



# COLLABORATION TO ENHANCE SOLID WASTE SERVICES IN GENESEE COUNTY

Genesee County Metropolitan Planning Commission

August 11, 2020



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Managing change  
in a resource-  
constrained world.



ORGANICS  
MANAGEMENT



WASTE  
RECOVERY



GLOBAL CORPORATE  
SUSTAINABILITY

since 1986



# INTRODUCTIONS — THE RRS TEAM



David Stead  
V.P. & Senior  
Consultant



Jamie Zawila  
Senior  
Consultant



Marissa Segundo  
Communications  
Consultant



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Senior  
Consultant

# AGENDA

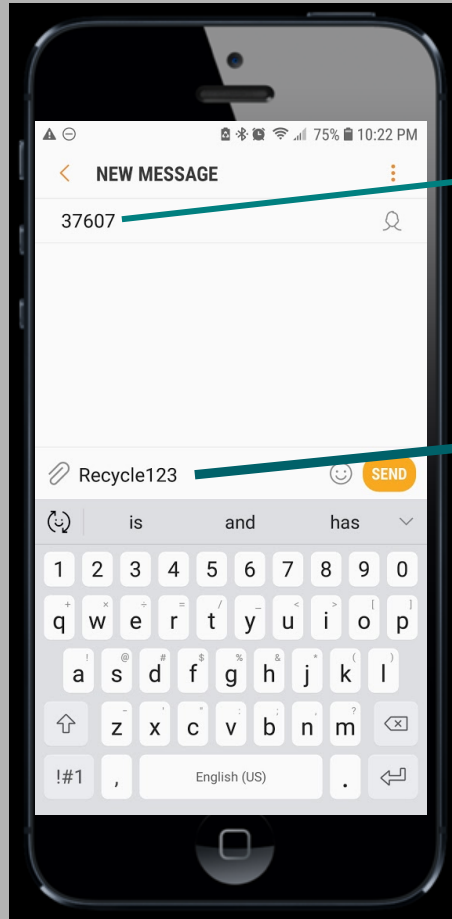
9:30 am Welcome/Roadmap to SW System Vision

10:15 am Approaches to Collaboration Breakout

11:15 am Best Practices Funding  
(Group Discussion)

11:45 am Next Steps & Homework





Text:  
**37607**

Message:  
**recycle123**



[PollEv.com/Recycle123](http://PollEv.com/Recycle123)

# GRAB YOUR PHONE OR OPEN A BROWSER

## HOW LIVE POLL WORKS:

Step 1: Compose a new text message

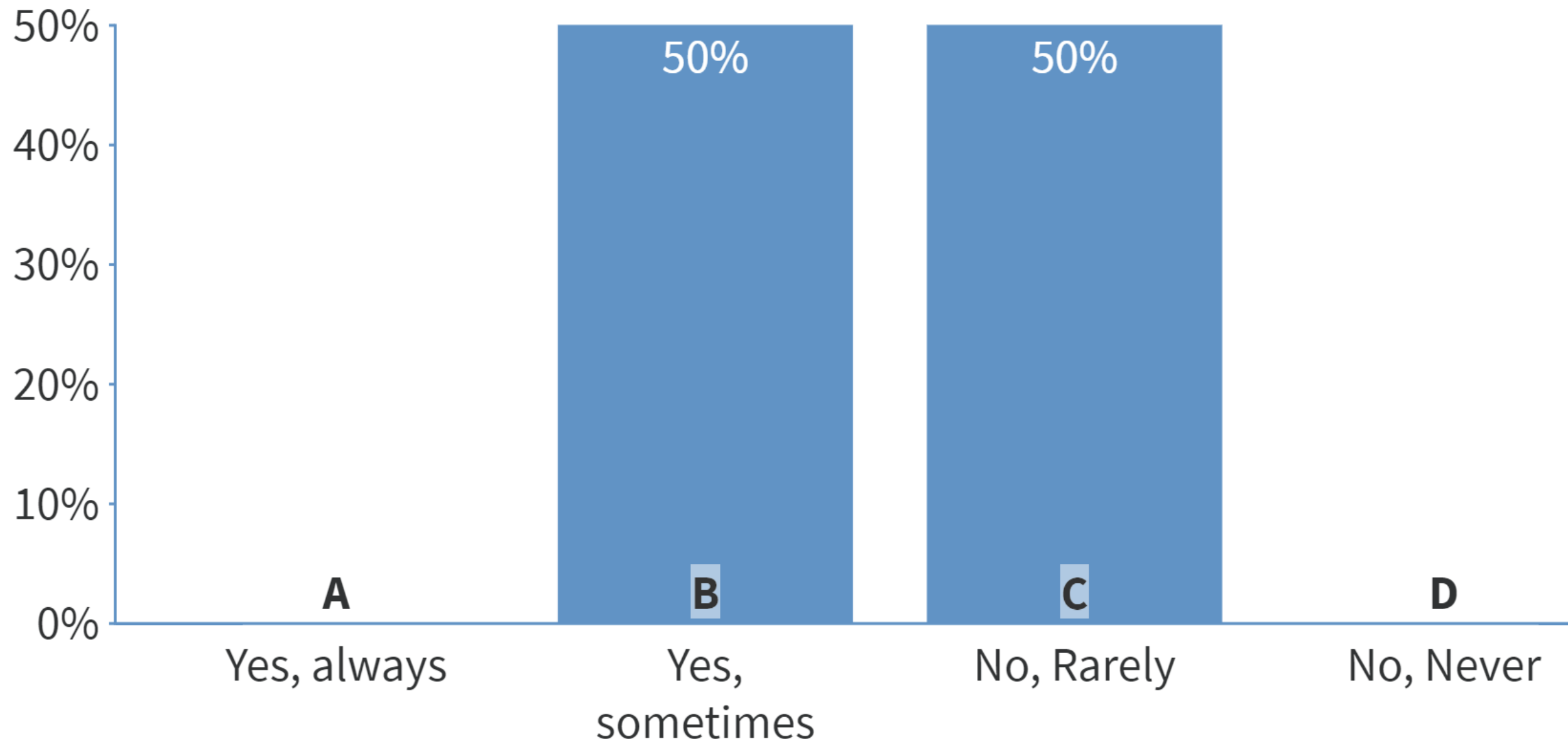
Step 2: Enter **37607** as the recipient

Step 3: In the message type:

**recycle123**

Step 4: YOU'RE IN THE POLL!!!

## Do you believe your current recycling container is sufficient in size?



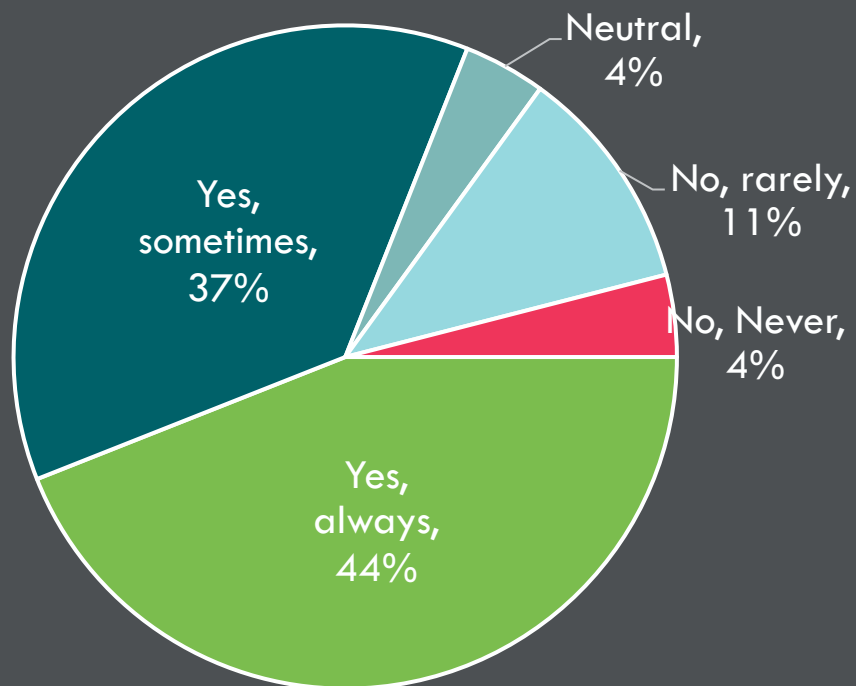
# WHAT YOUR RESIDENTS SAID:



**39%**

Of community programs use  
wheeled carts

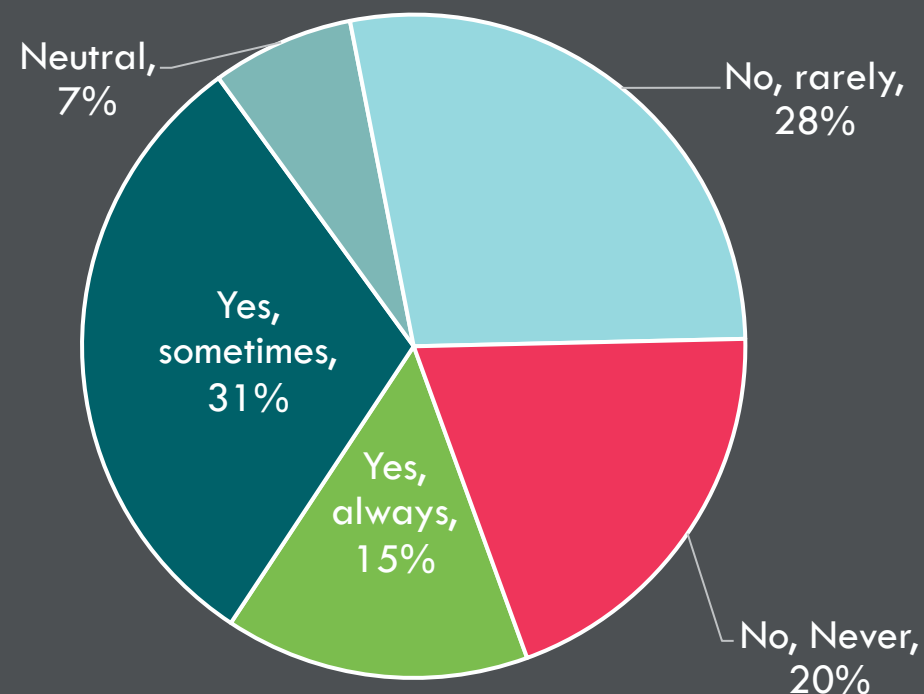
Is a Wheeled Cart Enough Space?



**55%**

Of community programs use  
hand-held bins

Is a Bin Enough Space?

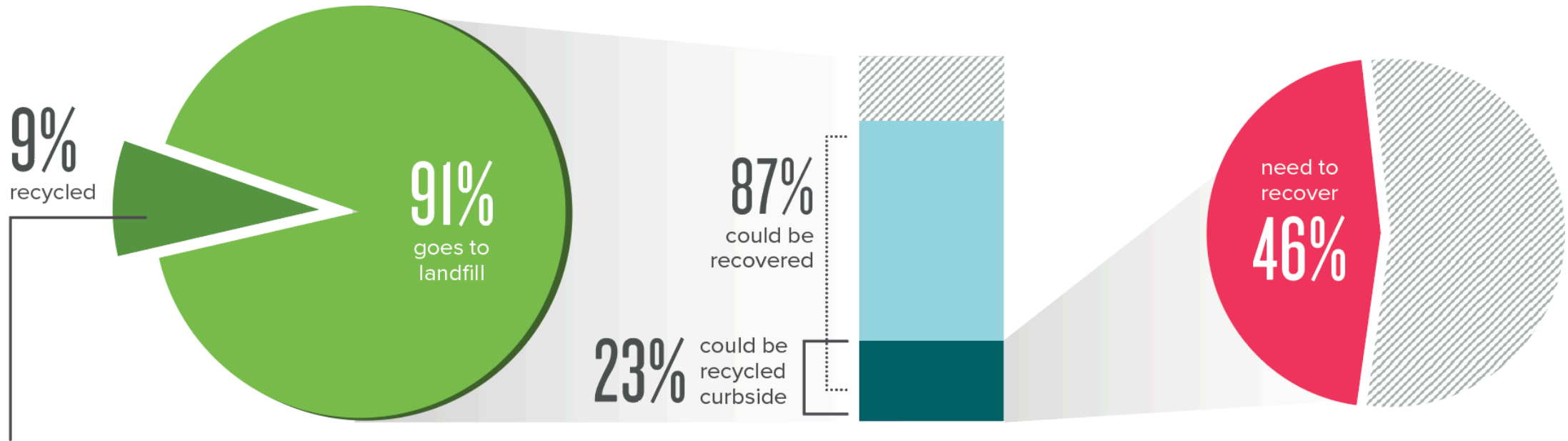




# ROADMAP TO SOLID WASTE SYSTEM VISION

Jamie Zawila and David Stead

# CURRENT STATE OF RECOVERY



Genesee County's diversion rate (recycling + composting) is currently **9%**. This means **91%** of materials collected are going to the landfill.

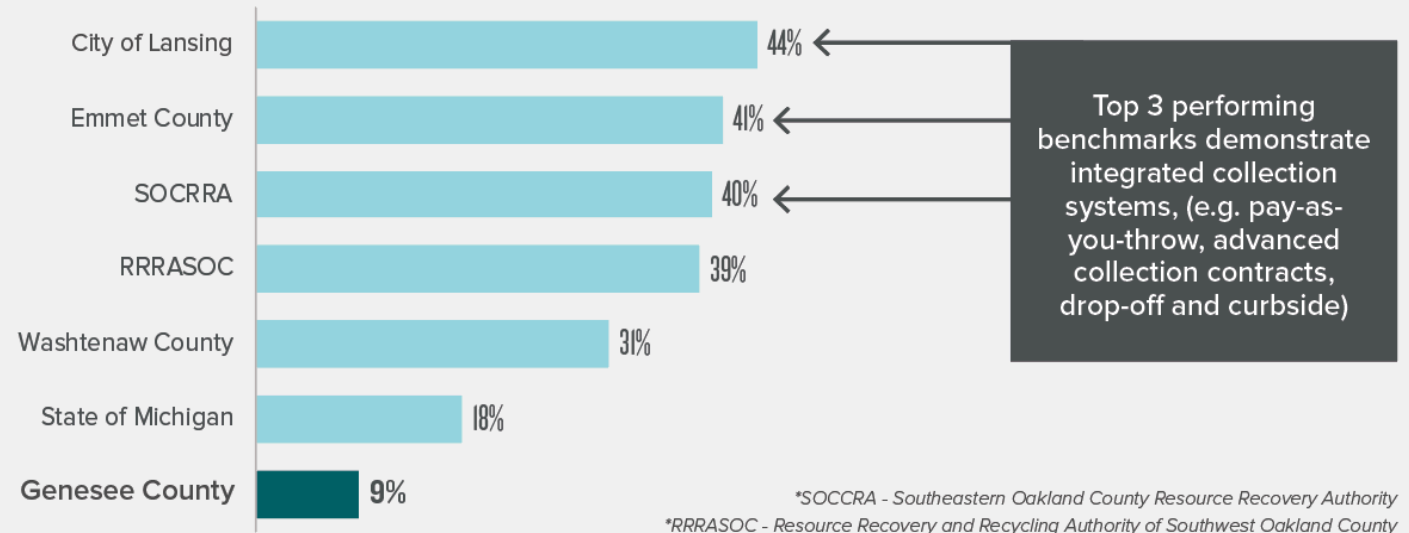
Of the material being landfilled, **87%** could be recovered. **23%** are **curbside recyclables** (paper, metal, glass, cardboard, plastic)

In order to support a MRF, Genesee County would have to recover **46%** of the **curbside recyclables** that wound up in **the landfill**.



# CURRENT STATE OF RECOVERY

HOW DOES GENESEE COUNTY'S  
RECYCLING AND COMPOSTING  
RATE COMPARE ACROSS THE  
STATE?





# RECOMMENDATIONS



## *IMPLEMENT KEY PROGRAM ACTIVITIES*

- County Adopt Sustainable Program Goals
- County require Recycling Tonnage Reports from haulers
- Communities Enhance Recycling Engagement
- County Implement Education/Outreach Program
- County Convene Stakeholder Advisory Committee



## *PLAN TO DEVELOP FACILITIES*

- Communities Collaborate on Waste Service Contracts
- Communities Expand Recycling Programs to Mandatory Wheeled Cart-based
- County Develop and Construct Limited Service Drop-off
- County Develop and Construct a Basic Service Drop-Off as a Second Drop-off



## *ENHANCE COLLECTION (INTEGRATED COLLECTION SYSTEM)*

- County Develop and Construct a Full Service Drop-off and Recycling Transfer Station

# SUPER DROP-OFFS INCREASE RECOVERY OPTIONS



Limited drop-off



Full-Service drop-off



Basic drop-off



Gate house








# DOS CAPITAL COST


	BASIC SERVICE DOS	LIMITED SERVICE DOS	FULL SERVICE DOS
Total Capital Cost	\$67K	\$720K	\$2.7M
Annual Capital Cost (20 Years)	\$7,000	\$58,000	\$248,000



# Solid Waste Management Roadmap

	PHASE 1	PHASE 2	PHASE 3
 <b>COLLECTION</b>	<ul style="list-style-type: none"> <li>Identify recycling contract expiration dates</li> <li>Develop contracting plan that results in synchronization of contracts within 3 years. Seek 1-year contract extension for communities with contracts that expire in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Sync up contract schedules for initial collaboration on contracting for 13 communities whose contracts expire in 2020 and 2021</li> <li>Apply for grants to purchase curbside carts that coincides with new service contracts</li> </ul>	<ul style="list-style-type: none"> <li>Recycling contract collaboration</li> <li>Implement Cart based recycling in communities with new contracts</li> <li>Develop and construct Limited Service DOS</li> <li>Evaluate potential sites for Basic Service DOS and initiate site approvals</li> <li>Evaluate coordinated contracting with MRFs for all tons from collaborating communities</li> </ul>
 <b>PROCESSING</b>	<ul style="list-style-type: none"> <li>Evaluate potential sites for Limited Service DOS site and initiate site approvals</li> <li>Develop site specific design and feasibility study for Limited Service DOS and Full-Service DOS</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate coordinated contracting with MRFs for all tons from collaborating communities</li> </ul>	<ul style="list-style-type: none"> <li>Initiate a dialogue with adjacent Counties related to the feasibility of developing a regional MRF</li> </ul>
 <b>END MARKETS</b>	<ul style="list-style-type: none"> <li>Identify MRF partners for single stream processing in regional counties</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with local end markets to provide manufacturing inputs</li> <li>Identify local markets for recyclables commodities, especially for non-curbside recyclable materials</li> </ul>	<ul style="list-style-type: none"> <li>Work with the MRF to supply material to local markets</li> </ul>
 <b>EDUCATION &amp; OUTREACH</b>	<ul style="list-style-type: none"> <li>Identify measurable goals to launch an outreach campaign</li> <li>Create a library of marketing collateral</li> <li>Improve online presence</li> </ul>	<ul style="list-style-type: none"> <li>Countywide recycling education campaign</li> <li>Campaigns on target audiences/materials</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate social marketing tools such as prompts, effective messages, etc.</li> <li>Survey residents to gauge awareness</li> <li>Monitor participation and material quality (contamination)</li> </ul>
 <b>POLICY</b>	<ul style="list-style-type: none"> <li>Establish County goals</li> <li>Form stakeholder group to drive planning</li> <li>Require recycling tonnage reports from haulers</li> <li>Apply for grants for specific DOS facility feasibility and design studies</li> <li>Evaluate current funding mechanism for planned solid waste management system changes</li> </ul>	<ul style="list-style-type: none"> <li>Apply for grants</li> <li>On-going dialogues with communities, County, and stakeholders regarding collaboration</li> <li>Evaluate and approve management framework and funding options</li> <li>Work with communities to ensure their planning codes accommodate recycling receptacles and other policy to recycle</li> </ul>	<ul style="list-style-type: none"> <li>Continue to foster collaboration</li> <li>Require multi-family recycling</li> </ul>

# Solid Waste Management Roadmap

	PHASE 1
 COLLECTION	<ul style="list-style-type: none"><li>• Identify recycling contract expiration dates</li><li>• Develop contracting plan that results in synchronization of contracts within 3 years. Seek 1-year contract extension for communities with contracts that expire in 2020.</li></ul>

## COLLECTION CONTRACT EXPIRATION YEARS

<b>2018*</b>	<ul style="list-style-type: none"> <li>• City of Flint</li> <li>• Genesee Township</li> </ul>	<b>2021</b>	<ul style="list-style-type: none"> <li>• Gaines Township</li> <li>• Village of Gaines</li> <li>• City of Swartz Creek</li> <li>• Village of Otter Lake</li> <li>• Village of Otisville</li> <li>• Clayton Township</li> <li>• Mt. Morris Township</li> </ul>	<b>2024</b>	<ul style="list-style-type: none"> <li>• Mundy Township</li> <li>• City of Davison</li> <li>• City of Clio</li> <li>• City of Linden</li> <li>• Vienna Township</li> </ul>
<b>2019*</b>	<ul style="list-style-type: none"> <li>• Thetford Township</li> </ul>	<b>2022</b>	<ul style="list-style-type: none"> <li>• City of Flushing</li> <li>• City of Mt. Morris</li> <li>• Fenton Township</li> </ul>	<b>2025</b>	<ul style="list-style-type: none"> <li>• Grand Blanc Township</li> <li>• City of Burton</li> <li>• Richfield Township</li> </ul>
<b>2020</b>	<ul style="list-style-type: none"> <li>• City of Fenton</li> <li>• Argentine Township</li> <li>• Atlas Township</li> </ul>	<b>2023</b>	<ul style="list-style-type: none"> <li>• City of Grand Blanc</li> <li>• Village of Goodrich</li> <li>• City of Montrose</li> <li>• Forest Township</li> <li>• Montrose Township</li> </ul>	<b>2029</b>	<ul style="list-style-type: none"> <li>• Davison Township</li> <li>• Flint Township</li> <li>• Flushing Township</li> </ul>

\*Contract updates not provided to GCMPC as of July 2020.



# Identify challenges/obstacles for working together to

“Who pays for what”

“Financial resources”

“Cost to increase recycling”

“Pleasing residents needs/wants”

“Not simply coordinating the timing/lengths of contracts, but what that looks like in individual communities for actual service delivery (carts/containers, pickup schedule, changes to existing)”

“Politics”

“Recycling champions in leadership positions”

“Different wants/needs for each community”

“Loss of local control Politics”



# APPROACHES TO COLLABORATION

David Stead





# COOPERATIVE STRUCTURES

- Public / Private Partnership
- Inter-local Agreement
- Solid Waste Authorities
- Board of Public Works
- Planning Commission



# BENEFITS OF COLLABORATION

## Advantages

- Uniform waste and recycling collection
- Potential for cooperative management
  - Reduced Contract Costs
  - Reduces market risk - best value for materials
- Regional approach
  - Helps with costs - Shared costs for facility capital and operating costs
  - Economies of scale

## Disadvantages

- Costs of evaluating and sustaining markets
- Burden of risks, liabilities
- Increased Responsibility for capital and operating costs



# PUBLIC / PRIVATE PARTNERSHIP (PPP)

- Share resources
- Bridge resource gaps
- Consistent vision across the region
- Utilize Private Sector thru separate municipal contracts
- Review, advise, plan



# INTER GOVERNMENTAL AGREEMENT

- Combines strength of public sector and private sector capabilities
- Leverages the use of existing resources and additional private sector capital
- Competitive procurement thru coordinating government agency



# SOLID WASTE AUTHORITIES

- Mechanism for legal structure is flexible and streamlined
- Operates through a Board of Trustees and a set of By-laws
- Long term stability
- Can be blended with any of the other organizational tool structures

# BREAKOUT GROUP INSTRUCTIONS



**JOIN YOUR BREAKOUT ROOMS**



**TURN ON VIDEO & SMILE AT YOUR GROUP**



**LISTEN & ENGAGE IN PRODUCTIVE DISCUSSIONS**



**BE OPEN TO THE COLLABORATIVE PROCESS**



**ELMO- “ENOUGH LET’S MOVE ON”**

# BREAKOUT GROUPS

LOOKING TO NEXT STEPS – DIVE INTO  
COLLABORATION APPROACHES





# REPORT OUT



# GROUP 1

	Advantages	Disadvantages
<b>Public/ Private Partnership (PPP) Agreements</b>	<ul style="list-style-type: none"><li>• Combines strength of public sector and private sector capabilities;</li><li>• Leverages the use of existing resources and additional private sector capital.</li></ul>	<ul style="list-style-type: none"><li>• Must consider securing the lowest cost for specified services;</li><li>• Competitive procurement procedures typical;</li><li>• Maintaining aggressive public agency posture</li></ul>

# GROUP 2

	Advantages	Disadvantages
<b>Inter-Governmental Agreements</b>	<ul style="list-style-type: none"><li>• Public sector defines consistent level of services and funding those services;</li><li>• Assigns roles to other available public agencies;</li><li>• Can be blended with the other organizational tools to access desirable features;</li><li>• Often an essential component of system.</li></ul>	<ul style="list-style-type: none"><li>• No provision for a joint powers' decision-making body;</li><li>• Local units are required to actively engage in project;</li><li>• With more than a few participants, the web of contracts can become very complex;</li><li>• Potential for a bulky, inefficient and time- consuming organizational structure.</li></ul>

# GROUP 3

The State of Michigan authorizes the formation of an Authority for the regional governance of solid waste management under Act Number 179 of the Michigan Public Acts of 1947

	Advantages	Disadvantages
<b>Solid Waste Authorities</b>	<ul style="list-style-type: none"><li>• Allocates power and responsibility to various participants;</li><li>• Bylaws detail administrative procedures;</li><li>• Long term stability;</li><li>• Can be blended with any of the other organizational tool structures;</li><li>• Mechanism for legal structure is flexible and streamlined.</li><li>• Operates through a Board of Trustees and a set of By-laws.</li></ul>	<ul style="list-style-type: none"><li>• Authorities tend to become more independent from local units;</li><li>• Representation on authority board can be a significant issue in control and accountability;</li><li>• Most authorities are structured with staff or elected officials who may lack experience and expertise</li></ul>



The background of the slide is a collage of US one-dollar bills, slightly faded and overlapping. The bills feature the portrait of George Washington and various serial numbers such as A89733115B, A89733152B, A89733117B, A89733103B, A89733137B, A89733149, A89733151B, A89733157B, A89733114B, and A89733155B. The text "THE UNITED STATES OF AMERICA" and "FEDERAL RESERVE NOTE" is visible on the bills.

# COLLABORATIVE FUNDING

David Stead





# FUNDING APPROACHES

## Impacts Disposal or Collection Costs

- Landfill Surcharge
- Hauler Licensing Resource Recovery Fee

## Impacts Assessment Fee per Household

- Act 185 County Public Works Act – annual household fee assessment based on annual project cost thru County Public Works Board
- Act 69 Resource Recovery Fees - voter approved up to \$50/year per household and businesses
- Act 138 Resource Recovery Fees - approval by elected officials up to \$25/year per household
- Dedicated Millage: Incorporated cities and charter townships in Michigan can charge an additional millage for solid waste and recycling services up to limits specified by statute (3 mils). No action by voters is required.



# FUNDING OVERVIEW

- Sustained funding is essential for long-term success of collaborative recycling programs and services
- Funding sources for management, education, capital, and O&M to achieve increased diversion and recycling are necessary within long-term collaborative structure





# CURRENT GENESEE COUNTY FUNDING

## Landfill Surcharge

- Authorized by County Ordinance
- \$0.12 per cubic yard surcharge  
(50/50 split between commercial/residential MSW)
- \$300,000 to \$350,000 annual revenue
- Approx. \$1.50-1.80 avg. household per year

## Hauler Permits

- \$20 for each permit
- \$6,000 annual revenue

Much of the funding is utilized on Recycle Day events and staff time to organize events and implement educational programs.



# DOS CAPITAL COST

	BASIC SERVICE DOS	LIMITED SERVICE DOS	FULL SERVICE DOS
Annual Capital Cost (20 Years)	\$7,000	\$58,000	\$248,000
Annual Household Impact (193,503 HH)	\$0.04	\$.30	\$1.28





**What are your thoughts about the approaches you heard?**

“Need more funding for HHW and multi family recycling”

“Genesee co has a lot of mileages already, happy that is not on County's radar”

“What funding approach do most other communities use?”

“Good info to start discussions”

“Funding linked to services at the municipal level”



# GROUP DISCUSSION: FUNDING

Things to think about....If you are going to fund programs:

- How?
- What structure?
- What are structure impacts the funding?
- What are the funding impacts the structure?

**VIRTUAL VISION BREAKOUT SESSION WORKSHEET**  
**Instructions:** Follow the worksheet to help guide action on collaborative approaches to Solid Waste in Genesee County.

Topic per breakout group changes:  
Funding Collaboration

Regional Opportunities/Vision:	Questions (unknowns)
Other Stakeholder Roles (i.e. decision makers, funders, collaborators, contract manager)	Parking Lot Issues for later discussion
Immediate Next Steps (homework)	

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# SUCCESSFUL COLLABORATIONS

- Utilize competitive marketplace to obtain cost effective services from private sector
- Are a “coalition of the willing”
- Clarify opportunities for collaboration
  - “on” and “off” ramps for municipalities to work together
- Seek input from stakeholders including haulers, municipalities, and taxpayers
- Maintain transparency

# NEXT STEPS

1

Continue  
Conversation

2

Form  
Stakeholder  
Group to Drive  
Planning

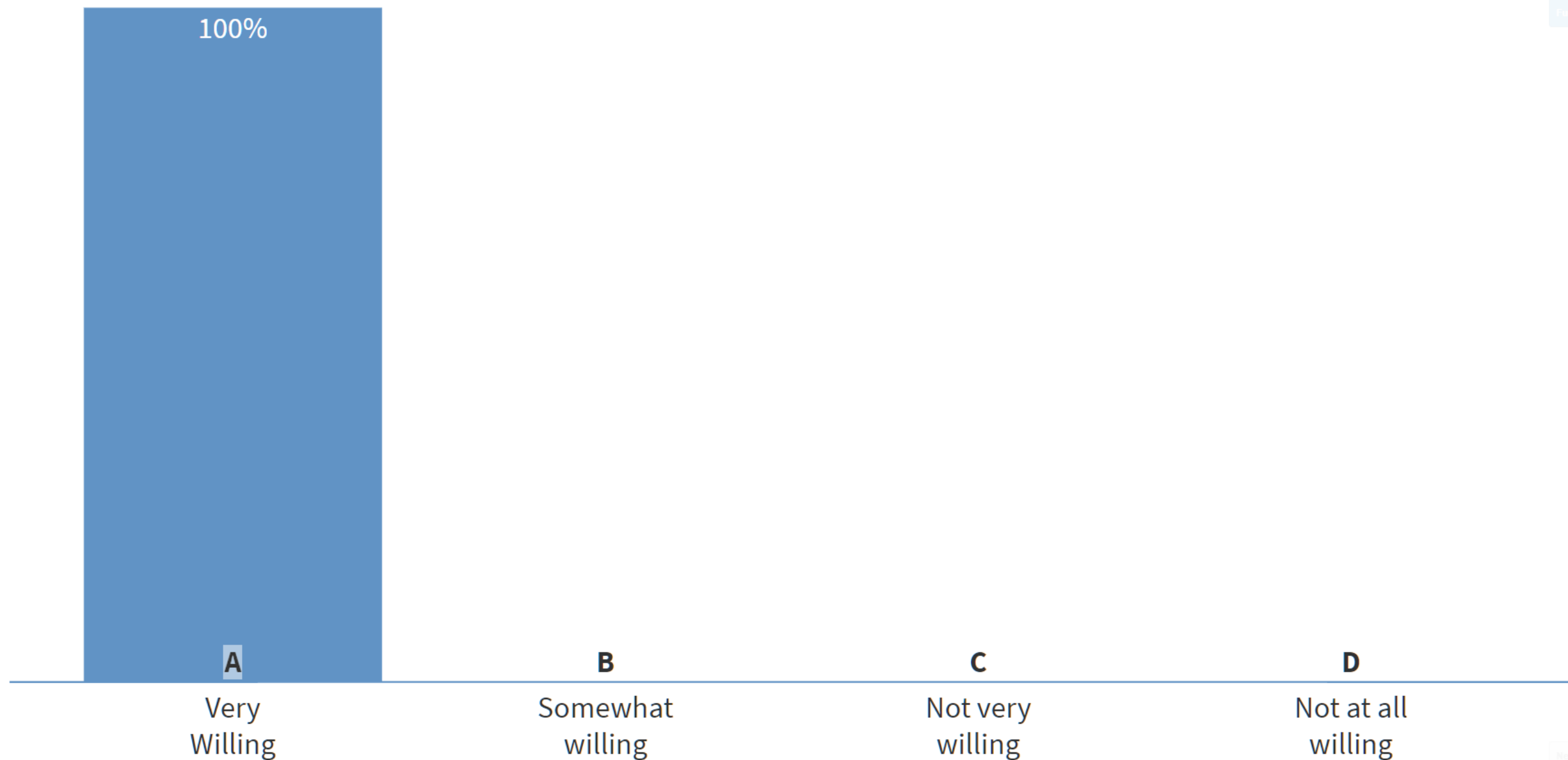
3

Set Goals

4

Determine  
Structure and  
Facilities

# Is your community willing to be a part of the ongoing conversation and







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# APPENDIX