



COUNTY BOARD OF PUBLIC WORKS

**May 16, 2013
8:00 AM**

**Earl G. Woodworth Building
Second Floor Conference Room
1500 Scribner Avenue NW
Grand Rapids, Michigan 49504**

MEMBERS PRESENT: Commissioners Vonk, Shroll, Byl, Rolls, Bulkowski, Groenleer

ABSENT: Commissioner Vander Molen

OTHERS PRESENT: Douglas G. Wood, Director; Dennis Kmiecik, Solid Waste Division Director; Ron Landis, Director of Engineering; Elissa Soto, Office Manager; Steve Achram, Civil Engineer; Linda Howell, Assistant Corporate Counsel

I. Call to Order

Chair Vonk called the meeting to order at 8:00 a.m. He added that no action would be taken during this meeting as it is intended to provide further information regarding the proposed re-organization. Motion for approval will be presented at the June Board meeting.

II. Public Comment

None

III. Review and Approval of Minutes

MOTION

It was moved by Commissioner Byl and supported by Commissioner Rolls to approve the minutes of the May 2, 2013 meeting.

Motion carried unanimously.

IV. Administration

A. Department Re-Organization

Mr. Wood pointed out a slight change in the organizational charts that Board members were mailed. Salary grades were incorrect for some of the positions on charts that were mailed; updated charts were given to the members at the meeting.

Director Wood gave an overview of the suggested changes to the Department's

organizational structure. In his presentation, he highlighted the following:

- Currently the Department is organized into four Divisions: Engineering/Utility Services, Solid Waste Operations, Waste to Energy and Finance Accounting.
- The Proposed Organization reduced the number of divisions from four to two: Solid Waste Division and Finance Division.
- Under the Solid Waste Division Director are four operations managers: Solid Waste Operations (landfill and transfer station), Recycling and Resource Recovery, Environmental Compliance (closed landfills and permits) and Waste to Energy.
- The Finance Division has additional responsibilities: waste to energy budget, property management, contract management.

The proposed re-organization will make the following changes:

- Division Director. This position also serves as Department Director, as necessary. This change does not provide a salary grade change, but it does give a slight pay increase due to added responsibilities.
- Promotes the Environmental Compliance Manager with revised responsibilities. There is currently an individual in this position, Molly Sherwood, who will have added supervisory responsibilities. This person will manage the closed landfills and all of the permits associated with them.
- Creates a Recycling and Resource Recovery Manager. The Director proposed to advertise the position internally. He believes that there is talent within the Department to fill the position.
- Creates a Waste to Energy Manager with revised responsibilities. The Director proposed to advertise the position internally. This position will manage the Waste Regulation Specialist positions, the transfer station and scale house at the WTE but will not be responsible for the WTE budget. Budgetary responsibility will be shifted to the Finance Division Director.
- Creates Solid Waste Operations Manager with revised responsibilities. This position is responsible for the management of South Kent Landfill and the North Kent Transfer Station and the engineering components related to them. The Director proposed to advertise this position internally as he feels there are qualified individuals within the Department who can assume this role.
- Deletes Engineering/Utility Services Division Director position
- Deletes Engineer II position
- Deletes Waste to Energy Division Director
- Transfers certain responsibilities to the Finance Director
- Delete the Waste Regulation Inspector (full-time); adds two positions part-time. These positions will be implemented one at a time to ensure smooth transitions. Part-time staffers allow the Department to be more flexible with hours since it does not hold traditional hours of operations.
- Deletes one Resource Recovery Specialist position; adds two Resource Recovery Specialists (part-time). The addition of part-time staff will allow staff to be more available for tours and weekend hours and events.

The re-organization plan over the course of a full year would approximately result in a savings of \$67,939-\$90,709. These savings are not the reason for the suggested changes, but occur as a result of the changes.

Mr. Wood added that the intention of the re-organization was to put a plan in place for the Department so that regardless of whether a key management person was gone, the operations for the Department remain solid. Mr. Quinn added that normally succession planning is difficult to do within the County because it is an Equal Opportunity Employer and positions must be posted and open to the public and also because of the bargaining units within the County. Mr. Quinn commended the Department Director for his forward thinking and trying to set a plan in place.

Mr. Wood gave a brief overview of the Utility Services Division and how it serviced different townships around the County. At one point the Utility Services Division was a large part of the Department's operations. The Utility Services Division was set up as a bonding agency for the surrounding communities and was responsible for inspections. As townships grew and became more independent and the bonds were paid in full these communities developed their own operations infrastructure. The only utility service component the Department currently has is a bond with the City of Wyoming for the construction of their water system.

Mr. Wood reviewed the Solid Waste Division and its current operations and the proposed changes. Commissioners inquired about the individuals in the positions listed the suggested re-organization plan and the new responsibilities they would have. Mr. Wood reviewed a number of positions. He noted the Department's concern for the maintenance of the closed landfill. He believes that the Department has managed the closed landfills well throughout the years but feels that additional attention is necessary given the long-term financial implications they pose. The Environmental Compliance Manager will focus specifically on closed landfill in addition to permitting for all sites.

Commissioner Rolls noted the added responsibilities for certain positions and wondered if salary increases would be given to employees in these positions. Mr. Wood explained that although some positions had increased job and management responsibilities that pay grades would not be changed for these positions. Mr. Quinn added that the staffing study that was performed supported this. Although there are no pay grade changes, employees in these positions will receive pay increases to compensate for the increase in responsibilities.

Board members had questions about the different pay grades listed on the organizational chart. There was a short recess at 9:42 a.m. in order to retrieve the Management Pay Plan (MPP) pay structure to be able to answer these questions correctly.

The meeting resumed at 9:50 a.m.

Staff explained to the Board that the pay grade for positions is determined by the level of responsibility, decision making and the number of employees that report to the position. Commissioner Rolls wondered if the pay increases given to certain employees would put them at the maximum salary potential under the MPP pay structure. Mr. Quinn assured him that this would not be the case.

Mr. Wood reviewed the proposed changes to the WTE Facility operations. He explained that Bill Allen's position would be deleted and a WTE Operations Manager position would be created in addition to two (2) part-time Waste Regulation Specialist positions. Commissioner Bulkowski asked whether the individual currently serving as the Waste Regulation Specialist would be laid off. Mr. Wood explained that this individual would be considered for the WTE Operations Manager position and the part-time positions would

likely be filled by retired law enforcement officers. Mr. Quinn added that the County regularly employees retired enforcement officers with a desire for part-time work and does not foresee an issue with filling those positions. Staff added that all of the Department's Management positions were analyzed as a result of the staffing study.

Mr. Wood mentioned that although the position for the Engineer II is being deleted in the proposed organizational chart, future projects may require the Department to keep the position temporarily to assist with those projects. This will be determined in the upcoming weeks.

Mr. Wood ended by saying that he feels that the proposed re-organization is a sound plan that meets the goals of succession planning. The new plan offers consistency in the event that leaders, for one reason or another, are no longer with the Department and does not disrupt operations. He added that the plan is fair because it shows current employees that their skills and talents have been recognized by posting positions internally first. He added that if approved, the changes would be implemented in phases. The first step will be putting the Solid Waste Division Director in place, next WTE Operations Manager position would be filled and the other positions afterwards.

Board members expressed that after more detailed explanations they are more comfortable with the changes in the re-organization.

V. Director's Report

A. Operations Reports

Board members received the Operations Reports that were unavailable at the May 2 meeting. Board members were asked to contact Director Wood with any questions.

B. Solid Waste Compactor

Board members received specifications on the new Tana E520 compactor purchased by the Department.

VI. Miscellaneous

None

VII. Adjournment

The meeting was adjourned at 9:38 a.m.

William Byl, Board Secretary