needed to purchase a newer forklift that would operate regularly.
 - We wanted to purchase a 72" steel capacity baler.
 - We wanted to purchase a 18" box truck for residential and commercial pick ups.
 - We wanted a complimentary pickup truck that could handle and facilitate the smaller jobs.
 - We wanted to be able to place and pay for the registration and insurance of these vehicles.
 - We identified several high priority work space needs that were ventilation fans, mobile storage tubs, pallet jacks, pallet storage racks, and forklift extensions.
 - We needed to purchase some basic daily need supplies of gloves, razor knives, eye protection, respirators, and blades for the utility knives.All of these purchases were going to allow us to understand the baseline of what it takes to build a quality mattress recycling facility coupled with our effort to become sustainable and well partnered in the secondary recycling market. We have completed the RREO grant funding period and through the last year we have gained valuable information about mattress and box spring recycling as well as the demands associated with pioneering a business model. We have learned that there are underdeveloped secondary markets for some of the bedding byproducts such as mesh plastics, jute - horse hair material, cotton, shoddy cloth and latex foam. We have developed placement for enough generated materials that we that we are currently recycling 87% of the materials and believe that with more funding, time and energy we will be able to raise that recyclable number up to 95% of the material processed. In our first two years of operation we have hired and trained over 40 disenfranchised men, we have diverted and resold 693.03 tons of bedding material, we have processed 18,000 mattresses and box springs and we have developed critical and necessary partnerships within the mattress disposal community.
- 2) Our goal for the grant funding period was to double our operational and processing output, establish more commercial mattress recycling accounts, partner with metro cities to be advertised and sponsored as their mattress recycling source and become the first point of contact when someone considered mattress recycling. We accomplished all of our stated goals and exceeded our primary goal of doubling our production by 32%. Once we identified our baseline needs through the grant application process as we began to investigate sources for equipment, areas for warehouse expansion, contacts for redundant purchases and a general understanding of who the reliable vendors were in our industry. During this process we met and interacted with many great business owners who remembered what is what like to be a start up business, found price structures that were favorable to a undercapitalized business and built some foundational relationships that continue to serve us well today. Today we operate as a well supplied, fully functioning warehouse that is properly outfitted for the demands of our

trade. Once we had our work space properly situated we went out into the community to properly introduce and promote Spring Back Colorado as a well positioned high volume mattress recycler to the various business's that could participate in our growth. We were met with warm enthusiasm for our business model, our three tiered mission of People Planet Purpose and our ability offer redemptive work opportunities. These initial introductions lead to partnerships with the City of Aurora, the City of Arvada, City of Boulder, City of Denver, City of Gillette, Wyoming, City of Lakewood and the City of Thornton. These partnerships have proven invaluable as a resource for mattress drives, joint hard to recycle events, public education and awareness and community involvement. These recycling events allowed us exposure to the consumer as a first point of contact when considering proper bedding disposal. Because of these relationships we have established a residential pick up program, have grown our commercial accounts from three to thirteen, have gained support from the thrift store communities and entered into market shares that would have been difficult without this vetting and support of these municipal organizations.

- 3) The positive results of the grant funded period proved to be more than we had projected or anticipated in terms of volume of product processed and in this time period we also discovered that there is lot of progress that the state and local governments need to assist in through the research and development of moving closer to a zero waste standard for the post consumer bedding materials. The most significant understanding we reached was that as we processed more bedding material in a conscious effort to reduce waste we created a large volume of un-purposed waste. This waste factor is a critical impediment to our overall goal of zero waste and it is imperative that all efforts be made to create, realize or develop secondary sales markets and use applications for select materials generated from mattress recycling. The development of mattress recycling is important while the development of waste management is critical to the sustainable and operational costs of running this business, the pressing question is how can we turn expenditures into revenue streams. More research and development funding is the simple answer. Our operation at peak efficiency creates 24 yards of trash a week and approximately 100 yards of trash each month, we believe that there is a micro business opportunity that can reduce or eliminate this waste factor by turning trash into treasures. In an effort create a micro business culture we intend to take our unwanted latex foam and create dog beds, we want to convert the box spring dog cloth into a marketed weed barrier and we want to introduce shoddy cloth as a commercial moving blanket or automobile insulation. We have recently reached an agreement to provide our used cotton bedding product to an insulation company in Arizona that will comingle our cotton with shredded denim jeans to produce residential cellulose blown in wall insulation application. We need more developments like these to insure that we are a reducing factor, not a contributor, to the downstream waste that ends up in the landfills.
- 4) We have encountered many successes as well as challenges in our formation and growth. The funding that was appropriated for our truck purchases bought us commercial transportation opportunities however we had to spend an unanticipated \$8,500.00 on repairs for the vehicles because of their high mileage condition. The high cost of vehicle maintenance is one that will continue to plague us until we are able to get a newer fleet of vehicles, for now we are thankful to have operational trucks that bring us mattresses every day. Due to the increasing volume of

our mattress diversion program we have outgrown our current warehouse size and have been researching new opportunities for our relocation. We have identified and procured a new warehouse that will allow us to grow over the next four years as we increase our public visibility, create new partnerships on the procurement side and expand our market locally and into northern Colorado. The two years that we have spent in our smaller warehouse has allowed us to work from a cost appropriate work space while we worked out the issues within our operational processes and now , although concerned with too much too soon, we are moving into a facility that will double our floor space square footage responsibilities. The undersized warehouse presented several logistical problems for us in the past 9 months because it severely limited the amount of mattresses and box springs we could have or seek in the space at any one time. The larger more expensive warehouse will allow us to grow but will be a real budget strain until we can reach the next level of operational efficiency. Another setback that we have encountered is that the large mattress retailers have been uncooperative in supporting our fee based mattress recycling efforts as they are accustomed to disposing of their used mattresses, with no concern for environmental impact, in any manner that they can. For instance the largest mattress retailer in Denver has a program where they are paid \$1,500.00 per month by a company that will haul off their used bedding and then the hauling company will sell the majority of the old bedding at the flea market. When we discussed this unsavory practice with the owner of the mattress company his response was “out of sight out of mind” even though we pointed out that this practice will ultimately hurt the environment and his bottom line. This prevailing attitude is why we focus our energy on the smaller independent mattress retailer because he has to be more consumer consciousness about his business practices. Large scale mattress “dumping” by the large retailers is a practice that has been in place for some time and creating a new culture and awareness is an obstacle that we are not able to singlehandedly reframe. Perhaps in the future public pressure, legislation and environmental consciousness will begin to stem the tide of this unnecessary landfill burden.

- 5) In our continued effort to bring social awareness to the problems associated with mattress and box spring recycling we will continue to speak at conferences, provide promotional material via our web site , continue to promote through flyer distribution at Salvation Army, Habitat for Humanity, ARC, Buds warehouse and the city web sites that currently sponsor our operation. We have identified new mattress recycling opportunities in the retirement housing communities, apartment complexes, neighborhood HOA’s, hospitals and all universities. We will continue to reach out through Resource, Eco Cycle, Green Sheen, Sustainability and our grass roots efforts to spread the word of proper and responsible recycling. When we become profitable we will be able to reinvest our revenue into a broader based advertising program that will increase our exposure and convey our mission, vision and value to the public. We are currently sponsored on a radio ad by Innomax Mattress Company, print ads by Verlo Mattress Company and several web sites with a vision of more significant exposure via multi media.
- 6) The future impact of the grant funding is yet to be realized but the exposure we have gained with the allotted capital has provided a presence in the market place that would have been hard to develop without the delivered assets. We have positioned ourselves for success by having responsible growth, fully developed partnerships in the secondary market, a intern program

that will provide research and development for textile placement that is currently unaccounted for in the recycling or repurposing stream. We will move into a larger facility in September to allow us unrestrained growth potential and believe that the increased space will yield higher and more consistent processing numbers, greater capacity for mattress storage so that we can be more aggressive in creating more mattress disposal partnerships and the ability to bring some of the micro business opportunities that we have been developing to the fore front of development. We believe that this move will offer the capability for long term sustainable growth and increased opportunities to help, guide and employ more of the disadvantaged and disenfranchised population that exists in the Denver community. We are entering discussions with an mattress recycling operation north of Denver that will help us concentrate our efforts to develop a long term spoke and hub collection service that will begin to serve Colorado from Highlands Ranch to the Wyoming border and all points in between. We will continue to be available and involved with all potential partners that are truly willing to step up and promote and participate in the advancement of mattress recycling in an effort to reduce or eliminate the unnecessary pressure on the local landfills. Spring Back Colorado has processed over 18,000 mattresses and box springs, have participated in over a dozen community mattress drives, participated in panel discussions and recycling presentations with various groups, grown from a 5,200 square foot warehouse into a 12,800 square foot facility, trained and employed over 40 men in recovery, donated time and energy to local clean up and recycling campaigns and made a positive impact within our community as a resource that can be counted on for second chances for mattresses and men.



August 5, 2014

NRC Award Judges,

I am writing to lend my voice to the awards process on behalf of Spring Back Colorado. I have been working with Chris Conway and his excellent crew since they began operations several years ago. I have worked with them in many different capacities and have always been impressed by their operation. I have personally interacted with them during my employment with a recycling facility, a mattress retailer and currently as a social enterprise manager.

Spring Back Colorado is pioneer in the Denver area and beyond for their creativity with recycling and their social mission to employ people rebuilding lives.

In regards to recycling, Chris has developed and refined a model that takes a product that has traditionally been hugely burdensome to the community at the end of it's life and has found creative outlets for the raw materials. I know firsthand that identifying reuse and recycling opportunities for the components of a mattress is not an easy task. Chris persevered and has developed many unique relationships that allow Spring Back Colorado to effectively export those raw materials.

On the social impact side of the operation, Spring Back Colorado has created opportunity for many men trying to get back on their feet. I have known many of their employees over the years and have witnessed the positive impact of a good job and positive work environment.

The work of Spring Back Colorado is hugely impactful for our environment, but they don't stop there. Their work is also critical to the health of our community. For these reasons I highly, and without reservation, recommend Spring Back Colorado for an award recognizing their hard work and holistic impact. Please contact me if I can be of any further assistance in the judging process.

Sincerely,

A handwritten signature in black ink that reads "Andy Magel". The signature is written in a cursive, slightly slanted style.

Andy Magel
Mile High WorkShop Director
andy@5280workshop.org
303-839-5198 x6

Mr. Christopher Conway
Springback Colorado Recycling Company
4120 Brighton Boulevard Unit A-46
Denver, Colorado 80216

RE: City of Aurora Support for NRC Award

Dear Mr. Conway:

The City of Aurora is pleased to offer our support to Springback Colorado, Inc.'s proposed award from the judges at NRC.

The City of Aurora is constantly evaluating ways to improve the opportunities available to our residents to divert materials to more environmental friendly options. We feel that mattress and box spring recycling services offered by your company not only offer an excellent and much-needed option, but are unique and complementary to the goals of Aurora's recycling program. The service provided by your company is greatly needed. We receive multiple inquiries each week from residents seeking such a location where they can easily drop off mattresses so that they can be recycled instead of being discarded. Springback's proactive approach to offering this solution is welcome and strongly supported.

You are also to be commended for your efforts to create redemptive employment opportunities for disenfranchised men through your sustainable business model of waste diversion. Much more than mattresses and box springs are recycled in Springback's workshop.

We appreciate Springback's accomplishments and fully support your diligent and thoughtful efforts at corporate environmental responsibility.

Sincerely,

A handwritten signature in black ink that reads "Don Roche". The signature is written in a cursive style with a large, sweeping initial "D".

Don Roche
Senior Environmental
Compliance Specialist
City of Aurora

8/12/14

To Whom It May Concern,

I have had the pleasure to partner with Christopher Conway and his Spring Back Colorado operation on several joint events as well as to speak with him at the annual Colorado Association of Recycling (CAFR) conference. My recycling company, SustainAbility, and Spring Back share a similar mission – to create meaningful work for the disenfranchised; work that is of true benefit to our communities and the planet.

There has long been a need for mattress recycling in the State of Colorado. SustainAbility receives calls daily from people who are looking for a recycling resource for their used mattresses. We are happy to be able to offer them a local, ethical, socially responsible option with Spring Back Colorado.

Mattress recyclers in Colorado have come and gone. There are many challenges faced by the industry including low profit margins and difficulties with finding ethical downstream resources for all the layers of the mattress. I believe Christopher's Spring Back operation is showing stability and success due to his unwavering drive - fueled by his passion to make a difference in people's lives. I know that he has let go of a secure and profitable career path and lifestyle to pursue his vision.

Christopher's courage to jump off the cliff and take a risk for his beliefs has led to over a million pounds of mattresses being diverted from landfills and 4 men having the dignity, community and self-sufficiency that result from having meaningful work.

I strongly recommend Spring Back Colorado for the NRC award.

Sincerely,

Melisa Kraai
Co-Owner/SutainAbility
720-271-6490

www.info@sustainability-recycling.com

www.sustainability-recycling.com

Grant Metrics

Date project fully operational:

August 01, 2012

Based on deliverables. Provide the month during which the grant project increased diversion/created jobs/increased number of customers.

Diversion Rates:

Choose one material per box. Only list materials diverted as a direct result of the grant project. **Must be listed in tons.** See tab labeled "Conversion Tables" if needed.

Material Diverted #1

Tons Diverted	
July-13	15
August-13	17.5
September-13	20
October-13	26
November-13	28
December-13	28.25
January-14	29
February-14	31
March-14	34
April-14	33.75
May-14	34
June-14	34.75
Total	316.25

Other div. material: STEEL

Material Diverted #2

Tons Diverted	
July-13	6.75
August-13	7
September-13	7.25
October-13	8
November-13	9.5
December-13	9.75
January-14	9.75
February-14	10
March-14	11.5
April-14	12
May-14	12
June-14	12.25
Total	109

Other div. material: Prime Foam

Material Diverted #3

Tons Diverted	
July-13	7.25
August-13	7.75
September-13	8.25
October-13	8.4
November-13	10
December-13	11.25
January-14	11.75
February-14	12.25
March-14	13
April-14	13.25
May-14	14
June-14	14.3
Total	124.2

Other div. material: TICKING

Material Diverted #4

Tons Diverted	
July-13	4.5
August-13	4.75
September-13	5.1
October-13	5.25
November-13	5
December-13	6
January-14	6.75
February-14	6.5
March-14	7
April-14	7.2
May-14	7.25
June-14	8
Total	64.05

Other div. material: SHODDY CLOTH

Material Diverted #5

Tons Diverted	
July-13	3.25
August-13	3.3
September-13	3.5
October-13	3.75
November-13	4.2
December-13	4.35
January-14	4.8
February-14	4.93
March-14	5.2
April-14	5.25
May-14	5.7
June-14	6.1
Total	54.33

Other div. material: COTTON

Material Diverted #6

Tons Diverted	
July-13	1.3
August-13	1.5
September-13	1.65
October-13	1.5
November-13	1.75
December-13	2
January-14	2.1
February-14	2.25
March-14	2.5
April-14	2.65
May-14	2.8
June-14	3.2
Total	25.2

Other div. material: PLASTIC

Material Diverted #7

Tons Diverted	
July-13	
August-13	
September-13	
October-13	
November-13	
December-13	
January-14	
February-14	
March-14	
April-14	
May-14	
June-14	
Total	0

Other div. material:

Material Diverted #8

Tons Diverted	
July-13	
August-13	
September-13	
October-13	
November-13	
December-13	
January-14	
February-14	
March-14	
April-14	
May-14	
June-14	
Total	0

Other div. material:

End use of diverted materials:

Describe where materials are going (e.g. MRF, new products, reuse)

Mattress and box spring steel are going to Mohawk Carpets for carpet pad. Steel to Atlas for reuse. Cotton to Applegate Insulation. Shoddy cloth for moving companies/commercial applic

Number of Permanent Jobs Created:

Include full-time & part time paid positions. 1 FTE = 40 Hours Per Week

3

Type of Permanent Job(s) Created:

Provide titles of jobs created

One full time driver. Two full time mattress technicians

Average Salaries of Jobs Created:

Average of all jobs created

\$15,001 - \$30,000

Average Monthly Customers for FY 2014:

July 1, 2013 - June 30, 2014

139

Average Monthly Customers for FY 2014:

Estimate or refer to customer list

Avg. Monthly Amount	
July-13	70
August-13	85
September-13	115
October-13	135
November-13	130
December-13	145
January-14	152
February-14	163
March-14	165
April-14	170
May-14	175
June-14	173
Ave. / FY 14	139.8333333