



**KENT COUNTY BOARD OF PUBLIC WORKS**

**March 5, 2015  
8:30 AM**

**Earl G. Woodworth Building  
Meeting Room Chambers  
1500 Scribner Avenue NW  
Grand Rapids, Michigan 49504**

**MEMBERS PRESENT:** Commissioners VanderMolen, Vonk, Shroll, Byl, Bulkowski, Groenleer

**MEMBERS ABSENT:** Commissioners Morgan

**OTHERS PRESENT:** Darwin Baas, Director; Elissa Soto, Office Manager; Molly Sherwood, Environmental Compliance Manager; Kristen Wieland, Resource Recovery & Recycling Manager; Chris Robinson, WTE Operations Manager; Kimberly Williams, Finance Division Director; Dan Rose, Solid Waste Operations Manager; Joni Laming, Purchasing Division;

**I. Call to Order**

The meeting was called to order at 8:30 a.m.

**II. Public Comment**

None

**III. Consent Agenda**

- A. Review and Approval of Minutes
- B. SWANA Conference Attendance - Action Request

**MOTION**

It was moved by Commissioner Byl and supported by Commissioner Shroll to approve the consent agenda.

Motion carried unanimously.

**IV. Administration**

- A. GBB Efficiency Study - Action Request

Staff presented a request for the review and approval to authorize the Director to sign a professional services agreement with Gershman, Brickner & Bratton, Inc. (GBB) to conduct an efficiency review of the Kent County Integrated Solid Waste Management System at a cost not to exceed \$65,000.

The Kent County Department of Public Works operates an integrated solid waste management system with an annual budget of \$35 million for 2015. An efficiency study is recommended given change in leadership, retirement of department directors, a revised mission and assimilation into a new organizational structure. Division Director recruitment will be deferred pending review findings.

Deliverables include identifying changes necessary to drive efficiency, increase revenue, reduce costs and also achieve higher levels of waste diversion in Kent County. This comprehensive review includes organizational structure, training, equipment, contracts, permits, compaction ratios at the landfill, maintenance, direct costs, overhead, capital budget expenditures, and closed facilities maintenance.

Stakeholder interviews will be conducted to measure how the department is perceived by our customers and whether we are priced right in the market. The review will include a substantive look at WTE operations to ensure that Covanta, the County's operating partner, is running the facility in an efficient manner. Finance division will benefit with findings and tools plan future financial needs and implementing full cost accounting.

GBB brings a depth of national expertise in the solid waste industry, both nationally along with over 30 years of experience particularly with Waste-To-Energy operations and financial management.

Commissioners asked who would present the study's findings. Commissioners commented on the fact that there was no bid for the service. Staff responded that once the study is concluded Department staff accompanied by GBB staff would present the findings. Mr. Baas added that he has met with other agencies but very few had experience with WTE operations and were not as capable of understanding the industry as GBB. They are familiar with the Department's operations and were also instrumental in the implementation of the WTE.

Commissioner Shroll asked about the timeframe of the study. Mr. Baas responded that pending approval the study will begin the latter part of March with expected completion in early June.

#### **MOTION**

It was moved by Commissioner Byl and seconded by Commissioner Shroll to approve and authorize the Director to sign a professional services agreement with Gershman, Brickner & Bratton, Inc. (GBB) to conduct an efficiency review of the Kent County Integrated Solid Waste Management System at a cost not to exceed \$65,000.

Motion carried unanimously.

#### **B. Karoub Associates - Action Request**

Staff requested the review, approve and authorization for the Director to sign an Agreement with Karoub Associates to represent the Department of Public Works on energy, solid waste and other policy areas before the Michigan Legislature and State

governmental agencies for 2015 at a cost of \$3,500 per month.

The Governor and key state legislators have indicated that energy policy will receive significant legislative attention in 2015 - including clean energy standards, selling direct, net metering, renewable portfolio standards, choice, and base load generation. Legislative action affecting energy policy can affect the Waste-To-Energy Facility including negotiation of future power purchase agreements. The MDEQ has convened the Solid Waste and Sustainability Advisory Panel evaluating PA 451 Part 115.

Kent County retains the services of Public Affairs Associates (PAA) to represent the policy interests of the County in Lansing. PAA also represents Consumers Energy and Waste Management, Inc. creating a potential conflict of interest on certain legislative issues including energy and solid waste.

The Director interviewed three alternative firms: Karoub Associates, Governmental Services Consulting, Inc. (GSCI) and Midwest Strategy Group and is recommending Karoub Associates based on knowledge of energy issues, their knowledge of Kent County WTE operations, and representation of Covanta, the DPW's WTE operating partner, on similar energy related matters.

County Administration has been informed on the Department's plans to utilize an alternate advocacy firm to represent its legislative and policy interests in Lansing.

Commissioner Shroll asked whether the Department had utilized PAA in the past regardless of the conflict of interest. Director Baas responded that it has, but there were times where potential conflict of interests arose.

Commissioner Bulkowski asked whether the funds were available in the Department's budget or if the budget would need to be amended to include this expense. Mr. Baas believes there are sufficient funds in the department's budget for cover the expense.

Commissioner Byl believes that it will be beneficial for the Department to have representation without any conflict of interests in Lansing due to the number of amendments being brought that target incineration and renewable energy, and the Department needs representation.

## **MOTION**

It was moved by Commissioner Byl and supported by Commissioner Shroll to approve and authorize the Director to sign an Agreement with Karoub Associates to represent the Department of Public Works in on energy, solid waste and other policy areas before the Michigan Legislature and State governmental agencies starting in April 2015 at a cost of \$3,500 per month for 2015.

Motion carried unanimously.

### **C. Waste Regulation Specialist – Action Request**

Staff asked for the review and recommendation to the Kent County Board of Commissioners the conversion of a part time Waste Regulation Specialist UAW 21 to full

time and eliminate a part time Waste Regulation Specialist UAW 21 and a part time Resource Recovery Specialist UAW 21.

As part of the Department reorganization and implementation of the new organizational plan, the Waste-To-Energy Division Director was reclassified to that of WTE Operations Manager and the full time Waste Regulation Specialist UAW 21 position was divided into two (2) part time, 28 hour per week positions. The Resource Recovery Program also has a part time, 28 hour per week, Resource Recovery Specialist UAW 21 position. Both the part time Resource Recovery Specialist and a part time Waste Regulation Specialist position were vacated last month. Employees in these positions desire a fulltime career in the environmental field.

Although overall employee hours are reduced by about half, program continuity will improve and overall costs reduced by converting one (1) Waste Regulation Specialist position to fulltime while eliminating one (1) part time Waste Regulation Specialist and one (1) part time Resource Recovery Specialist position and reduce turnover experienced in these part time positions by employees desiring a fulltime career in the environmental field. The position will be shared between program areas.

The cost savings is calculated at \$64,944 – \$78,129 = (\$13,185).

Commissioner Shroll asked whether the Department should wait until the efficiency study is over to determine any staffing changes. Director Baas stated that there is currently a definite need in the Department. There is more of a risk when part-time staffers are hired due to the overwhelming desire for full-time employment. Within in the last six months, two of the Department's part-time workers have left the Department for pursue full-time employment.

## **MOTION**

It was moved by Commissioner Bulkowski and supported by Commissioner Byl to recommend to the Kent County Board of Commissioners to approve the conversion of a part time Waste Regulation Specialist UAW 21 to full time and eliminate a part time Waste Regulation Specialist UAW 21 and a part time Resource Recovery Specialist UAW 21.

Motion carried unanimously

### **V. Solid Waste Operations**

#### **A. Unmanned Aerial Vehicle System – Action Request**

A requested was presented for the review and approval for the purchase of a 3DRobotics 3DR X8-M Unmanned Aerial Vehicle System (UAVS) and Pix4Dmapper Pro software for the purpose of aerial survey at DPW managed sites.

The DPW contracts for aerial survey of DPW managed sites to calculate remaining airspace at South Kent Landfill and for assessing topographical changes due to settling at closed facilities for repair and maintenance needs. A one-time flyover of the five sites by an aerial LiDAR and orthophoto mapping service vendor costs \$34,345 (2015 quote). Flyover assessments should be conducted in four year intervals but is cost prohibitive. Future development of SKL requires biennial flyovers.

With advancements in UAVS and processing software the DPW can economically purchase and operate a system at a significant cost savings and be able to utilize the equipment 2-3 times a month. UAVS functionality will allow full site survey, airspace usage calculations, cell construction documentation, and soil excavation and placement surveys to verify billing submitted by our earthwork contractor.

Additionally the Parks, Equalization and the Sheriff Department were consulted to ensure that system feature specifications can meet other County department needs including real time video viewing, disaster assessment, survey and surveillance.

Application for aircraft registration numbers and a certificate of authorization (COA) from the FAA will be completed by staff as part of the purchase process.

Commissioner Groenleer asked whether this purchase was in the budget. Mr. Baas responded that the funds for aerial surveying are in the budget and that purchasing the UAV will help the Department realize a cost savings as it would have had to outsource the surveying and a much higher cost.

Commissioner Groenleer asked whether Department staff would be the ones trained to fly the UAV. Ron Mills, Civil Engineering Aid responded that UAV operators must be certified by the FAA. This will be required of any operator of SUAS (Small Unmanned Aerial System). This is an FAA requirement. This test covers the theory of flight and also covers the understanding of the complex airspace system governed by the FAA. (Class A-G Airspace) and the requirements to operate in each designation. It also covers decision making skills and emergency mitigation skills.

Staff anticipates that other Departments within the County would utilize the UAV, operated by Department staff.

Commissioner Bulkowski wanted to make sure that the Department got the best value and will not need to purchase a more advanced UAV later because technology has advanced. Staff stated that staff did an extensive amount of research on the different types of UAV. Some of the UAVs required a larger landing path than our sites provided. Staff determined that this model was the best option for the Department because of the price, the software included and its capabilities.

Commissioner Vonk proposed that staff develop a policy for extending the use of the UAV to other departments of the County. He recommended that use of the UAV be strictly for Department use until staff has completed training and then return to the Board to approve expanding use of the UAV to other departments in the County. All Board members agreed.

## **MOTION**

It was moved by Commissioner Byl and seconded by Commissioner Shroll to approve the purchase of a 3DRobotics 3DR X8-M Unmanned Aerial Vehicle System (UAVS) and Pix4Dmapper Pro software for the purpose of aerial survey at DPW managed sites at a cost of \$11,250.

Motion carried unanimously.

### **B. Scalehouse Attendant - Action Request**

Staff requested the review and recommendation to the Kent County Board of Commissioners approve the addition of a part time Scalehouse Attendant (UAW 15)

position to provide necessary staff coverage for scalehouse operations.

Scalehouse operations at the South Kent Landfill, North Kent Transfer Station and Waste-To-Energy Facility combined require 9,802 hours of coverage annually. Presently, the DPW has four (4) full time and two (2) part time Scalehouse Attendant positions providing 8,533 hours of coverage resulting in a deficit of coverage of 1,269 hours. Deficit hours are currently covered by Finance Division staff, Scalehouse Attendant overtime and by other field staff. Prior to 2014, a retiree rehire also provided coverage.

Improved coverage and a net savings/reallocation of approximately \$3,482 will be realized by adding one (1) part time, 20 hours per week, position that provides 1060 additional hours. Staff will also provide light cleaning at the scale houses in lieu of using an outside cleaning service:

• 2014 Expenses:	Scale house attendant overtime	\$14,273
	Finance Division coverage	6,698
	Cleaning Service	<u>1,864</u>
		<b>\$22,835</b>
• <u>New Position:</u>	<u>Scalehouse Attendant UAW 15</u>	<u><b>\$19,353</b></u>
Difference:		<b>(\$ 3,482)</b>

## **MOTION**

It was moved by Commissioner Byl and supported by Commissioner Groenleer to recommend that the Kent County Board of Commissioners approve the addition of a part time Scalehouse Attendant (UAW15) position to provide necessary staffing coverage for scalehouse operations.

Motion carried unanimously.

## **VI. Resource Recovery and Recycling Operations**

### **A. MRF Loader Purchase – Action Request**

Staff requested the review and approval of the purchase of a new rubber tire loader for the Recycling & Education Center. Bids for a new rubber tire loader and Guaranteed Maintenance Contract were solicited on February 6, 2015 by the Purchasing Department. Six bids were received and evaluated.

The Department has an approved 2015 Capital Improvement Project budget for the purchase of this loader for use at the Recycling & Education Center. It will replace the existing 2003 JCB 411B loader that has exceeded its useful life.

Staff is recommending the low bid (price of machine, guaranteed maintenance and guaranteed buyback amount) submitted by Alta Equipment Company from Byron Center for a 2015 Volvo L45GS in the amount of \$252,770.00 which includes Alternate A, the addition of a extended reach boom. Enclosed in your mailing is the bid tabulation.

## **MOTION**

It was moved by Commissioner Byl and supported by Commissioner Shroll to award the

purchase of a rubber tire loader to Alta Equipment Company of Byron Center in the amount of \$252,770.00 and authorize the Director to execute the contract for Guaranteed Maintenance.

Motion carried unanimously.

B. Secondary Front End Loader

Review and approval to purchase a used Volvo L35B front end loader and attachments with extended warranty as the secondary front end loader at the Recycling & Education Center at a cost of \$64,825.50.

For the past four years, the DPW has used a primary and secondary front end loader at the Recycling & Education Center (REC). The primary loader is used on the tipping floor to load recyclables into the feed hopper and to stage recyclables after trucks have tipped. The secondary loader is used inside the plant to load glass trucks, push materials onto conveyor belts, and clean the floor of the facility and the grounds and as a backup when the primary loader is serviced.

With increased tonnage received at the REC the secondary loader run time is at 15,000 hours and needs significant repairs. Replacement was originally projected for 2018.

- Repairs are not recommended since cost estimates exceed \$18,000 and the loader has high operating hours and at the end of its service life.
- Both new and used machines were evaluated and determined that the recommended machine will meet REC's needs due to its compact size, low hours and used pricing. Purchase price includes scheduled preventative maintenance for the first 1 year or 1000 hours, whichever comes first.
- As provided for in Kent County Purchasing Fiscal Policy, the requirements for competitive sealed bids set forth in the policy may be exempted by the Board of Public Works. The Kent County Purchasing Division has reviewed this request and recommends approval.

Staff recommends waiving Purchasing Fiscal Policy and purchasing a used Volvo L35 to be used as the secondary front end loader.

Commissioners asked why staff feels the need to purchase the machine before 2018 when it was initially projected to be purchased. Staff explained that the equipment is being funded out of cost savings and CIP dollars. Additionally the need arose to replace the existing machine because the added shifts at the Recycle Center has pushed the machine to the end of its useful life. The secondary loader has very low hours and will only be used as a backup.

**MOTION**

It was moved by Commissioner Byl and supported by Commissioner Shroll to exempt County requirements for a sealed competitive bid for the acquisition of a used front end loader and purchase a Volvo L35B front end loader and attachments from Alta Equipment Company in the amount of \$64,825.50.

Motion carried unanimously.

## **VII. Approval of Monetary Outlays**

### **MOTION**

It was moved by Commissioner Byl and supported by Commissioner Bulkowski to approve the monetary outlays for the March 2015.

Motion carried unanimously.

## **VIII. Director's Report**

### **A. Solid Waste Management Ordinance Update – Dar**

The Director continues to meet with solid waste industry representatives to receive input on how to best implement the ordinance and surcharge. Corporate Counsel has been working to draft changes based on the industries recommendations.

### **B. Solid Waste and Sustainability Advisory Panel evaluating Part 115 – Dar**

The MDEQ is convening a workgroup to review possible changes to PA 451 Part 115 regulating solid waste operations in Michigan.

### **C. 2014 MDEQ Report of Solid Waste Landfilled in Michigan – Dar**

The Director informed the Board that the 2014 annual report was issued by the MDEQ and in 2014, Kent County businesses, residents and agencies generated and landfilled nearly 1.7 million cubic yards of solid waste.

### **D. Grand Rapids Business Journal WTE Article 02.09.2015 - Dar**

The WTE Facility was featured in the Grand Rapids Business Journal.

### **E. Proposed Air Quality Fee Increases by MDEQ – Dar**

The MDEQ is proposing increases in Air Quality Fees. The DPW completed analysis of the impact and estimated that fees for the department would increase \$12,000 annually under the proposal.

### **F. WM Sustainable Business Forum Waste Characterization Partnership – Kristen**

The Recycling Manager provided an overview of the waste characterization study that will be completed at DPW disposal facilities later this spring.

### **G. Go Pro Video Presentation – Nic**

A draft 5 minute video presentation developed by staff providing an overview of DPW operations was shown.



H. Christmas Light Recycling – Nic

Nic VanderVinne, Resource Recovery Specialist, reported that the DPW Resource Recovery Program collected Christmas Lights at three locations throughout the County in the winter of 2014-2015. This program collected 2,379 pounds of lights and diverted them from the landfill and recycling center. At the MRF these lights create a problem when they get tangled in the sorting equipment, resulting in a timely shutdown to free the blockage. This program prevented damage to our equipment at the MRF and kept 2,379 pounds of Christmas Light from spending an eternity in the landfill. The collected lights were transported and sold to Pandos at .29 cents a pound for a total revenue of \$689.91

**IX. Miscellaneous**

A. Solid Waste Plan Committee

Commissioner Shroll shared that there is a vacancy on the Committee because of the retirement of one of the members. The Board of Commissioners is in the process of approving applications and expect to have a replacement soon.

**X. Adjournment**

The meeting was adjourned at 9:46 a.m.