

**OPEN SESSION MINUTES
WINNEBAGO COUNTY BOARD OF SUPERVISORS
SOLID WASTE MANAGEMENT BOARD**

DATE: October 1, 2013

TIME: 9:00 a.m.

LOCATION: Sunnyview Landfill
100 W. County Road Y
Oshkosh, WI

PRESENT: Pat O'Brien, Chairman
Ken Robl, Vice Chairman (9:00 a.m. - 10:38 a.m.)
Paul Eisen, Secretary
Pat Brennand
Jerry Finch (9:00 a.m. - 10:31 a.m.)
Gerry Konrad
Doug Nelson

EXCUSED: David Albrecht
Mike Easker

ALSO PRESENT: John Rabe, Director of Solid Waste
Kathy Hutter, Confidential Secretary
Kurt Pernsteiner, Facility Manager
Jennifer Semrau, Recycling Specialist

1. Call to Order: P. O'Brien called the meeting to order at 9:00 a.m.
2. Approve Agenda: Motion to approve the October 1, 2013 agenda, made by K. Robl and seconded by G. Konrad. Motion carried 7-0.
3. Public Comments on Agenda Items: None.
4. Announcement/Communications: None.
5. Approval of Minutes – September 18, 2013 Open and Closed Session: Motion to approve the September 18, 2013 open and closed session minutes made by J. Finch and seconded by G. Konrad. Motion carried 7-0.
6. Discussion/Action - Strategic Plan for Waste Resources Management: J. Rabe presented the final Strategic Plan for Waste Resources Management (Strategic Plan) to the Solid Waste Management Board (SWMB). The Strategic Plan completed by Golder Associates (Golder) outlines the Brown, Outagamie and Winnebago Counties (BOW) solid waste departments'

partnership, reviews strengths, weaknesses, opportunities and threats, and presents short- and long-term goals. The Strategic Plan highlights include:

- The Strategic Plan was first discussed at the SWMB Meeting on October 3, 2012. The SWMB authorized Golder to prepare a BOW Strategic Plan for a cost of \$15,088. The SWMB would manage the contract with Golder and invoice Brown and Outagamie Counties for their share of the amount.
- Golder held Stakeholder meetings in BOW Counties in November and December 2012.
- Golder held meetings with BOW Directors to discuss early drafts of the Strategic Plan. The BOW Directors felt that the BOW Solid Waste Committee/Boards should be involved in a review of the final draft of the Strategic Plan. On April 15, 2013, Golder held an additional meeting with BOW Directors and BOW Solid Waste Committee/Boards to discuss a near final draft of the Strategic Plan. The BOW Solid Waste Committee/Boards were asked to provide comments by the end of April 2013.
- Strategic Plan revisions and additional meetings caused the final cost to go over the initial budgeted amount. Golder submitted a change order estimate of \$12,000. The final cost of the Strategic Plan totaled \$26,960, which was approved by all three BOW Directors.
- BOW strategic issues with possible long-term implications include: Maintain landfill airspace, maximize recycling, consider waste as a resource, evaluate new technology and organics management, consider public-private partnerships and remain competitive in the industry.
- Goals and Objectives developed in the Strategic Plan are identified as: Maintain long-term landfill airspace, maintain optimal incoming tonnage and conduct BOW marketing, maximize recycling, reuse, and use of the Material Recovery Facility (MRF), continue strong BOW structure, resource sharing, rate structures, communication, BOW regional agreement review and renewal plan, consider waste as a resource (organics management), south landfill resource recovery park, and diversion technology responsiveness.
- The schedule of implementation for Strategic Plan goals and objectives range from December 2013 through December 2016, with some continued evaluation.

Discussion ensued amongst the SWMB members.

P. Eisen asked why prescription drug collections were not included in the material diversion section of the Strategic Plan. J. Semrau explained that the unwanted/expired medication collection programs are organized with law enforcement agencies and are structured more along law enforcement agency partnerships not solid waste partnerships.

P. O'Brien asked why the report lacked a comparison of projected costs of BOW Counties operating independent solid waste programs versus the BOW partnership costs. P. O'Brien stated he felt that a cost analysis would be important to consider future BOW negotiations.

P. Eisen asked for an addendum to the Strategic Plan for Waste Resource Management to acknowledge and reference prescription drug disposal.

J. Finch motioned to approve the final Strategic Plan with the addition of P. O'Brien's comments referencing projected costs of independent solid waste programs versus the BOW partnership costs and P. Eisen's request for an addendum acknowledging the prescription drug disposal program.

J. Rabe explained that he intended to have the final Strategic Plan approved as presented and to consider SWMB member discussion points during BOW's next Strategic Plan review meeting.

Motion made by J. Finch and seconded by G. Konrad to approve the Strategic Plan for Waste Resource Management as presented.

P. Brennand asked for the SWMB to review and discuss the Strategic Plan every 18 to 24 months to evaluate BOW's progress on goals and objectives.

Discussion ensued amongst the SWMB members.

P. O'Brien repeated the motion made by J. Finch to approve the Strategic Plan for Waste Resource Management as presented and seconded by G. Konrad. Motion carried 7-0.

7. Discussion – Recycling Program Report: J. Semrau presented the following Recycling Program Report to the SWMB.

2nd Shift/Staffing

- Second shift is almost fully populated with Outagamie County (OC) and Contractor, Valley Packaging, Inc. (VPI) staff and has been running well overall.
- Second shift turnover with the VPI sorting staff has been an issue.
- All positions, except one Maintenance Technician, approved by the OC Board in June 2013 have been posted and filled.
- Interviews for the second Maintenance Technician position were conducted, but a hiring decision has not been made.
- The new positions have also created shifting of OC employees. The former Second Shift Foreman moved into the Maintenance Supervisor position, so the Second Shift Foreman position will be posted and filled (and may result in additional staff shifting).
- The one position not approved by the OC Board was changing the MRF Manager from part-time to full-time.
- The MRF Manager position was modified (reduced in scope so no longer a promotion, only an increase in hours) and placed in the 2014 OC Budget.
- 2014 OC Budget will not be approved until November 2013.
- If the full-time MRF Manager position is approved, the part-time MRF Manager position will be eliminated and the new full-time MRF Manager position will be competitively filled.
- VPI Sorting Labor Contract expires on December 31, 2013, but there are several one-year extensions which may be exercised. The plan is to exercise one of these extensions for 2014.

Tonnages

- Winnebago County (WC) total tonnages are similar to last year:
 - through August 2012= 9,042 tons
 - through August 2013= 9,160 tons
 - Significant variations: City of Neenah (down 70 tons) & City of Oshkosh (down 146 tons); Non-Signing Municipality tonnage (up 314 tons)
- Through August 2013 total MRF tonnages were at 53,439 tons (annualized ~80,000 tons)
- Advanced Disposal Services (ADS) has met/exceeded non-BOW tonnage expectations each month since the Contract was approved in June 2013.
- Tonnage variations (by week, day and hour) have been somewhat of a challenge.
- OC, with BOW partners and other stakeholders, utilized a Lean improvement process this summer to better understand the issues and identify and implement measureable solutions.
- Areas evaluated included delivery times, semi and route truck traffic, tip floor capacity, processing rate, processing hours, etc.
- Changes made include expanding receiving hours, working with haulers on delivery times, processing adjustments to increase production, and enhanced communication between OC management and sorters, as well as OC and BOW partners.
- Result has been improved consistency of tonnages, with less surges of material.

Commodity Markets

- Unfortunately, commodity markets have been depressed through much of 2013.
- In 2011, the weighted average of all commodities processed by BOW was \$147/ton; in 2012 it was \$104/ton. Through August 2013, the weighted average of all commodities is \$97/ton.
- A major factor for this has been China's "Green Fence."
- In late 2012, new political administration in China decided to enforce scrap material import regulations enacted several years earlier.
- Recycled commodity material shipments to China are now subject to much more intense scrutiny and quality requirements than had been previous. Contamination levels previously accepted are now subject to rejection. The result has been less material going to the Chinese market.
- While OC/BOW does not export material to China typically, the "Green Fence" has resulted in significant volumes of material staying in the US versus going to China overall, creating excess supply versus demand in the US and pushing down prices.
- For instance, mixed paper (a common export product) is currently around \$48/ton; mixed paper averaged \$105/ton in 2011 and \$73/ton in 2012.
- Newsprint (sold as ONP [Old NewsPaper]), another common export commodity, averaged \$132/ton in 2011 and \$85/ton in 2012. Over the past four months of 2013, ONP sold at approximately \$63/ton.
- ONP and mixed paper equate to approximately 46% of the tonnage processed at the BOW MRF.

Equipment Upgrades

- Plans at the BOW MRF also include the addition of processing and baling capabilities for additional material now being accepted for the 2-shift operation.
- A Request for Proposal (RFP) is under development to solicit manufacturers for the necessary additional equipment/modifications.
- Major components include:
 - A new secondary (primarily fiber) baler, with associated pits, belts, infeed conveyance, etc.
 - Modification to existing equipment to utilize the new baler
 - A new automated fiber bunker
 - Container sort-line modifications to accommodate the recovery of aseptic packaging (cartons) and additional plastics
 - Additional storage silos for newly recovered materials
 - Integration, start-up and testing of above components
- Timeline
 - RFP documents finalized by early October 2013
 - Mandatory pre-proposal meeting late October/early November 2013
 - RFP responses due late November 2013
 - Award in December 2013
 - Equipment installation anticipated late February/early March 2014
- Once equipment installation/start-up better defined, BOW will begin education process on new materials accepted.

Miscellaneous

- The Holiday plan for increased production necessary for annual influx of material combined with less production due to Holiday closures includes double shifts (1st and 2nd shift) each Saturday in November, December and January (if needed).
- A Statewide Solid Waste and Recycling conference, held in February 2014 in Green Bay, will include a tour of the BOW MRF and Landfill operations at OC.
- The former single stream recycling processor One Source (Green Bay, WI) “complete system” being sold via Hyper AMS (Asset Maximization Services) via a bankruptcy sale. Announcement indicates site visits are available by appointment until October 11, 2013, at which time sealed bids will be accepted. If the system is not sold through above process, an auction will occur on October 22, 2013. Equipment is BHS/IPS (same manufacturer as BOW MRF) so OC is monitoring and may participate/purchase components if prudent.
- An article in Sunday, September 29, 2013 Gannett publications *Oshkosh Northwestern* and *Appleton Post Crescent* entitled “City Considering Annual Recycling Fee to Offset Revenue Losses” describes City of Oshkosh’s recycling shortfall due to reductions in State recycling grants and less funds rebated from SWMB (due to lower commodity markets). The City of Oshkosh is considering a \$25 annual recycling fee.

Discussion ensued amongst the SWMB members.

P. O’Brien asked SWMB staff to forward copies of the Recycling Program Report to WC Board Members.

8. Future Agenda Items: None.
9. Set Next Meeting Date: The next SWMB meeting date will be October 16, 2013 at 9:00 a.m.
10. Adjournment: Motion to adjourn made by G. Konrad and seconded by P. Brennand. Motion carried 5-0. Meeting was adjourned at 10:44 a.m.

Respectfully Submitted,

Kathryn Hutter
Confidential Secretary

Approved by SWMB – October 16, 2013